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## **A G E N D A**

**Delta City Council  
Work Session**

**August 5, 2014  
5:30 p.m.**

- A. Budget Discussion**
- B. Revenue Projections**
- C. 2015 Priorities**
- D. Budget Meetings**

# MEMO

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To: City Council  
From: Justin Clifton, City Manager  
Date: August 5, 2014  
Subject: 2015 Budget



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*Office of the City Manager*

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The 2015 budget season is upon us. At this first budget work session we have four items to discuss:

- General budget process and outline
- Revenue forecasts
- 2015 priorities/ areas of interest
- Future meetings dates

## **General budget process and outline:**

For the most part we are following the process outlined last year, with some minor changes. The process will be slightly more condensed in terms of presentations. This is because we gained a fairly in depth insight into department operations last year, and we will continue to focus in on key indicators/outcomes as a way to steer budget priorities. Of course, if Council has any particular interest or desires more detail staff will prepare whatever information is requested.

Similar to last year, we will start with projecting revenues to set the stage for any potential growth or contraction of available resources. Staff anticipates a fairly flat budget. Most changes will occur as a result of organizational restructuring and any need to address targeted salaries and/or benefits. Expense budget will be presented in a format similar to last year; focusing on key proposed changes and key performance indicators. We will introduce the first results of the ICMA performance data, which will provide good benchmarks in certain areas. We will also continue to track and review results of the citizen survey and wage survey to back up funding requests with good data.

## **Revenue Forecasts:**

Enclosed you will find a spreadsheet forecasting revenues. These forecasts are subject to change as we get new information before December but generally paint a picture of constrained revenues. Most proposed additions in the budget will have to come by way of proposed cuts. Staff will focus on key economic indicators such as sales tax, as well as big impact events such as the loss of Meadow Gold, which will have significant impact on utility revenues.

**2015 Priorities/ Areas of Interest:**

This is Council's opportunity to discuss priorities for next year. This will help staff prepare budget requests tailored to the policy goals of Council. Enclosed you will find a copy of the 2013 retreat notes and the 2014 Council Action Plan. This will be good context from which to discuss any new priorities. There are a number of items listed that have financial implications for next year. At the work session we can confirm whether or not these items are still top priorities and put any new items on the table. Our goal with the budget (as always) is to feel comfortable that our dollar investments are aligned with our public policy goals.

City of Delta

Estimated Revenues for the  
2015 Budget Process

**General Fund - 02**

**Revenue - 00**

<b>Account # Revenues by Source</b>		<b>2013 Actual</b>	<b>2014 Estimated</b>	<b>2015 Budget</b>	<b>2016 Estimated</b>
<b>Taxes</b>					
61310	Sales Tax	1,611,577	1,599,252	1,615,245	1,631,397
61320	Use Tax	31,717	25,000	25,000	25,000
61410	Cigarette Tax	23,393	26,000	26,000	26,000
61510	Franchise Tax - Cable TV	40,948	41,000	41,000	41,000
61520	Franchise Tax - Natural Gas	107,452	90,000	90,000	90,000
61530	Franchise Tax - Equivalentents	461,351	476,760	453,820	453,820
61540	Occupation Tax	18,713	18,000	18,000	18,000
	Subtotal Taxes	<u>2,295,151</u>	<u>2,276,012</u>	<u>2,269,065</u>	<u>2,285,217</u>
<b>Licenses &amp; Permits</b>					
62110	Liquor Licenses	4,120	4,000	4,000	4,000
62120	Other Business Licenses	12,685	13,500	13,500	13,500
62220	Building Permits	54,588	43,029	40,000	25,000
62230	Burial Permits	13,950	7,800	12,500	12,500
62240	Animal Licenses	825	880	500	500
	Subtotal Licenses & Permits	<u>86,168</u>	<u>69,209</u>	<u>70,500</u>	<u>55,500</u>
<b>Intergovernmental Revenues</b>					
63330	Other State Grants	34,217	26,973	26,973	
63331	Federal Grants				
63332	Delta County				
63410	Highway Users Tax	307,604	298,874	300,000	300,000
63420	Motor Vehicle Registration	34,197	32,000	32,000	32,000
63460	Severance Tax	116,377	100,000	100,000	100,000
63470	Mineral Leasing Apportionment	228,784	267,554	225,000	225,000
63510	Road & Bridge	39,443	40,000	40,000	40,000
	Subtotal Intergov. Revenues	<u>760,622</u>	<u>765,401</u>	<u>723,973</u>	<u>697,000</u>
<b>Charges For Services</b>					
64120	Zoning & Subdivision Fees	3,380	2,050	2,000	1,200
64150	Plan Checking Fee	18,018	20,000	20,000	15,000
64490	Other Charges for Services		1,715	1,500	1,500
64491	Vehicle Inspection Fees	165	440	150	150
64494	Abatement				
64510	Animal Control & Shelter Fees	4,572	2,500	5,000	5,000
64520	Cemetery Lots	1,920	5,000	5,000	5,000
	Subtotal Charges For Services	<u>28,055</u>	<u>31,705</u>	<u>33,650</u>	<u>27,850</u>
<b>Fines &amp; Forfeitures</b>					
65110	Court Fines & Forfeits	77,324	80,000	80,000	80,000
65300	Drug Seizure Forfeits				
	Subtotal Fines & Forfeitures	<u>77,324</u>	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>
<b>Miscellaneous Revenues</b>					

**General Fund - 02**  
**Revenue - 00**

<b>Account # Revenues by Source</b>	<b>2013 Actual</b>	<b>2014 Estimated</b>	<b>2015 Budget</b>	<b>2016 Estimated</b>
66240 Horse Arena Rental	2,780	1,142	1,500	1,500
66270 Parks Rental	4,845	4,760	5,000	5,000
66460 Donations	133	150	500	500
66475 Fort Admissions	5,551	5,000	5,000	5,000
66476 Fort Sale of Merchandise	165			
64140 Phone, Fax & Copies	243	120	100	100
66521 Payment In Lieu of Parks	8,421			
66570 Other Revenues	26,325	20,000	20,000	20,000
66572 Delta Senior Center-Utilities	7,800	7,800	7,800	7,800
Subtotal Misc. Revenues	<u>56,263</u>	<u>38,972</u>	<u>39,900</u>	<u>39,900</u>
<b>Accounting and Administrative Charges</b>				
64720 Accounting and Administrative	<u>425,000</u>	<u>720,844</u>	<u>720,844</u>	<u>720,844</u>
Subtotal Accounting and Admin.	<u>425,000</u>	<u>720,844</u>	<u>720,844</u>	<u>720,844</u>
<b>Income from Investments</b>				
66110 Interest on Investments	<u>2,377</u>	<u>1,800</u>	<u>1,800</u>	<u>1,500</u>
Sub. Income from Investments	<u>2,377</u>	<u>1,800</u>	<u>1,800</u>	<u>1,500</u>
<b>Other Financing Sources</b>				
67719 Transfer From C. W. C. I. Fund	300,000	150,000	150,000	150,000
67741 Transfer From M.L. & P. Fund	500,000			
67742 Transfer From Sewer Fund		100,000	100,000	100,000
67745 Transfer From Water Fund		300,000	300,000	300,000
67747 Transfer From Refuse Fund	<u>150,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Subtotal Other Financing Sources	<u>950,000</u>	<u>650,000</u>	<u>650,000</u>	<u>650,000</u>
<b>Total - General Fund</b>	<u><u>4,680,958</u></u>	<u><u>4,633,943</u></u>	<u><u>4,589,732</u></u>	<u><u>4,557,811</u></u>

**Conservation Trust Fund - 15**  
**Revenue - 00**

<b>Account Revenues by Source</b>		2013	2014	2015	2016
		Actual	Estimated	Budget	Estimated
<b>Intergovernmental Revenues</b>					
63440	Lottery Proceeds	<u>94,639</u>	<u>91,000</u>	<u>90,000</u>	<u>90,000</u>
	Subtotal Intergov. Revenues	<u>94,639</u>	<u>91,000</u>	<u>90,000</u>	<u>90,000</u>
<b>Income From Investments</b>					
66110	Interest on Investments	<u>164</u>	<u>120</u>	<u>125</u>	<u>125</u>
	Sub. Income From Investments	<u>164</u>	<u>120</u>	<u>125</u>	<u>125</u>
66570	<b>Other Revenues</b>				
	Other Revenues	<u>2,795</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Sub. Other Revenues	<u>2,795</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total - Conservation Trust Fund</b>		<u><u>97,598</u></u>	<u><u>91,120</u></u>	<u><u>90,125</u></u>	<u><u>90,125</u></u>

**Recreation Center Fund - 18**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Taxes</b>					
61310	Sales Tax	1,611,577	1,599,251	1,615,244	1,631,396
61320	Use Tax	31,723	25,000	25,000	25,000
	Subtotal Taxes	1,643,300	1,624,251	1,640,244	1,656,396
<b>Admissions</b>					
64670	Recreation Center Memberships	150,240	168,000	172,000	168,000
64603	Fitness Training Revenue	46,803	50,000	47,000	50,000
64677	School Programs	7,500	8,500	8,500	8,500
64610	Leisure Recreation Fees	24,562	10,000	11,000	11,000
64611	General Daily Admissions	113,097	140,000	160,000	140,000
64614	General Punch Passes	95,401	95,000	100,000	100,000
	Subtotal Admissions	437,603	471,500	498,500	477,500
<b>Fees</b>					
64665	Adult Sports	36,718	38,000	40,000	45,000
	Subtotal Fees	36,718	38,000	40,000	45,000
<b>Youth</b>					
64660	Youth Sports	40,416	40,000	38,000	42,000
	Subtotal Youth	40,416	40,000	38,000	42,000
<b>Aquatics</b>					
64673	Other Swimming Pool	6,751	7,500	8,500	7,500
64674	Swimming Lessons & Classes	23,905	24,000	28,000	24,000
	Subtotal Aquatics	30,656	31,500	36,500	31,500
<b>Rental</b>					
66230	Other Rentals	28	50	200	50
66235	Equipment Rental	2,485	3,500	4,000	3,500
66250	Recreation Facility	31,656	31,000	33,000	33,000
66260	Recreation Field	1,870	2,000	5,000	2,000
	Subtotal Rental	36,039	36,550	42,200	38,550

**Recreation Center Fund - 18**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Miscellaneous</b>					
64652	Concessions Sales - Sports	6,010	7,000	7,500	7,000
64680	Concessions Sales	2,067	2,000		2,000
64681	Sales of Merchandise	22,654	28,000	40,000	28,000
64683	Child Care Fees	4,612	5,000	6,250	5,000
66474	Silver Sneakers	20,946	22,000	28,000	22,000
66536	Advertising	340	600	1,700	750
63600	Other Grants	100,405			
66570	Other	2,336	2,165		
	Subtotal Miscellaneous	<u>159,370</u>	<u>66,765</u>	<u>83,450</u>	<u>64,750</u>
<b>Income From Investments</b>					
66110	Interest on Investments	3,892	700	700	1,000
	Sub. Income From Investments	<u>3,892</u>	<u>700</u>	<u>700</u>	<u>1,000</u>
<b>Total - Recreation Fund</b>		<u><u>2,387,994</u></u>	<u><u>2,309,266</u></u>	<u><u>2,379,594</u></u>	<u><u>2,356,696</u></u>

**City Wide Capital Improvements - 19  
Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Taxes</b>					
61310	Sales Tax	1,611,577	1,599,251	1,615,244	1,631,396
61320	Use Tax	31,717	25,000	25,000	25,000
61340	Delta County Sales Tax	570,040	560,000	565,600	571,256
	Subtotal Charges & Services	<u>2,213,334</u>	<u>2,184,251</u>	<u>2,205,844</u>	<u>2,227,652</u>
<b>Income From Investments</b>					
66110	Interest On Investments	6,459	4,000	4,000	4,500
	Subtotal Income From Investments	<u>6,459</u>	<u>4,000</u>	<u>4,000</u>	<u>4,500</u>
<b>Miscellaneous Revenues</b>					
63331	Grants	234,935	423,666	1,000,000	
66420	Contributions For Construction	4,394	10,000	10,000	10,000
66230	Other Rental	8,513	13,800	13,800	13,800
67210	Sale of Assets	41			
	Subtotal Miscellaneous Revenues	<u>247,883</u>	<u>447,466</u>	<u>1,023,800</u>	<u>23,800</u>
<b>Total:</b>					
<b>City Wide Capital Improvements Fund</b>		<u><u>2,467,676</u></u>	<u><u>2,635,717</u></u>	<u><u>3,233,644</u></u>	<u><u>2,255,952</u></u>

**Municipal Light & Power Fund - 41**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Charges &amp; Services</b>					
64410	Commercial User Charges	3,465,973	3,400,000	3,120,000	3,120,000
64415	Wholesale User Charges	128,488	160,000	135,000	135,000
64420	Residential User Charges	1,983,507	2,100,000	2,100,000	2,100,000
64440	Street Lighting Charges	30,327	32,000	30,000	30,000
64450	Yard Lighting Charges	30,347	30,000	30,000	30,000
64490	Other Charges For Services	40,105	40,000	40,000	40,000
	Subtotal Charges & Services	<u>5,678,747</u>	<u>5,762,000</u>	<u>5,455,000</u>	<u>5,455,000</u>
<b>Income From Investments</b>					
66110	Interest On Investments	6,316	3,500	3,500	3,500
	Subtotal Income From Investment	<u>6,316</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
<b>Miscellaneous Revenues</b>					
66230	Other Rental	13,503	6,500	6,500	6,500
66520	Sale Of Supplies & Materials		500	500	500
66570	Other Revenues	27,497	71,562	50,000	50,000
66575	MEAN - Capacity Credit	31,072			
66576	DMEA/Tri-State		1,400,863		
67220	Insurance Recoveries		4,172		
	Subtotal Miscellaneous Revenues	<u>72,072</u>	<u>1,483,597</u>	<u>57,000</u>	<u>57,000</u>
<b>Total: Municipal Light &amp; Power Fund</b>		<u><u>5,757,135</u></u>	<u><u>7,249,097</u></u>	<u><u>5,515,500</u></u>	<u><u>5,515,500</u></u>

**Sewer Fund - 42**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Charges &amp; Services</b>					
64410	Commercial User Charges	306,412	300,000	240,000	240,000
64415	Wholesale User Charges	4,367	4,800	5,200	5,200
64420	Residential User Charges	893,192	965,000	900,000	900,000
64430	Rural User Charges	564	600	900	900
64460	Inactive Tap User Fees	23,994	25,000	25,000	25,000
64490	Other Charges For Services	7,401	7,000	6,500	6,500
	Subtotal Charges & Services	<u>1,235,930</u>	<u>1,302,400</u>	<u>1,177,600</u>	<u>1,177,600</u>
<b>Income From Investments</b>					
66110	Interest On Investments	4,666	4,200	3,000	3,000
	Subtotal Income From Investment	<u>4,666</u>	<u>4,200</u>	<u>3,000</u>	<u>3,000</u>
<b>Miscellaneous Revenues</b>					
66230	Other Rental	3,500	4,700	4,200	4,200
66410	System Investment Fees	29,900	151,300	25,000	25,000
66570	Other Revenues	8,849	35,000	24,000	24,000
	Subtotal Miscellaneous Revenues	<u>42,249</u>	<u>191,000</u>	<u>53,200</u>	<u>53,200</u>
<b>Total: Sewer Fund</b>		<u><u>1,282,845</u></u>	<u><u>1,497,600</u></u>	<u><u>1,233,800</u></u>	<u><u>1,233,800</u></u>

**Water Fund - 45**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Charges &amp; Services</b>					
64410	Commercial User Charges	511,989	500,000	500,000	500,000
64415	Wholesale User Charges	84,277	100,000	100,000	100,000
64416	Raw Water	40,600	15,300	15,300	15,300
64417	Tri County Augmentation	3,075			
64420	Residential User Charges	1,151,251	1,200,000	1,200,000	1,200,000
64430	Rural User Charges	20,421	20,500	20,000	20,000
64490	Other Charges For Services	2,208	2,000	3,500	3,500
	Subtotal Charges & Services	<u>1,813,821</u>	<u>1,837,800</u>	<u>1,838,800</u>	<u>1,838,800</u>
<b>Income From Investments</b>					
66110	Interest On Investments	4,378	2,800	2,500	2,500
	Subtotal Income From Investment	<u>4,378</u>	<u>2,800</u>	<u>2,500</u>	<u>2,500</u>
<b>Miscellaneous Revenues</b>					
66230	Other Rental	751	750	750	750
66410	System Investment Fees	16,500	74,600	10,000	10,000
66411	Water Tapping Fee	2,800	6,200	5,000	5,000
66520	Sale Of Supplies & Materials	743	500	500	500
66570	Other Revenues	15,048	40,000	30,000	30,000
	Subtotal Miscellaneous Revenues	<u>35,842</u>	<u>122,050</u>	<u>46,250</u>	<u>46,250</u>
<b>Total: Water Fund</b>		<u><u>1,854,041</u></u>	<u><u>1,962,650</u></u>	<u><u>1,887,550</u></u>	<u><u>1,887,550</u></u>

**Refuse Fund - 47**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Charges &amp; Services</b>					
64410	Commercial User Charges	193,109	210,000	195,000	195,000
64415	Wholesale User Charges	12,870	12,000	10,000	10,000
64420	Residential User Charges	396,101	460,000	450,000	450,000
	Subtotal Charges & Services	<u>602,080</u>	<u>682,000</u>	<u>655,000</u>	<u>655,000</u>
<b>Income From Investments</b>					
66110	Interest On Investments	2,054	1,500	1,300	1,300
	Subtotal Income From Investments	<u>2,054</u>	<u>1,500</u>	<u>1,300</u>	<u>1,300</u>
<b>Miscellaneous Revenues</b>					
66570	Other Revenues	6,128	15,000	15,000	15,000
	Subtotal Miscellaneous Revenues	<u>6,128</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total: Refuse Fund</b>		<u><u>610,262</u></u>	<u><u>698,500</u></u>	<u><u>671,300</u></u>	<u><u>671,300</u></u>

**Golf Course Fund - 48**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Golf Course Revenue</b>					
64609	Memberships	73,480	75,000	80,000	80,000
64610	Green Fees	182,882	210,000	212,000	210,000
64611	Cart Rental	71,955	95,000	95,000	95,000
64613	Driving Range	10,124	12,000	16,000	12,000
64614	Pro shop	72,078	70,000	77,000	75,000
64616	Lessons	305	1,500	5,000	1,500
64677	School Programs	2,500	2,500		
66230	Other Rental	20	200	1,000	200
66275	Snack Bar Rental	3,975	350		
66300	Beverages	2,149	55,000	60,000	55,000
66305	Food	815	20,000	20,000	20,000
66460	Donations				
66570	Other Revenues		960	1,000	
	Subtotal Golf Course	<u>420,283</u>	<u>542,510</u>	<u>567,000</u>	<u>548,700</u>
<b>Other Financing Sources</b>					
67742	Transfer From Sewer		104,000	100,000	100,000
67745	Transfer From Water		155,000	155,000	155,000
67747	Transfer From Refuse		100,000	100,000	60,000
67741	Transfer From ML&P	472,078			
	Total Subsidies	<u>472,078</u>	<u>359,000</u>	<u>355,000</u>	<u>315,000</u>
<b>Total - Golf Course Fund</b>		<u><u>892,361</u></u>	<u><u>901,510</u></u>	<u><u>922,000</u></u>	<u><u>863,700</u></u>

**Perpetual Care Fund - 51  
Revenue - 00**

<u>Account #</u>	<u>Revenues By Source</u>	<u>2013 Actual</u>	<u>2014 Estimated</u>	<u>2015 Budget</u>	<u>2016 Estimated</u>
64520	Cemetery Lots	<u>1,280</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
		1,280	3,500	3,500	3,500
<b>Total - Perpetual Care Fund</b>		<u><u>1,280</u></u>	<u><u>3,500</u></u>	<u><u>3,500</u></u>	<u><u>3,500</u></u>

**Internal Service Fund - 71**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Charges &amp; Services</b>					
64730	Equipment Maintenance Services	599,609	597,414	597,414	597,414
64740	Equipment Replacement Charges	444,881	482,825	482,825	482,825
	Subtotal Charges & Services	1,044,490	1,080,239	1,080,239	1,080,239
<b>Income From Investments</b>					
66110	Interest On Investments	1,285	1,000	750	750
	Subtotal Income From Investments	1,285	1,000	750	750
<b>Miscellaneous Revenues</b>					
66570	Other Revenue	25	2,454	500	500
67210	Sale Of Assets	40,833	15,890	5,000	5,000
67220	Insurance Recoveries				
	Subtotal Miscellaneous Revenues	40,858	18,344	5,500	5,500
<b>Total: Internal Service Fund</b>		<b>1,086,633</b>	<b>1,099,583</b>	<b>1,086,489</b>	<b>1,086,489</b>

## Employee's Dental Insurance Fund - 72

### Revenue - 00

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
<b>Contributions</b>					
66440	Contributions By Employees	10,052	10,826	10,826	10,826
66450	Contributions By City	<u>31,136</u>	<u>33,127</u>	<u>33,127</u>	<u>33,127</u>
	Subtotal Contributions	41,188	43,953	43,953	43,953
<b>Other Financing Sources</b>					
67702	Transfer From General Fund	<u>24,413</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>
	Subtotal Contributions	24,413	16,000	16,000	16,000
<b>Total: Employee's Dental Insurance Fund</b>		<u><u>65,601</u></u>	<u><u>59,953</u></u>	<u><u>59,953</u></u>	<u><u>59,953</u></u>

**Capital Project Fund - 80**  
**Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Estimated	2015 Budget	2016 Estimated
63331	Grants	2,294,272	664,529		
66420	Contributions For Construction				
66110	Interest on Investments	20,563	4,400		
66570	Other Revenues	1,714	167,000		
67719	Transfer From C.W.C.I. Fund	2,041,934	1,458,066		
	Subtotal Capital Project Revenue	<u>4,358,483</u>	<u>2,293,995</u>	<u>0</u>	<u>0</u>
<b>Total: Capital Project Fund</b>		<u><u>4,358,483</u></u>	<u><u>2,293,995</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

**Debt Service Fund - 90  
Revenue - 00**

Account #	Revenues by Source	2013 Actual	2014 Budget	2015 Budget	2016 Estimated
	<b>Intergovernmental Revenues</b>				
63331	Federal Grants (B.A.B.s)	<u>382,697</u>	<u>385,815</u>	<u>385,815</u>	<u>385,815</u>
	Subtotal Intergovernmental Revenues	<u>382,697</u>	<u>385,815</u>	<u>385,815</u>	<u>385,815</u>
	<b>Income From Investments</b>				
66110	Interest On Investments	<u>2,076</u>	<u>3,620</u>	<u>3,620</u>	<u>3,620</u>
	Subtotal Income Form Investments	<u>2,076</u>	<u>3,620</u>	<u>3,620</u>	<u>3,620</u>
	<b>Other Financing Sources</b>				
67719	Transfer From CWCI	<u>1,351,056</u>	<u>1,372,059</u>	<u>1,377,946</u>	<u>1,392,470</u>
	Sub. Other Financing Sources	<u>1,351,056</u>	<u>1,372,059</u>	<u>1,377,946</u>	<u>1,392,470</u>
<b>Total - Debt Service Fund</b>		<u><u>1,735,829</u></u>	<u><u>1,761,494</u></u>	<u><u>1,767,381</u></u>	<u><u>1,781,905</u></u>

**City of Delta  
Council/Staff Leadership Team Retreat  
Saturday, January 26, 2013**

**Notes**

Vision

The session opened with brainstorming and then committing to a 2020 Vision for the City of Delta. The following components make up this Vision:

- Update/establish and pursue an Integrated Plan, to include:
  - Vibrant recreational services
  - Quality local development
    - Main Street maintenance/redesign
    - Byway corridor development
    - Infill development
  - Pursuit of utility/energy alternatives
  
- Pursue service excellence in a manner that:
  - Establishes a “tighter connection” to the citizens of Delta
    - “Talk to us!”
  - Is creative and innovative
  - Engages a regional perspective
  - Utilizes effective business practices; ensures long-term financial sustainability
  - Supports local economic prosperity
  - “Proves we’re good!”
  
- Maintain the City of Delta’s good name and reputation; and quality partnerships with
  - CO Department of Transportation
  - Delta Schools
  - other local and regional entities.

Culture

There also was discussion of the culture of the City of Delta, which was highly favorable:

- We have open communications
- We have a cohesive leadership team that also works in concert with Council
- Our new City Manager is well received in the community.

Additionally, there were discussions of Council/staff expectations, relationships and communications. These also were highly positive, and various ideas for maintenance of quality working camaraderie were offered, with Council and staff members all committing to be vigilant in continuing this goodwill.

Building an Organization of Excellence: Performance Management

City Manager Justin Clifton introduced the concept of moving to “Performance Management” methods for managing and making decisions, determining performance metrics (e.g. costs/customer) and defining excellence. A brief description outlined that this may involve “asking some different

questions than we've asked in the past," but effectively involves maximizing results from the various resources ("inputs") available to the City. All in attendance agreed that the framework seems reasonable and will look to improve City outcomes by working with Justin in making this goal-setting and evaluative process transition.

### Action Plans

In pursuit of the outlined Vision, and/or to address immediate concerns, specific action plans were developed in several areas. The following outlines these various action plans including – in some cases – timelines and personnel assignments.

#### ***Integrated Plan***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
2013	Assess how to proceed re: updating/overhauling 2008 plan	Manager/Staff
	Plan specifically to address: <ul style="list-style-type: none"> <li>• Byway corridor and Main Street development</li> <li>• Business-friendly development via infill</li> </ul>	

#### ***Byway Completion***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
Ongoing	Keep lines of communication open with CO Department of Transportation	Staff
	Secure modified signage for both Highway 50 and Byway	Staff
2016 or later	Secure lane swap	

#### ***Main Street Trees and Sidewalks***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
2013	Brief Council on implications of in/action. Provide both short- and long-term plans and budgets for inclusion in 2014 (and beyond) budgets.	Manager/Staff
By 2015	Address/solve tree and sidewalk problems	

#### ***Utility/Energy Alternatives***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
Beginning June 2013	As part of 2014 budget process, discuss details of how to proceed regarding: <ul style="list-style-type: none"> <li>• Pursuit of alternative energy development projects</li> <li>• Modification of 28-year contract re: limits on pursuit of alternative sources</li> <li>• Agreement with DMEA to buy out/provide utility services in city</li> </ul>	

***Recreational Services***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
2013	Prioritize in 2014 and beyond budgets; begin budget process in June 2013	Manager
12-18 months (by 6/30/14)	Look at severity of problems with golf course and parks; report to Council for decision re: pursuit of ballot initiative	Manager/Staff
	Establish/reconvene task force to pursue campaign	
2014	Conduct public relations/campaigning for ballot initiative	
Nov 2014	Present ballot initiative re: Perpetual Sales Tax (or related) for provision of recreational services	

***Local Economic Prosperity***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
	Review existing codes to ensure business-friendly policies	
For the present/ongoing	Address this issue as opportunities/problems are presented (perhaps even be more proactive?)	
2016 or later	Develop a “yes/no” toolkit for use in reviewing possible involvement in economic development activities (??? – develop a brief plan document for this same purpose)	

***Outreach/Connection to Community***

<b>Dates</b>	<b>Activity</b>	<b>Assigned to</b>
Quarter 1 2013	Determine best options for establishing better connections to the community, including review of: <ul style="list-style-type: none"> <li>• Passive involvement with tourism promotions</li> <li>• Establishing ballot initiative task force</li> <li>• Use of City advisory/action groups</li> <li>• Overall communications efforts; maximization of resources in place for this purpose</li> </ul>	Manager

# Action Planning

**Why?:** Action planning provides an opportunity to organize thoughts about achieving and maintaining excellence within your department and for you as a leader. Without planning, we tend to focus on daily tasks and workload; reacting to challenges and neglecting to put lessons learned into action.

**Purpose:**

- To think proactively about end goals; develop strategies and measurements to link means to ends.
- To organize thoughts about organizational, programmatic and personal goals/ strategies
- To have a system for assessment and reassessment
- To have better ways of measuring performance and value

**Who?:** All employees can benefit from tools for forward thinking and planning. All employees with leadership responsibilities should engage in some form of action planning.

**Topic Areas:** Plans should include but are not limited to major projects, organizational improvement, new programs and professional development

**Format:** Broad Goals – Objectives – Strategies – Measurements –Assessment (at year end)

**Hint:** Does your plan pass the “SMART” test? (Specific, Measurable, Aggressive yet attainable, Results oriented and Time bound)



# **2014 City Council Action Plan**

## **Mission:**

Preserve and enhance our community through collaborative efforts providing services that improve quality of life

## **Vision:**

An all American city in the heart of Western Colorado with community spirit that fosters economic growth and prosperity to create an attractive and vibrant rural community for residents, businesses and visitors.

## **Objective #1: Improve Economic Vitality**

### **Strategies:**

- Create an environment conducive to business growth by:
  - Supporting what we have through business services and economic gardening efforts
  - Use grants in partnership with DCED to consider a business recruitment strategy
- Consider the use of tax incentives or other financial contribution tools for select businesses
- Develop adequate infrastructure with a focus on internet connectivity
- Focus on “core” infill projects
- Improve relationships and set expectations for:
  - DCED, Region 10, Tourism, History and Recreation groups

### **Measurable Outcomes:**

- Develop and adopt of a clear plan to provide business support services by December 31, 2014
- Solidify whether or not financial contributions will be made for business location/ expansion by June 30, 2014
  - If yes, develop criteria and process for financial contribution decisions by December 31, 2014
- Develop timeline for a construction phase of an in-city fiber project through the Region 10 planning grant by December 31, 2014
- Review Land use Code for in-fill incentives by September 30, 2014

## **Objective #2: Improve Quality of Life**

### **Strategies:**

- Consider ways to repair and possibly expand trail system
- Look at mobility and prioritize areas for improvement
- Revisit Comp Plan and identify progress made and next priorities
- Look at addressing panhandling
- Develop basic parks plans that focus on existing large parks
- Consider expanding the murals and public art program

### **Measurements:**

- Identify top priority trails for the 2015 budget by December 15, 2014
- Review and report on Comp Plan by Dec 31, 2014
- Host work session to discuss option for panhandling by Oct 31, 2014
- Identify potential mural location for the 2015 budget by December 15, 2014

### Objective #3: Work toward greater financial stability

#### **Strategies:**

- Build and maintain healthy reserve balances
- Monitor revenue trends closely—especially sales tax and severance tax/FML
- Consider service level expectations and costs
- Attempt to influence MEAN owners for better utility rates
- De-bruce revenues
- Divest property wherever possible
- Explore level of service and tax structure for the Rec Center

#### **Measurements:**

- Identify targeting reserve balances for each major fund by August 31, 2014
- Report financial health to Council quarterly
- Consider service levels and costs for 2015 budget by Nov 1, 2014
- Outline TABOR ballot questions process by March 31, 2014
- Hold TABOR election in November 2014
- Present/ discuss inventory of City properties by September 30, 2014

### Objective #5: Maintain Infrastructure

#### **Strategies:**

- Consider utilization of a pavement management software
- Prioritize roads for repair
- Solidify target for total utility transfers
- Plan for storm water utility

#### **Measurements:**

- Develop plan for pavement management for the 2015 budget by Dec 15, 2014
- Complete \$400K in budgeted road improvements by Nov 1, 2014
- Prioritize road repair in the 2015 budget by Dec 15, 2014
- Discuss a targeted utility transfer by March 31, 2014
- Discuss storm water funding by Oct 1, 2014

### **Objective #6: Improve Council processes**

#### **Strategies:**

- Present more information to Council
- Review important policies periodically
- Discuss agenda items and explain dissenting votes
- Set expectations for Council committees and report back

#### **Measurements:**

- Discuss expectations of Council committees by April 31, 2014
- Place committee reports on regular meeting agendas as appropriate throughout the year
- Improve Council self assessment results by February 28, 2015