

FINANCE DEPARTMENT MEMORANDUM
#11-2021

DATE: Sept. 20, 2021

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *hmg*

FROM: Jason Loveland, Director of Finance *JL*

SUBJECT: Proposed 2022 Annual Operating and Capital Improvement Budget

PURPOSE

To provide follow-up discussions requested by Council of the proposed 2022 Budget from the Sept. 13 Council meeting.

BACKGROUND

On Sept. 13, staff presented the proposed 2022 Budget to Council. Council asked that additional information be provided on the following topics:

1. Proposed personnel additions in 2022
2. Electric vehicle options for fleet replacement
3. Increased investment in the annual Residential Street Program

Staff will provide department rationale on personnel requests, a more detailed layout of vehicle replacement options, and details of what is currently budgeted for the Residential Street Program with alternates in roughly \$500,000 increments, up to \$2 million in additional road work. The increments provide a visual reference but are not limiting to the discussion of potential increases to the program. Additional funding of the Residential Street Program requires the use of General Fund reserves.

NEXT STEPS

Future meetings regarding the proposed 2022 Budget include:

- Oct. 11 – Public hearing
- Oct. 25 – Adoption of 2022 Budget

TIME/BUDGET IMPLICATIONS

Any changes directed by Council would affect the proposed 2022 Budget.

STAFF RECOMMENDATION

This item is for informational purposes only.

STAFF REFERENCE

If Council members have questions, please contact Jason Loveland, Director of Finance, at 303.450.8817 or jloveland@northglenn.org.

ATTACHMENT

1. Presentation

PROPOSED 2022 BUDGET

Heather Geyer

City Manager

303.450.8706

hgeyer@northglenn.org

Study Session

Sept. 20, 2021



CITY OF
Northglenn

2022 BUDGET POSITION

- **Healthy, strong financial position**
- **Aligning resources with desired level of service**
- **Balanced budget with use of reserves**
- **Intentional growth vs. scarcity/reductions (doing more with less)**
- **Balanced special fund budgets**
- **Short-term and long-term mindset**



COUNCIL ROLE IN SHAPING BUDGET

- **Vision and policy direction (Council sets the tone for what's to come)**
 - 2019 – 2023 Strategic Plan
 - 2021 – 8 additional Strategic Priorities advanced by Council following February Strategic Planning Session
 - Update of the plan coming to Council on Sept. 27
- **Budget is not final...what's missing?**
 - Oct. 11 Public hearing
 - Oct. 25 Budget adoption
- **City Manager expectations**
 - Ask for what you need to meet level of service (LOS) and increases in LOS per Council direction, life cycle costs, deferred maintenance

2019-2023 VISION STATEMENT



Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.



2019-2023 STRATEGIC PRIORITY AREAS



1. High-Performance
Government



2. Community
Engagement



3. Public Safety



4. Business
Retention and
Growth



5. Housing
Opportunities



6. Diverse
Community



7. Sustainability



8. Infrastructure

2021 STRATEGIC PRIORITIES

1. Restorative Justice Program
2. Police Co-Responder Program
3. Village Greens Fencing (changed to E.B. Rains, Jr. Park Fence)
4. Webster Lake Safety Concerns
5. Pedestrian and Roadway Safety
6. N Line Fare Equity Regional Initiative
7. Boys & Girls Club
8. Adventure Course targeting ages 12+ (Justice Center West Park)



ON THE HORIZON

- **Snow removal LOS – to be scheduled, work in progress (fall)**
- **Waste Optimization Study – Oct. 4 study session**
- **Electric Vehicle Readiness Study – Q1, Q2 2022**
- **P3 NGCC Phase II – work in progress**
- **Northglenn Marketplace**
- **Racial equity toolkit – work to begin in the fall**
- **Opioid settlement funding**
- **Transportation long-range planning (formerly master plan) (2023/2024)**
- **Homelessness initiatives – facilities (regional discussions)**



HOW ARE RESIDENTS BENEFITTING?

- **Continued focus on providing high quality of life and excellent customer service**
- **Creativity to addressing tough problems**
 - Crisis Response Unit
 - E.B. Rains, Jr. Park safety – additional staffing
 - CPTED assessment for E.B. Rains and Croke Reservoir
- **Implementation of increased level of service**
 - Traffic calming
 - New approach with Crisis Response Unit
 - Residential Street Program
 - Diversity, Equity & Inclusion
 - Next level data-driven policing
 - Parks visioning
 - Special events

2023 BUDGET PLANNING

City Manager will bring forward a discussion about the 2023 Budget post election

Begin with strategic planning in early 2022

- Staff recommends two sessions

Engage in a budget workshop instead of a study session

- Allows for more time for presentation and discussion



GENERAL FUND

	2021 Budget	2021 Forecast	Proposed 2022 Budget	Option w/ Road Increase
Taxes	\$20,337,945	\$23,309,290	\$23,892,719	\$23,892,719
Licenses/Permits	838,695	1,009,342	1,038,658	1,038,658
Intergovernmental	1,714,194	1,803,618	2,719,990	2,719,990
Charges for Service	2,330,131	2,125,494	2,978,889	2,978,889
Fines	600,000	685,990	807,800	807,800
Other	582,000	564,520	583,296	583,296
Total Revenue	\$26,402,965	\$29,498,254	\$32,021,352	\$32,021,352
Personnel	19,213,583	18,079,449	22,733,894	22,733,894
Services	4,800,286	4,620,033	5,403,781	5,403,781
Supplies	2,237,076	2,151,942	2,704,152	2,704,152
Capital	324,710	332,125	1,165,000	1,165,000
Other	452,120	549,098	492,696	2,509,746
Total Expense	\$27,027,775	\$25,732,647	\$32,499,523	\$34,516,573
Net Change	(624,810)	3,765,607	(478,171)	(2,495,221)
Ending Fund Balance	\$23,431,334	\$27,821,751	\$27,343,580	\$25,326,530
% Fund Balance	89%	94%	85%	79%

PERSONNEL ADDITIONS

City Manager's Office

FTE	Position	Budget	Rationale
0.5	Community Resource Navigator	\$40,372	Increase CRN hours to FT in support of the crisis response pilot program and those experiencing homelessness
1.0	Crisis Response Unit Program Manager	\$104,546	Provide oversight and participate as a co-responder in the crisis response pilot program
2.5	Crisis Response Unit Co-Responder	\$228,230	Respond collaboratively with police, courts, and neighborhood services to offer behavioral health services in crisis situations
1.0	Economic Development Coordinator	\$69,866	Provide additional support to the department in order to maintain current level of service & ARPA program funds
0.5	Seasonal Events Coordinator	\$25,268	Support additional event programming during the summer months
5.5		\$468,282	

PERSONNEL ADDITIONS

Parks, Recreation & Culture

FTE	Position	Budget	Rationale
1.36	Various Part-time Program Staff	\$60,000	Increased programming in new facility
1.0	Head Swim Coach	\$78,351	Provide full-time support to team versus shared job duties as Recreation Coordinator
3.0	Parks Maintenance Worker	\$179,859	Response to park conditions discussions by Council. Reduced 3 PT Parks Maintenance Worker to offset cost of one new FT position.
1.0	Park Ranger	\$71,993	Provide daily interaction and educational programming
1.0	Recreation Assistant	\$48,414	Increased programming in new facility
1.0	Recreation Coordinator	\$69,866	Increased programming in new facility
2.0	Specialized Fitness Instructor	\$92,366	Increased programming in new facility
3.03	Guest Relations Specialist	\$173,048	Support increasing numbers of visitors
13.39		\$773,897	

PERSONNEL ADDITIONS

Police Department

FTE	Position	Budget	Rationale
1.0	Crime Analyst	\$98,900	Support data-driven initiatives currently shared with PIO role
1.0	Custodian	\$59,171	Replace outsourced service, net zero impact to budget
1.0	Sergeant	\$131,195	Perform recruitment and training functions currently being done by a Commander
3.0		\$289,266	



PERSONNEL ADDITIONS

Public Works

FTE	Position	Budget	Rationale
1.0	Civil Engineer	\$97,974	Support traffic calming and other roadway projects
2.0	Municipal Service Worker	\$123,690	Support streets crew with traffic calming work and sanitation crew with overall depth of team
1.0	Utility Plant Operator	\$131,195	Provide additional support to essential functions of water production and quality
4.0		\$352,859	



VEHICLE REPLACEMENTS

*requires increase to proposed budget

Department	No. Units	Requested Equipment	Electric	Hybrid	EV/Hy Base Price	Gas/Diesel Base Price	Price Diff.
Public Works	1	Scorpion Side Arm Trash Truck	N	N	N/A	\$320,000	N/A
Public Works	1	Ford F 150 EV Lightning	Y	N	\$41,000	\$29,250	\$11,750
Public Works	1	3/4 Ton Utility Truck	N	N	N/A	\$39,050	N/A
Public Works	1	Compact Excavator	N	N	N/A	\$52,000	N/A
Parks & Rec	3	Ford F 150 EV Lightning	Y	N	\$123,000	\$87,750	\$35,250
Police	2	Ford Interceptor Utility SUV	N	Y	\$81,960	\$65,500	\$16,460
Police	5	Ford Interceptor Utility SUV	N	Y	\$204,900	\$221,250	\$(16,350)
Police	1	Patrol Vehicle Chevy Tahoe	N	N	N/A	\$50,295	N/A
Police	2	Traffic Motorcycles Harley Davidson	N	N	N/A	\$37,998	N/A
Total						\$903,093	\$47,111*

RESIDENTIAL STREET PROGRAM

PCI Index	
Excellent	85-100
Good	70-85
Fair	55-70
Poor	40-55
Very Poor	25-40
Serious	10-25
Failed	0-10



RESIDENTIAL STREET PROGRAM

CONT'D

No.	Street	Cross Street 1	Cross Street 2	PCI Avg.	PCI Low	Cost	Sub-totals
1	Pecos St	104th Ave	100th Ave	45	37	\$240,840	
2	Croke Dr	104th Ave	97th Ave	61	45	\$261,600	
3	Quivas St	104th Ave	Roseanna Dr	49	45	\$159,000	
4	Roseanna Dr	Pecos St	Kennedy Dr	50	48	\$186,000	
5	Pearl St	Malley Dr	115th Ave	47	46	\$72,600	
6	118th Ave	Washington St	Lincoln St	48	39	\$85,200	\$1,005,240
7	106th Ave	Croke St	Pecos St	47	47	\$90,000	
8	106th Pl	Croke St	Pecos St	46	46	\$90,000	
9	114th Pl	Melody Dr	Cherokee St	44	44	\$49,200	
10	Clark Dr	Dodge Dr	Belford Dr	46	46	\$78,000	\$1,312,440

Above line,
in proposed
Budget

Below
line,
possible
additions

RESIDENTIAL STREET PROGRAM

CONT'D

No.	Street	Cross Street 1	Cross Street 2	PCI Avg.	PCI Low	Cost	Sub-totals
11	Varese Ln	104th Pl	Ura Ln	41	41	\$169,800	
12	E 114th Ave	High St	High st	50	46	\$69,750	
13	Maiden Way	Truda Dr	Lavina Ln	48	48	\$42,000	\$1,593,990
14	Melody Dr	Kennedy Dr	112th Pl	48	46	\$406,000	\$1,999,990
15	Phillips Dr	Washington St	Irma Dr	58	54	\$182,000	
16	Alamo Dr	Belford Dr	W 99th Ave	49	47	\$73,500	\$2,255,490
17	Niver Ave	Huron St	100th Ave	49	47	\$57,600	
18	Niver Ave	Croke St	Lunceford Dr	52	52	\$45,000	
19	W 100th Ave	Niver Ave	Croke St	50	50	\$72,000	
20	W 102nd Ave	Croke St	Huron St	51	51	\$69,600	\$2,499,690

RESIDENTIAL STREET PROGRAM

CONT'D

No.	Street	Cross Street 1	Cross Street 2	PCI Avg.	PCI Low	Cost	Sub-totals
21	W 118th Ave	Huron St	Acoma St	47	47	\$37,800	
22	Galapago Ct	W 118th Ave	W 117th Ave	52	52	\$37,800	
23	Melody Dr	W 118th Ave	W 117th Ave	53	53	\$37,800	
24	Elati Ct	W 118th Ave	W 117th Ave	53	53	\$37,800	
25	Delaware Ct	W 118th Ave	W 117th Ave	52	52	\$39,000	
26	Galapago Ct	W 116th Ave	W 116th Pl	53	53	\$22,200	
27	W 116th Way	W 116th Pl	Acoma St	52	52	\$50,400	\$2,762,490
28	Wallace St	Acoma St	Melody Dr	46	46	\$55,800	
29	Patterson Ct	Melody Dr	Melody Dr	54	53	\$144,000	
30	Verna Ln	Bannock St	Bonita Ln	54	54	\$60,000	\$3,022,290

QUESTIONS?

