

2015

BUDGET



City of Englewood
COLORADO

1000 Englewood Parkway
Englewood, Colorado 80110

www.englewoodgov.org/budget

City of Englewood, Colorado

2015 **Budget**

Presented to
Honorable Mayor, Council Members, Board and Commission Members, Citizens,
Employees and Other Stakeholders of the City of Englewood

Prepared by
Legislation
City Council
City Manager's Office
City Attorney's Office
Englewood Municipal Court
Human Resources Department
Finance and Administrative Services Department
Information Technology Department
Community Development Department
Public Works Department
Police Department
Fire Department
Library Services Department
Parks and Recreation Department
Utilities Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Englewood
Colorado**

For the Fiscal Year Beginning

January 1, 2014

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Englewood, Colorado** for the **Annual Budget** beginning **January 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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C I T Y O F E N G L E W O O D

C i t y M a n a g e r ' s O f f i c e

January 1, 2015

Honorable Mayor, City Council Members, Board and Commission Members, Citizens, Employees, and other stakeholders of the City of Englewood, Colorado

Although my role as City Manager began after the 2015 proposed budget was prepared, I was present for the public hearing and subsequent budget workshop that discussed the major challenges and opportunities of the 2015 Budget that will need to be addressed early in 2015, namely whether fire service continues to be a service that the City of Englewood provides in-house or provided by a neighboring fire district, the review of the comprehensive plan to ensure it includes a long-term strategic plan that addresses delayed infrastructure needs, provides for sustainable services and encourages economic development. I look forward to working with City Council, City staff and citizens to address the challenges to provide sustainable services to the Englewood citizens.

Given the challenges of the 2015 Budget, I submit the 2015 Budget for the City of Englewood as adopted. The annual budget serves as the foundation for the City's financial planning and fiscal management. It also provides a comprehensive plan to provide quality services to the Englewood community. The Budget was developed in accordance with State laws and City Charter requirements. The Budget is based on the modified accrual method.

Budget Document

This financial plan is the result of a collaborative process with the guidance and direction of City Council, and input from Boards and Commissions, citizens and City staff. The budget quantifies in dollars the many services and amenities provided to the citizens of Englewood. The City provides a full range of services, including police and fire protection, emergency medical services, construction and maintenance of streets, sidewalks (curb and gutter) and other infrastructure, library services and general government services. A variety of recreational resources are provided by the City: thirteen parks (including a canine companion park), nine athletic fields, an award-winning recreation center, an affordable redesigned golf course, one of the most successful senior centers in the region and Pirates Cove, a family aquatic center that offers a variety of water-based activities. The City also operates its own water treatment plant, maintains its water distribution and wastewater collection systems and jointly manages a wastewater treatment plant with the City of Littleton, our neighbor to the south.

The budget document is prepared in accordance with nationally recognized guidelines of the Distinguished Budget Presentation Award program criteria as developed by the Government Finance Officers Association. This budget document is intended to serve as:

- A **policy document** that defines the key issues that shape the budget and outlines the financial and other policies that guide the City's operating and capital plans;
- A **financial plan** that describes and summarizes relevant information related to: revenues, expenditures, debt service, and funds available for all City funds;
- An **operations guide** that highlights useful information on the nature, purpose, and accomplishments of the City's various organizational units; and

- A **communications tool** to summarize and provide key information related to: the City’s resources, planning processes, and budget outlook.

The Budget document is organized into three major sections. The **Introduction Section** provides a list of principal officials, the City’s organizational chart, and general City information. This section also includes a description of the budget process, a summary of significant policies embodied in the budget and a listing of city-wide capital projects. The **Main Section** consists of a series of tabs that organize the budget by fund type; the governmental funds are presented first followed by the proprietary funds. A separate budget is prepared for each fund; some funds are further expanded by divisions providing outcome based goals/activity statements and, where applicable, performance indicators. A description of ongoing major revenue sources is provided by department, including the history and method of projecting future collections. The **Supplemental Information Section** includes other information of general interest, including the ordinances adopting the budget and a glossary of terms.

Budget Elements

The City economy, like that of the State and the national economy is well into its recovery five years after the “Great Recession.” Domestic and international risks affecting the nation’s healthy economic recovery include: Federal Reserve policies, oil prices, stock market instability, slow Eurozone economic growth, less robust growth in China and conflicts in the Middle East.

Colorado’s economy continues to see job growth. The retail market is strengthening and the housing market is one of the strongest in the nation. The City’s 2013 sales and use tax receipts increased 12.7 percent from the sharp ten percent decline experienced in 2009. The sales and use tax receipts for November 2014 increased 1.32 percent over November 2013—year to date through November receipts are up 7.75 percent as compared to 2013.

Even though the City is landlocked, the City is experiencing a redevelopment of existing sites. Permit fees and building use tax is expected to generate \$1-2 million in additional one-time revenue for the City. Building Permits for the year were up 5.42 percent in 2013 from 2009. The number of building permits issued year-to-date through November 2014 as compared to November 2013 increased 1,798 or 90.6 percent. The majority of this permit increase (1,438) was due to roofing replacements which was the result of hail storms experienced in 2014. The valuation of these permits was down over last year by \$23.1 million or 16.4 percent.

Even with these improvements, additional budget adjustments and reductions were made in 2015 to maintain the General Fund’s unassigned fund balance close to ten percent of total revenue. On the direction of the City Manager, at the time, City departments were asked to control 2014 expenditures and submit their 2015 budget requests at the 2014 Budget level. Most departments have held current year expenditures at the requested level and developed 2015 budgets within City Manager’s guidelines as adjusted for negotiated salary and benefit increases and inflationary expenses such as energy and fuel costs. Contractual obligations required for employee pension contributions are an example of a non-discretionary expenditure amount that will exceed 2014 levels. The 2014 estimate includes a General Fund unassigned fund balance of \$6,413,287 or 15.68 percent of estimated revenues--while the 2015 estimated General Fund unassigned fund balance is \$3,766,602 or 9.05 percent of estimated revenues.

The budget process is fluid and adapts to changes in citizen demographics, community service needs, economic conditions and technological developments in order to provide services. As soon as one budget is adopted based on a set of assumptions, future needs are assessed and resources developed to meet changing community needs.

Outcome Based Budget

In 2006, the City adopted an outcome based budget philosophy. City staff and City Council identified the following five outcomes that recognize Englewood as:

- A City that provides and maintains quality infrastructure

- ▶ A safe, clean, healthy, and attractive City
- ▶ A progressive City that provides responsive and cost efficient services
- ▶ A City that is business friendly and economically diverse
- ▶ A City that provides diverse, cultural, recreational and entertainment opportunities

Each department identified outcomes supported by their activities and/or goals. Where applicable, departments have developed performance measures essential to evaluate efforts that achieve the desired outcomes.

Performance Measure Management In order to monitor whether the City services and programs support the desired outcomes, City staff identifies meaningful performance measures/indicators that provide objective data. City staff reviews and analyzes the performance measurement data in conjunction with the results of the 2014 Citizen Survey to identify which measures best reflect the community’s expectations.

The budget reflects the City’s priorities and allocates resources accordingly. The outcome-based budget helps the City measure whether or not resources are allocated in a manner that best achieves the prioritized outcomes. The outcomes continue to be refined to help focus resources based on the needs of our citizens.

*The 2015 Budget will be the last year to incorporate the Outcome Based Budget philosophy. Beginning with the preparation of the 2016 Budget, the City will turn its direction to **Priority Based Budgeting (PBB)**. PBB is a process used by cities to understand their larger community priorities/values, and budget accordingly to those priorities/values, while providing flexibility in order to meet the changing needs of the community. The PBB approach will help us develop a strategic budget that both reflects our community values and ensures that residents will continue to receive a high level of city services.*

Guidelines

After discussing the 2014 forecast and the 2015 initial budget projections with City Council on April 28, August 4, and August 18, 2015 the 2015 budget guidelines were set to offset the impact of revenue sources and expenditure uses while maintaining fund balance and service levels. Revenue is forecasted to grow slowly in 2014 and 2015; therefore, expenditure growth must be tightly controlled and held closely to 2014 levels. The individual department budgets include wage increases for all employee groups, increased pension contributions, a 10% increase in 2015 health insurance premiums and no increase in dental insurance premiums.

- ❖ The estimated revenues and expenditures for 2015 are as budgeted. Year-end estimates will most likely change as actual information is received and updated at mid-year.
- ❖ The initial increases for all expenditures (wages, benefits, contractual, commodities, and capital are initially forecast to increase three percent. Based on the last five years, a three percent increase should be a reasonable overall increase.
- ❖ Required pension contributions are determined by applicable actuarial studies (defined benefit) or pre-determined contribution levels (defined contribution). Contributions for the defined benefit plans are very difficult to forecast because they are reliant on highly variable investment performance.
- ❖ Workers Compensation premiums were provided by Human Resources.
- ❖ Property and Liability premiums were provided by Human Resources.
- ❖ Transfers after 2015 into the General Fund from other funds will most likely be limited as those funds rebuild their reserves.
- ❖ No new programs or personnel may be added without the City Manager’s prior approval. A service enhancement request form of new programs or positions must be submitted for consideration by the City Manager.
- ❖ All departments should review the services and programs they provide that may be eliminated, reduced, contracted, “regionalized,” or privatized with minimal impact on the City’s service levels.

- ❖ Please identify any new revenue sources available or charges/fees that may be increased without a TABOR (tax increases, etc.) vote.
- ❖ Please review current fee structure and make adjustments if applicable.
- ❖ All open positions are “frozen” and cannot be filled without the prior approval of the City Manager.
- ❖ Capital expenditure requests will be submitted separately for consideration into the Multiple Year Capital Plan (MYCP).

General Fund

The Budget process identifies and adapts to ongoing challenges for the City. The 2015 Budget projects an imbalance between revenues and expenditures that negatively impacts the fund balance. This is a concern for future years as forecasts project deficits due to expenditures growing faster than revenues.

Through extensive staff and Council review and input, a budget was developed that projects an unassigned fund balance of less than ten (10) percent of revenues. This was accomplished by expenditure reductions, revenue increases, and one-time interfund transfers. The estimated General Fund unassigned fund balance for 2014 is projected at 15.68 percent of revenues, and the unassigned fund balance for 2015 is approximated to be 9.05 percent of revenues.

The General Fund budget provides for minimal impacts on existing programs and services. The budget provides for salary and wage increases for all employee groups, a 10 percent increase in medical premiums, no increase in dental premiums, additional pension contributions based on actuarial studies, a 3.61 percent increase in property and liability insurance, a 9.86 percent increase in workers’ compensation insurance, and anticipated fuel and energy rate increases affecting operating and maintenance costs.

The following highlights department proposed changes for 2015:

- ☐ **Legislation** – The budget provides for no new programs or services.
- ☐ **City Manager’s Office** – The budget provides for no new programs or services.
- ☐ **City Attorney’s Office** – The budget consists of no new programs or services.
- ☐ **Municipal Court** – The budget incorporates no new programs or services. A part-time position may be filled if the demand from increased summonses from the Police Patrol Division materializes.
- ☐ **Human Resources** – The budget accounts for no new programs or services.
- ☐ **Finance and Administrative Services** – The budget provides for the funding of a Finance Technician Position effective April 1, 2015. This position will primarily assist and provide backup for the City’s Purchasing Agent.
- ☐ **Information Technology** – The budget contains no new programs or services.
- ☐ **Community Development** – The budget includes \$100,000 funding for updating the City’s Comprehensive Plan. The budget also provides for the continuation of the *art* Shuttle program supplemented by sponsorships.
- ☐ **Public Works** – The budget includes no new programs or services. The budget plans to add a Building Services Team Lead effective January 1, 2014 that is partially funded by custodial staff reduction and a Building Maintenance Technician I effective April 1, 2015.
- ☐ **Police** – The budget provides for no new programs or services. The Department will add three additional Officers effective April 1, 2014.
- ☐ **Fire** – The budget will outsource the Fire dispatch communication function with Metropolitan Area Communications Center Authority. The Department will add a Training Bureau Chief effective April 1, 2015.
- ☐ **Library Services** – The budget accounts for no new programs or services. The Department will add a part-time Acquisition Clerk effective January 1, 2015.
- ☐ **Parks and Recreation** – The proposed budget incorporates no new programs or services. The budget provides for the part-time staff wage increase and part-time Aquatic Maintenance Technician effective January 1, 2015 and a Parks Specialist Position-Irrigation Technician effective April 1, 2015.

Estimated Revenue Before interfund transfers, General Fund revenues are projected at \$41,625,698 for 2015, an increase of 1.74 percent from the 2014 revenue estimate of \$40,913,460. Sales and use tax revenue, which comprise approximately 60 percent of the General Fund revenues in 2015, is estimated at \$24,200,000, a 1.25 percent increase over the estimated 2014 sales and use taxes of \$23,900,000.

Other Revenue Budget Information

- Property tax revenue is estimated at \$2,898,000 and \$2,900,000 for 2014 and 2015 respectively. The 2014 property tax 5.880 mill levy payable in 2015 remains unchanged from 1992. The Arapahoe County Assessor’s Office appraises property each odd numbered year. The next property appraisal will be in 2015.
- The Englewood McLellan Reservoir Foundation (EMRF) Fund plans to collect \$638,829 and \$858,882 in 2014 and 2015 respectively. The funds will be used for General Fund operations. This sustainable revenue source is based on long-term leases that escalate with inflation.

Expenditure Appropriations The 2015 appropriation of \$42,126,719 represents a 3.26 percent increase over 2013 estimates expenditures of \$40,798,398. The budget provides for negotiated salary increases for the Englewood Police Benefit Association, Englewood Firefighters Association, and the Englewood Employee Association; authorizes increases for Management/Supervisors/Confidential and Department Director employee groups; increases to employee benefits and pension contributions and includes anticipated increases in fuel/energy costs. Also contained in this amount is \$200,000 for contingencies or unforeseen event(s).

Net Transfers The General Fund does not anticipate transfers to other funds in 2015. The Transfers-In to the General Fund is estimated at \$294,326

General Fund Transfer-In Estimate

Public Improvement Fund	\$ 294,326
Total	<u>\$ 294,326</u>

The following provides support for the General Fund Transfer-In estimate:

- The interfund transfer from the Public Improvement Fund to the General Fund is \$294,326. This amount represents the annual debt service for the Selbe property lease (\$15,000), the Fire Trucks (2) Lease (\$118,393), Phone System (VOIP), Snow Removal Equipment (Deicer) and Video Surveillance System (\$65,126), and the Qualified Energy Conservation Bonds (\$95,807).

The projected operating deficit for 2015 is \$2,646,685 takes into account the net transfers to the General Fund of \$294,326.

Fund Balance The General Fund’s 2015 estimated total fund balance is \$7,769,701. The fund balance consists of three components: Restricted, Committed and Unassigned amounts.

Restricted Fund Balance The General Fund has restricted funds. This amount is due to provisions that are externally imposed by creditors or by law.

- **Restricted for TABOR Emergencies** Emergency reserves have been established as required by Article X, Section 20 of the Constitution of the State of Colorado. The amount set aside for 2015 is \$1,340,000.

Committed Fund Balance The General Fund has committed funds that are created and modified through appropriation by City Council.

- **Committed to Long Term Asset Reserve (LTAR)** The LTAR represents funds from the sale, lease, or earnings from long-term assets. These funds are reserved for spending in a careful, judicious and strategic manner. The funds in this account may only be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The 2015 estimated balance in LTAR is \$2,663,099.

Unassigned Fund Balance The estimated 2015 General Fund unassigned fund balance is \$3.8 million or 9.05 percent of General Fund total revenue. The unassigned fund balance represents funds the City sets aside for a “rainy day”. Another way to view these unrestricted funds is as a stabilization fund, the intent of which is to

smooth over unexpected fluctuations in revenues and expenditures. The unassigned fund balance is normally built up when revenues exceed expenditures. In the past, excess funds have been transferred out, usually for capital projects identified in the Multiple Year Capital Plan (MYCP).

In order to guard against General Fund shortfalls in revenues or unanticipated expenditures over the next several years, City management and City Council will closely monitor expenditures and revenues to maintain a ten percent unassigned fund balance of total revenues. In addition, looking toward 2015 and beyond, the City will actively look for ways to reduce operating expenditures and take advantage of new sources of revenues, in order to limit the need for periodic transfers. While this will be a challenging task, it does provide the City with opportunities to develop and utilize new long-term revenue sources and, perhaps, find innovative ways to deliver services to our citizens. Collectively, we will be able to meet the financial challenges of the future.

Special Revenue Funds

- The Conservation Trust Fund will provide funding for parks, recreation and open space projects estimated at \$375,000 for 2015.
- Donors Fund will fund several programs and projects with \$283,000 from various donor contributions.
- The Community Development Fund continues to oversee the operation of the *art* Shuttle program. Funding for operations is shared between RTD and the City with some City obligations currently being offset by sponsorships from the participating community in the amount of \$10,000. The Community Development Department's 2015 budget provides \$80,000 for the City's share of the *art* Shuttle operating costs.
- The Parks and Recreation Trust Fund's budget of \$365,000 provides for donor specified park and recreation projects. The 2015 budget includes \$300,000 for potential land acquisitions that did not materialize in 2014.
- The Malley Center Trust Fund will finance \$75,000 in 2015 for programs and projects that benefit the Malley Senior Recreation Center and its patrons.
- The Open Space Fund which accounts for the Arapahoe Open Space share-back funds will finance several parks and open space projects totaling \$600,000 and one park maintenance position at \$63,000.

Debt Service Fund

- The General Obligation Bond Fund will provide debt service for existing debt that financed the construction of Pirates Cove and improvements to Englewood's two recreation centers. The 2015 debt service payment for principal and interest totals \$1,110,313. The 2014 property tax mill levy assessment collected in 2015 is 2.244 mills. This debt is scheduled to retire in 2023.

Capital Projects Funds

- The General Fund will not have excess funding for transfers to the Capital Projects Funds in 2015.
- The Public Improvement Fund (PIF) receives its funding from three major sources: Vehicle Use Tax, Building Use Tax and Arapahoe County Road and Bridge Tax. The PIF budget will finance \$1,255,000 for essential infrastructure maintenance projects and equipment. Additionally the PIF will transfer \$294,326 to the General Fund for current debt service obligations and \$650,000 to the Capital Projects Fund for recommended projects.
- The Capital Projects Fund receives its funding from transfers from either the General Fund or the PIF. In addition capital grants from the federal or state governments also are used to fund projects designated in this fund. The Capital Projects Fund's budget includes funding from the PIF in the amount of \$650,000 to finance projects totaling \$704,602.

Enterprise Funds

- The Water Fund's 2015 budget incorporates no rate increase for water treatment and delivery services.
- To finance its share of the Littleton/Englewood Wastewater Treatment Plant's ultraviolet disinfection and future nutrient removal project, the Sewer Fund's budget increased rates in accordance with Ordinance No. 57, Series of 2012. No rate increases are planned for 2015.
- No rate increase is planned in 2015 for the Storm Water Drainage Fund customers.

- The Concrete Utility Fund raised fees 25 percent (\$.098 to \$1.225 per square foot) in 2014. No fee increase is anticipated in 2015.
- The Golf Course Fund's budget contains no fee increases in green fees, annual passes and pull-cart rentals for 2015.
- The Housing Rehabilitation Fund's budget consists of the revenue and expenses associated for the housing rehabilitation and loan servicing programs.

Internal Service Funds

- The Central Services Fund will hold operations close to 2014 levels, adjusted for anticipated increases in salary and wages, benefits and energy/fuel costs.
- The Public Works Director and the Deputy City Manager monitor the fleet size and usage on a regular basis. The fleet size is adjusted to meet City needs. The ongoing assessment of the City's fleet inventory will hopefully result in cost savings of acquiring and maintaining the City's "rolling stock." Both the Servicenter and Capital Equipment Replacement Funds are proposing a budget based on modest increases in salary and wages, benefits and energy/fuel costs.
- City staff continues to find ways to negotiate lower insurance premiums for employee benefits as well as for City property. The Employee Benefits Fund's budget includes a 10 percent increase in medical health and no increase in dental insurance premiums for 2015 as compared to premiums budgeted in 2013. The Risk Management fund includes a 3.61 percent increase in property and liability insurance and a 9.86 percent increase in workers' compensation insurance in 2015 as compared to 2014 rates.

City Council, City staff and I believe that the budget provides a comprehensive financial plan for providing quality services and amenities to the community, based upon conservative revenue estimates.

Budget Award and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Englewood, Colorado for the **Annual Budget** beginning **January 1, 2014**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year. We believe the 2015 budget continues to conform to program requirements; therefore, we are submitting it to the GFOA to determine its eligibility for another award.

I appreciate the considerable effort and input from the City Council Members, the Board and Commission Members, the department directors and their staff on the budget preparation. I believe City employees utilize creative and cost effective solutions to maintain the many high quality services and amenities our citizens enjoy at a very reasonable price. I would especially like to thank Finance and Administrative Services Director, Frank Gryglewicz, Revenue and Budget Manager, Jennifer Nolan, the staff of the Finance and Administrative Services Department and Deputy City Manager, Michael Flaherty for their work in the preparation and compilation of the 2015 budget.

Respectfully submitted,

Eric A. Keck
City Manager



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Introduction

Principal Officials

Elected Officials

City Council

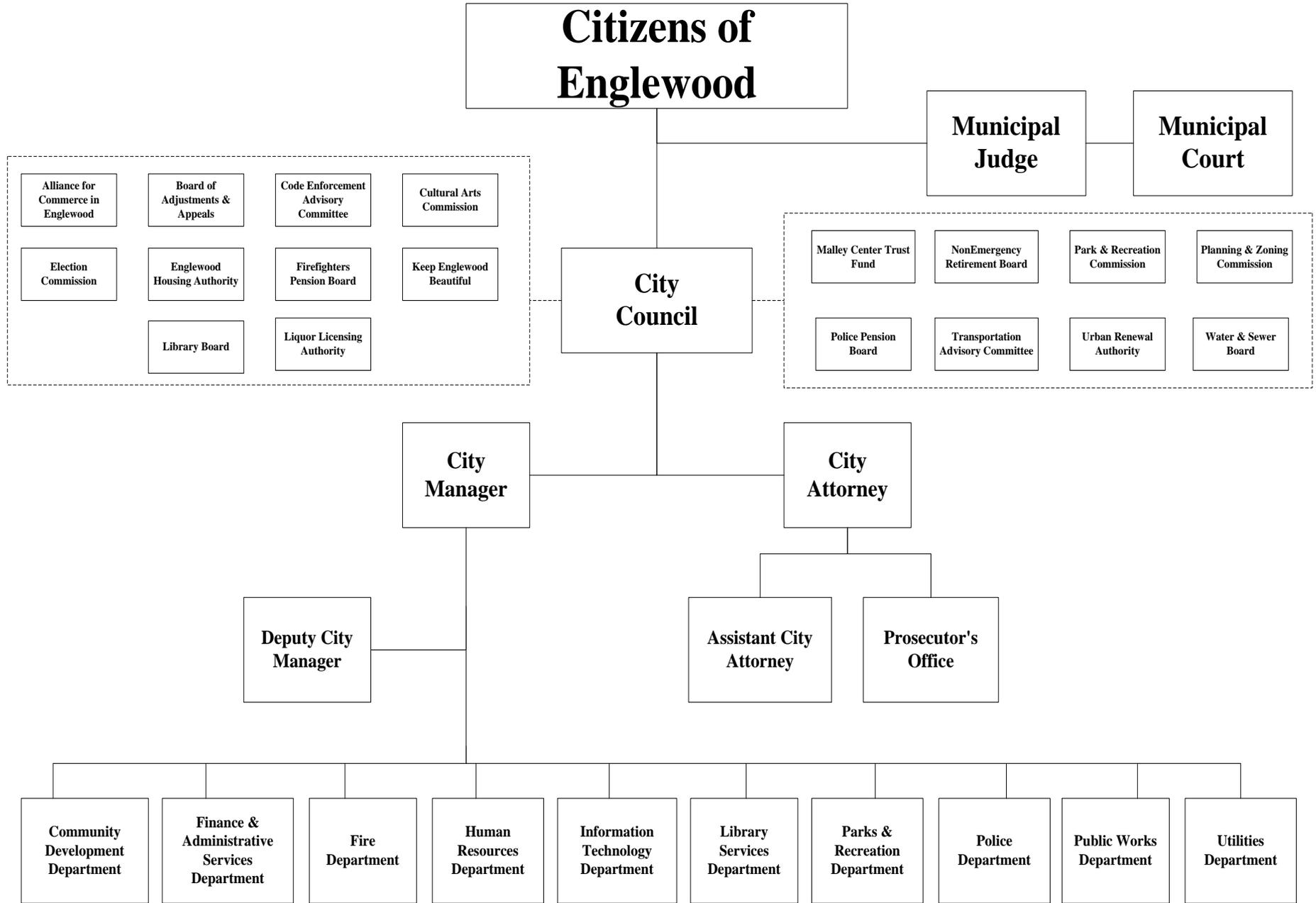
MayorRandy Penn, District 3
Mayor Pro-Tem..... Linda Olson, District 2
Council Member..... Joe Jefferson, District 1
Council Member..... Rick Gillit, District 4
Council Member..... Bob McCaslin, At-Large
Council Member..... Jill Wilson, At-Large
Council Member.....Steven R. Yates, At-Large

Municipal Judge Vincent Atencio

City Officials

City Manager..... Eric A. Keck
Deputy City ManagerMichael Flaherty
City Attorney Daniel L. Brotzman
Municipal Court Administrator..... Tamara Wolfe
Finance and Administrative Services Director Frank Gryglewicz
 Human Resources reports to Frank Gryglewicz
 Information Technology reports to Frank Gryglewicz
Community Development Director.....Alan White
Public Works Director.....Rick Kahm
Police Chief John Collins
Fire Chief..... Andrew Marsh
Library Services DirectorDorothy Hargrove
Parks and Recreation Director Jerrell Black
Utilities Director Stewart Fonda

City of Englewood, Colorado Organizational Chart



Budget Summary

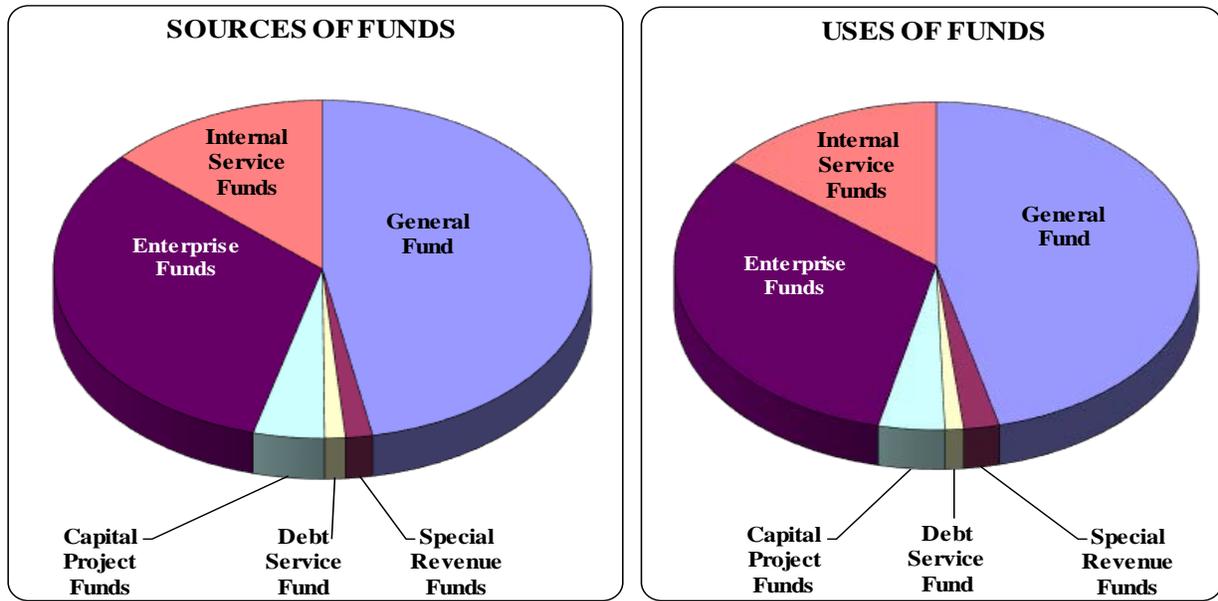
The budget provides a comprehensive financial plan for providing quality services and amenities to the community, based upon conservative revenue estimates.

Budget Challenges and Opportunities – The following items continue to impact the budgetary decisions made by both management staff and City Council:

- Sales and Use Tax represents approximately 60% of the General Fund’s total sources of funds. This revenue source is volatile and tends to expand when the economy is growing and contracts as the economy slows. The local economy is rebounding albeit slowly from the “Great Recession” that began in late 2008.
- Property Tax makes up 7% of the General Fund’s sources of funds. Property values have been relatively stable over the last ten years. Annual Property Tax collections have ranged from \$2,400,000 to \$3,000,000 over the last ten years.
- On average, department budgets are 70-80% personnel costs (wages and benefits). The personnel expenditure category is somewhat fixed unless Council and Citizens determine service levels and programs are not affordable. The City provides its employees competitive market and performance based wages and health and dental insurance coverage. Small wage and benefit increases have a big impact on the budget.
- Pension contributions as determined by outside actuarial analysis, are nondiscretionary expenditure with a significant budgetary impact.
- The unpredictable fluctuation of fuel and other energy costs over the past few years have had an impact on the operation and maintenance expenditure of the departments’ budget.
- The delay of infrastructure projects is also looming. The City has been in “maintenance mode” for several years but eventually the replacement of major structures will need to be addressed in the budget.

The schedules and graphs on the right provide a summary of the 2015 budgets for City funds.

The chart below depicts the City’s fund types in relation to each other in terms of financial sources and uses. The General Fund accounts for approximately forty percent of the City’s budgeted fund sources and uses.



Fund Sources	\$	%
General Fund	\$41,920,024	47%
Special Revenue Funds	1,446,840	2%
Debt Service Fund	1,107,000	1%
Capital Project Funds	3,812,000	4%
Enterprise Funds	28,909,269	32%
Internal Service Funds	11,985,202	13%
Total Sources of Funds	\$89,180,335	100%

Fund Uses	\$	%
General Fund	\$44,566,709	46%
Special Revenue Funds	2,121,000	2%
Debt Service Fund	1,110,313	1%
Capital Project Funds	3,948,928	4%
Enterprise Funds	31,187,844	32%
Internal Service Funds	13,657,991	14%
Total Uses of Funds	\$96,592,785	100%

Sources and Uses of Funds Budget Summary – All Funds

Governmental Fund Types

	Estimated Beginning Balance	Sources	Uses	Estimated Ending Balance	Reserves	Estimated Unassigned Balance
General Fund	10,416,386	41,920,024	44,566,709	7,769,701	4,003,099	3,766,602
Special Revenue Funds						
Conservation Trust Fund	88,094	310,000	375,000	23,094	-	23,094
Community Development Fund	-	360,000	360,000	-	-	-
Donors Fund	350,233	88,540	283,000	155,773	-	155,773
Malley Center Trust Fund	188,088	7,000	75,000	120,088	-	120,088
Parks & Recreation Trust Fund	457,711	16,300	365,000	109,011	-	109,011
Open Space Fund	63,177	665,000	663,000	65,177	-	65,177
Total Special Revenue Funds	1,147,303	1,446,840	2,121,000	473,143	-	473,143
Debt Service Fund						
General Obligation Bond Fund	46,876	1,107,000	1,110,313	43,563	-	43,563
Total Debt Service Fund	46,876	1,107,000	1,110,313	43,563	-	43,563
Capital Projects Funds						
Public Improvement Fund	171,857	3,109,000	3,244,326	36,531	-	36,531
Capital Projects Fund	23,018	703,000	704,602	21,416	-	21,416
Total Capital Projects Funds	194,875	3,812,000	3,948,928	57,947	-	57,947
Total Governmental Funds	11,805,440	48,285,864	51,746,950	8,344,354	4,003,099	4,341,255

Proprietary Fund Types

	Estimated Beginning Balance	Sources Revenues	Uses Expenditures	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
Enterprise Funds						
Water Fund	9,121,504	8,519,956	9,808,593	7,832,867	-	7,832,867
Sewer Fund	1,639,312	16,207,602	16,927,366	919,548	-	919,548
Stormwater Drainage Fund	1,030,219	329,013	340,614	1,018,618	-	1,018,618
Golf Course Fund	448,750	1,968,498	2,230,778	186,470	-	186,470
Concrete Utility Fund	329,851	884,200	880,493	333,558	-	333,558
Housing Rehabilitation Fund	1,570,415	1,000,000	1,000,000	1,570,415	-	1,570,415
Total Enterprise Funds	14,140,051	28,909,269	31,187,844	11,861,476	-	11,861,476
Internal Service Funds						
Central Services Fund	67,141	316,900	341,307	42,734	-	42,734
ServiCenter Fund	1,171,256	2,581,233	3,389,622	362,867	-	362,867
Capital Equipment Replacement Fund	1,575,032	998,000	1,841,449	731,583	-	731,583
Risk Management Fund	26,288	1,535,568	1,531,899	29,957	-	29,957
Employee Benefits Fund	42,335	6,553,501	6,553,714	42,122	-	42,122
Total Internal Service Funds	2,882,052	11,985,202	13,657,991	1,209,263	-	1,209,263
Total Proprietary Funds	17,022,103	40,894,471	44,845,835	13,070,739	-	13,070,739
Total All Funds	28,827,543	89,180,335	96,592,785	21,415,093	4,003,099	17,411,994

Combined Summary Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Total Governmental Funds	Enterprise Funds	Internal Service Funds*	Total Proprietary Funds	Total All Funds
Estimated Beginning Funds Available	\$ 10,416,386	\$ 1,147,303	\$ 46,876	\$ 194,875	\$ 11,805,440	\$ 14,140,051	\$ 2,882,052	\$ 17,022,103	\$ 28,827,543
Sources of Funds									
Revenues									
Taxes	30,568,550	-	1,105,000	3,099,000	34,772,550	-	-	-	34,772,550
Licenses & Permits	1,107,122	-	-	-	1,107,122	-	-	-	1,107,122
Intergovernmental	1,400,924	1,315,000	-	-	2,715,924	120,000	-	120,000	2,835,924
Charges for Services	5,875,799	1,300	-	-	5,877,099	28,048,143	11,822,051	39,870,194	45,747,293
System Development Fees	-	-	-	-	-	245,900	-	245,900	245,900
Fines & Forfeitures	1,396,844	-	-	-	1,396,844	-	-	-	1,396,844
Net Investment Income	88,164	23,000	2,000	-	113,164	495,226	163,151	658,377	771,541
Other	1,188,295	107,540	-	63,000	1,358,835	-	-	-	1,358,835
Total Revenues	41,625,698	1,446,840	1,107,000	3,162,000	47,341,538	28,909,269	11,985,202	40,894,471	88,236,009
Other Financing Sources	294,326	-	-	650,000	944,326	-	-	-	944,326
Total Sources of Funds	41,920,024	1,446,840	1,107,000	3,812,000	48,285,864	28,909,269	11,985,202	40,894,471	89,180,335
Uses of Funds									
Expenditures									
General Government									
Legislation	357,575	-	-	-	357,575	-	-	-	357,575
City Manager's Office	731,307	-	-	-	731,307	-	-	-	731,307
City Attorney's Office	869,106	-	-	-	869,106	-	-	-	869,106
Municipal Court	1,085,494	-	-	-	1,085,494	-	-	-	1,085,494
Human Resources	482,893	-	-	-	482,893	-	8,085,613	8,085,613	8,568,506
Finance and Administrative Services	1,805,052	60,000	-	106,976	1,972,028	-	341,307	341,307	2,313,335
Information Technology	1,425,389	-	-	391,000	1,816,389	-	-	-	1,816,389
Community Development	1,288,781	360,000	-	-	1,648,781	-	-	-	1,648,781
Police	12,157,100	140,000	-	47,126	12,344,226	-	-	-	12,344,226
Fire	9,139,834	5,000	-	-	9,144,834	-	-	-	9,144,834
Public Works	5,790,091	-	-	2,420,000	8,210,091	-	5,231,071	5,231,071	13,441,162
Culture & Recreation									
Parks and Recreation	6,053,116	1,523,000	-	-	7,576,116	-	-	-	7,576,116
Library Services	1,317,657	33,000	-	39,500	1,390,157	-	-	-	1,390,157
Debt Service	1,863,314	-	1,110,313	-	2,973,627	-	-	-	2,973,627
Contingency	200,000	-	-	-	200,000	-	-	-	200,000
Water Distribution System	-	-	-	-	-	9,808,593	-	9,808,593	9,808,593
Sewer Collection System	-	-	-	-	-	16,927,366	-	16,927,366	16,927,366
Stormwater Drainage System	-	-	-	-	-	340,614	-	340,614	340,614
Golf Course	-	-	-	-	-	2,230,778	-	2,230,778	2,230,778
Concrete Utility	-	-	-	-	-	880,493	-	880,493	880,493
Housing Rehabilitation	-	-	-	-	-	1,000,000	-	1,000,000	1,000,000
Total Expenditures	44,566,709	2,121,000	1,110,313	3,004,602	50,802,624	31,187,844	13,657,991	44,845,835	95,648,459
Other Financing Uses	-	-	-	944,326	944,326	-	-	-	944,326
Total Uses of Funds	44,566,709	2,121,000	1,110,313	3,948,928	51,746,950	31,187,844	13,657,991	44,845,835	96,592,785
Net Sources (Uses) of Funds	(2,646,685)	(674,160)	(3,313)	(136,928)	(3,461,086)	(2,278,575)	(1,672,789)	(3,951,364)	(7,412,450)
Estimated Ending Funds Available	7,769,701	473,143	43,563	57,947	8,344,354	11,861,476	1,209,263	13,070,739	21,415,093
Less Reserves / Restrictions:									
Emergency Reserve	1,340,000	-	-	-	1,340,000	-	-	-	1,340,000
LTAR	2,663,099	-	-	-	2,663,099	-	-	-	2,663,099
Other	-	-	-	-	-	-	-	-	-
Estimated Unassigned Funds Available	\$ 3,766,602	\$ 473,143	\$ 43,563	\$ 57,947	\$ 4,341,255	\$ 11,861,476	\$ 1,209,263	\$ 13,070,739	\$ 17,411,994

*Expenditures are listed by the department responsible for the Internal Service Fund.

Five Year Combined Statement of Fund Sources and Uses By Fund Type Governmental Funds

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
General Fund								
Beginning Fund Balance	11,102,763	9,234,957	8,494,679	8,817,685	9,070,810	8,573,363	10,913,833	10,416,386
Total Revenue	36,466,887	36,714,454	38,306,575	39,889,799	40,901,819	41,575,385	40,913,460	41,625,698
Other Financing Sources	1,028,456	2,196,610	1,813,945	1,968,243	1,139,574	294,326	892,544	294,326
Total Sources of Funds	37,495,343	38,911,064	40,120,520	41,858,042	42,041,393	41,869,711	41,806,004	41,920,024
Total Expenditure	39,186,138	38,901,342	39,496,268	40,265,587	40,125,364	44,342,218	42,303,451	44,566,709
Other Financing Uses	177,011	750,000	301,246	1,339,330	73,006	-	-	-
Total Uses of Funds	39,363,149	39,651,342	39,797,514	41,604,917	40,198,370	44,342,218	42,303,451	44,566,709
Net Sources (Uses) of Funds	(1,867,806)	(740,278)	323,006	253,125	1,843,023	(2,472,507)	(497,447)	(2,646,685)
Ending Fund Balance	9,234,957	8,494,679	8,817,685	9,070,810	10,913,833	6,100,856	10,416,386	7,769,701
Special Revenue Funds								
Beginning Fund Balance	3,144,456	2,947,345	3,752,346	4,071,943	4,367,884	1,406,125	4,655,645	1,147,303
Total Revenue	2,091,432	3,355,992	3,014,906	2,681,177	2,653,918	1,440,800	1,443,840	1,446,840
Other Financing Sources	-	750,000	175,361	383,751	208,001	-	-	-
Total Sources of Funds	2,091,432	4,105,992	3,190,267	3,064,928	2,861,919	1,440,800	1,443,840	1,446,840
Total Expenditure	2,207,086	3,253,939	2,474,540	2,314,644	1,889,389	2,326,410	4,952,182	2,121,000
Other Financing Uses	81,457	47,052	396,130	454,343	684,769	-	-	-
Total Uses of Funds	2,288,543	3,300,991	2,870,670	2,768,987	2,574,158	2,326,410	4,952,182	2,121,000
Net Sources (Uses) of Funds	(197,111)	805,001	319,597	295,941	287,761	(737,010)	(3,508,342)	(674,160)
Ending Fund Balance	2,947,345	3,752,346	4,071,943	4,367,884	4,655,645	669,115	1,147,303	473,143
Debt Service Funds								
Beginning Fund Balance	166,137	58,665	9,616	154,267	55,625	38,712	46,839	46,876
Total Revenue	998,102	1,049,772	1,097,174	856,535	946,791	1,107,000	1,107,000	1,107,000
Other Financing Sources	-	10,316,477	-	-	-	-	-	-
Total Sources of Funds	998,102	11,366,249	1,097,174	856,535	946,791	1,107,000	1,107,000	1,107,000
Total Expenditure	1,105,574	1,098,821	952,523	955,177	955,577	1,106,963	1,106,963	1,110,313
Other Financing Uses	-	10,316,477	-	-	-	-	-	-
Total Uses of Funds	1,105,574	11,415,298	952,523	955,177	955,577	1,106,963	1,106,963	1,110,313
Net Sources (Uses) of Funds	(107,472)	(49,049)	144,651	(98,642)	(8,786)	37	37	(3,313)
Ending Fund Balance	58,665	9,616	154,267	55,625	46,839	38,749	46,876	43,563
Capital Projects Funds								
Beginning Fund Balance	2,405,610	2,456,408	3,748,195	1,761,434	2,186,357	1,079,709	2,698,207	194,875
Total Revenue	3,028,361	2,022,462	1,966,125	2,519,808	3,723,246	3,062,000	3,262,000	3,162,000
Other Financing Sources	337,838	2,311,017	558,507	804,000	600,000	1,100,000	1,100,000	650,000
Total Sources of Funds	3,366,199	4,333,479	2,524,632	3,323,808	4,323,246	4,162,000	4,362,000	3,812,000
Total Expenditure	2,887,575	2,122,616	3,519,113	1,936,368	2,221,822	2,406,975	5,285,788	3,004,602
Other Financing Uses	427,826	919,076	992,280	962,517	1,589,574	1,935,820	1,579,544	944,326
Total Uses of Funds	3,315,401	3,041,692	4,511,393	2,898,885	3,811,396	4,342,795	6,865,332	3,948,928
Net Sources (Uses) of Funds	50,798	1,291,787	(1,986,761)	424,923	511,850	(180,795)	(2,503,332)	(136,928)
Ending Fund Balance	2,456,408	3,748,195	1,761,434	2,186,357	2,698,207	898,914	194,875	57,947
Total Governmental Funds								
Beginning Fund Balance	16,818,966	14,697,375	16,004,836	14,805,329	15,680,676	10,895,883	18,314,524	11,805,440
Total Revenue	42,584,782	43,142,680	44,384,780	45,947,319	48,225,774	47,182,685	46,726,300	47,341,538
Other Financing Sources	1,366,294	15,574,104	2,547,813	3,155,994	1,947,575	1,394,326	1,992,544	944,326
Total Sources of Funds	43,951,076	58,716,784	46,932,593	49,103,313	50,173,349	48,577,011	48,718,844	48,285,864
Total Expenditure	45,386,373	45,376,718	46,442,444	45,471,776	45,192,152	50,031,466	53,648,384	50,802,624
Other Financing Uses	686,294	12,032,605	1,689,656	2,756,190	2,347,349	1,935,820	1,579,544	944,326
Total Uses of Funds	46,072,667	57,409,323	48,132,100	48,227,966	47,539,501	51,967,286	55,227,928	51,746,950
Net Sources (Uses) of Funds	(2,121,591)	1,307,461	(1,199,507)	875,347	2,633,848	(3,390,275)	(6,509,084)	(3,461,086)
Ending Fund Balance	14,697,375	16,004,836	14,805,329	15,680,676	18,314,524	7,505,607	11,805,440	8,344,354

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Combined Statement of Fund Sources and Uses By Fund Type
Proprietary Funds and Total All Funds

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Enterprise Funds								
Beginning Fund Balance	14,801,967	16,312,500	15,236,543	14,209,100	20,127,357	14,587,713	18,401,205	14,140,051
Total Revenue	24,605,842	26,429,869	25,781,815	27,114,568	27,739,882	28,948,816	28,589,359	28,909,269
Other Financing Sources	2,864,774	50,000	-	9,756,617	3,214,770	2,000,000	-	-
Total Sources of Funds	27,470,616	26,479,869	25,781,815	36,871,185	30,954,652	30,948,816	28,589,359	28,909,269
Total Expenditure	25,860,083	27,555,826	26,809,258	30,952,928	30,164,223	33,660,909	32,787,513	31,187,844
Other Financing Uses	100,000	-	-	-	2,516,581	63,000	63,000	-
Total Uses of Funds	25,960,083	27,555,826	26,809,258	30,952,928	32,680,804	33,723,909	32,850,513	31,187,844
Net Sources (Uses) of Funds	1,510,533	(1,075,957)	(1,027,443)	5,918,257	(1,726,152)	(2,775,093)	(4,261,154)	(2,278,575)
Ending Fund Balance	16,312,500	15,236,543	14,209,100	20,127,357	18,401,205	11,812,620	14,140,051	11,861,476
Internal Service Funds								
Beginning Fund Balance	3,783,004	3,572,508	3,277,944	3,789,485	2,977,858	3,316,540	3,303,687	2,882,052
Total Revenue	9,716,548	9,507,772	9,747,869	10,106,278	10,505,156	11,434,405	11,379,879	11,985,202
Other Financing Sources	-	-	330,465	795,000	-	100,000	100,000	-
Total Sources of Funds	9,716,548	9,507,772	10,078,334	10,901,278	10,505,156	11,534,405	11,479,879	11,985,202
Total Expenditure	9,377,044	8,505,859	8,520,793	10,649,905	9,929,327	12,589,717	11,451,514	13,657,991
Other Financing Uses	550,000	1,296,477	1,046,000	1,063,000	250,000	450,000	450,000	-
Total Uses of Funds	9,927,044	9,802,336	9,566,793	11,712,905	10,179,327	13,039,717	11,901,514	13,657,991
Net Sources (Uses) of Funds	(210,496)	(294,564)	511,541	(811,627)	325,829	(1,505,312)	(421,635)	(1,672,789)
Ending Fund Balance	3,572,508	3,277,944	3,789,485	2,977,858	3,303,687	1,811,228	2,882,052	1,209,263
Total Proprietary Funds								
Beginning Fund Balance	18,584,971	19,885,008	18,514,487	17,998,585	23,105,215	17,904,253	21,704,892	17,022,103
Total Revenue	34,322,390	35,937,641	35,529,684	37,220,846	38,245,038	40,383,221	39,969,238	40,894,471
Other Financing Sources	2,864,774	50,000	330,465	10,551,617	3,214,770	2,100,000	100,000	-
Total Sources of Funds	37,187,164	35,987,641	35,866,149	47,772,463	41,459,808	42,483,221	40,069,238	40,894,471
Total Expenditure	35,237,127	36,061,685	35,330,051	41,602,833	40,093,550	46,250,626	44,239,027	44,845,835
Other Financing Uses	650,000	1,296,477	1,046,000	1,063,000	2,766,581	513,000	513,000	-
Total Uses of Funds	35,887,127	37,358,162	36,376,051	42,665,833	42,860,131	46,763,626	44,752,027	44,845,835
Net Sources (Uses) of Funds	1,300,037	(1,370,521)	(515,902)	5,106,630	(1,400,323)	(4,280,405)	(4,682,789)	(3,951,364)
Ending Fund Balance	19,885,008	18,514,487	17,998,585	23,105,215	21,704,892	13,623,848	17,022,103	13,070,739
Total All Funds								
Beginning Fund Balance	35,403,937	34,582,383	34,519,323	32,803,914	38,785,891	28,800,136	40,019,416	28,827,543
Total Revenue	76,907,172	79,080,321	79,914,464	83,168,165	86,470,812	87,565,906	86,695,538	88,236,009
Other Financing Sources	4,231,068	15,624,104	2,878,278	13,707,611	5,162,345	3,494,326	2,092,544	944,326
Total Sources of Funds	81,138,240	94,704,425	82,792,742	96,875,776	91,633,157	91,060,232	88,788,082	89,180,335
Total Expenditure	80,623,500	81,438,403	81,772,495	87,074,609	85,285,702	96,282,092	97,887,411	95,648,459
Other Financing Uses	1,336,294	13,329,082	2,735,656	3,819,190	5,113,930	2,448,820	2,092,544	944,326
Total Uses of Funds	81,959,794	94,767,485	84,508,151	90,893,799	90,399,632	98,730,912	99,979,955	96,592,785
Net Sources (Uses) of Funds	(821,554)	(63,060)	(1,715,409)	5,981,977	1,233,525	(7,670,680)	(11,191,873)	(7,412,450)
Ending Fund Balance	34,582,383	34,519,323	32,803,914	38,785,891	40,019,416	21,129,455	28,827,543	21,415,093

Economic Outlook

Colorado The 2015 forecast is taken from the *Colorado Business Economic Outlook 2015* prepared by the Business Research Division of the University of Colorado Leeds School of Business. The *Colorado Business Economic Outlook 2015* reported that the US economy is firmly expanding since the start of the Great Recession as evidenced by growth in 2010 by 2.5%, in 2011 by 1.6%, in 2012 by 2.3% and in 2013 by 2.2%. Although in 2014 Q1 experienced a decline of 2.1% growth resumed in Q2 and Q3 at 4.6% and 3.9% respectively. Due to the positive economic data, a 3% increase is forecast for 2015. The sustained, healthy growth of the US economy is impacted by the following domestic and international risks: Federal Reserve policies, oil prices, stock market instability, slow Eurozone economic growth, less robust growth in China and conflicts in the Middle East. Colorado continues to experience job growth. The state added approximately 67,900 jobs (a gain of 2.9%) in 2013. The consensus for 2014 is the state will add an additional 72,900 new jobs (please refer to the chart below titled “Colorado Estimated Employment Levels”). No sector in 2013 experience job loss. The Information Sector is anticipated to experience a 300 jobs loss in 2014. In 2015, all Sectors within the Goods Producing and all but one of the Services Producing Sectors (Information no job increase) will experience growth. Most of the sector job growth in 2015 is from Professional and Business Services (12,800), Leisure and Hospitality (11,200), Education and Health Services (9,300), and Trade, Transportation and Utilities (9,100).

A notable change in the Colorado economy is the structural shift from a goods-producing to a service-producing economy. This trend continues in 2015, with goods-producing jobs increasing by 10,500 as compared to services-producing jobs increasing by 50,900.

2004-2015 Colorado Estimated Employment Levels (In Thousands)

Sector	2004-2014a	2013b	Estimated 2014	Forecast 2015
Natural Resources and Mining	19.3	0.2	3.2	2.3
Construction	-11.3	10.7	13.5	6.0
Manufacturing	-13.7	1.9	3.2	2.2
Total Goods Producing	-5.7	12.8	19.9	10.5
Trade, Transportation and Utilities	23.6	9.7	10.8	9.1
Information	-11.7	0.0	-0.3	0.0
Financial Activities	-2.0	4.0	1.9	2.7
Professional and Business Services	78.3	16.0	11.6	12.8
Education and Health Services	78.8	4.2	10.5	9.3
Leisure and Hospitality	49.0	10.1	10.5	11.2
Other Services	11.9	1.7	1.6	1.3
Government	52.1	9.4	6.4	4.5
Total Services Producing	280.0	55.1	53.0	50.9
Total Jobs Created	274.3	67.9	72.9	61.4

a Estimated. b Revised. c Forecast.

Sources: Colorado Department of Labor and Employment and Colorado Business Economic Outlook Committees.

On July 1, 2013, Colorado’s population was 5,284,890; this is an increase of 76,386 or 1.5%, over the prior year. Population fluctuates based on natural increase (births minus deaths) and net migration. Over the year, 41% of the population change (31,111) was due to a natural increase and 59% (45,275) from net migration.

According to the chart on the next page, Colorado Resident Labor Force 2006-2015, the Colorado unemployment rate is anticipated to fall to 5.4% in 2014 and 4.6% in 2015.

Colorado Resident Labor Force, 2005–2014

(Not Seasonally Adjusted) (In Thousands)

Labor Force	2006	2007	2008	2009	2010	2011	2012	2013	2014 a	2015 b
Colorado Labor Force	2,655.6	2,685.0	2,731.1	2,731.1	2,722.9	2,725.8	2,746.2	2,754.9	2,820.1	2,885.8
Total Employment	2,541.8	2,583.4	2,599.7	2,512.9	2,478.3	2,493.5	2,531.1	2,568.2	2,667.0	2,753.2
Unemployed	113.8	101.6	131.4	218.2	244.6	232.3	215.1	186.7	153.1	132.6
Unemployment Rate	4.3%	3.8%	4.8%	8.0%	9.0%	8.5%	7.8%	6.8%	5.4%	4.6%

a Estimated. b Forecast.

Source: Colorado Department of Labor and Employment (LAUS data) and Colorado Business Economic Outlook Committee.

The following summarizes observations made by the committee members, contributors to the Colorado Business Economic Outlook 2015:

- Employment growth will place Colorado in the top 10 states in 2015.
- Weather fluctuations will continue to cause volatility for agriculture production, as well as tourism.
- Home prices will continue to creep higher in Colorado as inventory is absorbed, making housing affordability a detriment to some communities in the state.
- In terms of population, Colorado is the fourth-fastest growing state in the nation in percentage terms. The state will continue to attract people from out of state, which will contribute to population growth of 1.7%.
- Colorado will sustain a sub-5% unemployment rate.

Colorado is poised for both short-term and long-term economic growth; due to its skilled workforce, high-tech diversified economy, relatively low costs of doing business, global market access, and superior quality of life.



Metro Denver The 2013-2014 economic update for the Denver Metro Area is from the **September 2014 Focus Colorado: Economic and Revenue Forecast** report prepared by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research to the Colorado General Assembly. The Denver Metro region represents over half of the employment and consumer spending in the state. The economy continues to show signs of improvement through June 2014. The **job market** continues to see moderate employment growth as evidenced by a reduced unemployment rate of 6.4% in 2013 and a 5.5% year-to-date increase through July in the metro Denver labor market.

Consumer confidence has been favorably shaped by the continued employment growth in the metro area, higher wages and salaries, and a strengthening housing market. The **housing market** is one of the strongest in the nation. Demand for housing exceeds the supply resulting in home price appreciation and new housing units added. The **nonresidential construction market** is strengthened by the strong economy, low vacancy rates and rising lease rates (especially in downtown Denver).

The table below presents the economic indicators for the Metro Denver Region (Broomfield, Boulder, Denver, Adams, Arapahoe and Douglas counties).

Metro Denver Region Economic Indicators

Broomfield, Boulder, Denver, Adams, Arapahoe, Douglas, & Jefferson Counties

	2010	2011	2012	2013	YTD 2014
Employment Growth /1	-0.5%	1.8%	2.9%	3.5%	2.9%
Unemployment Rate /2	8.8%	8.3%	7.5%	6.4%	5.5%
Housing Permit Growth /3					
Single-Family (Denver-Aurora)	35.5%	-0.4%	58.5%	18.9%	23.9%
Single-Family (Boulder)	101.0%	-5.2%	29.0%	22.5%	37.1%
Growth in Value of Nonresidential Const /4					
Value of Projects	-1.5%	24.7%	14.2%	22.1%	14.4%
Square Footage of Projects	8.4%	36.5%	-8.6%	-10.2%	9.8%
Level (1,000s)	1,981,058	2,703,545	2,470,892	2,218,807	1,606,833
Number of Projects	-35.8%	-2.5%	5.9%	22.3%	25.1%

	2010	2011	2012	2013	YTD 2014
Level	591	576	610	746	554
Retail Trade Sales Growth /5	6.9%	4.3%	8.0%	4.6%	7.0%

MSA = Metropolitan statistical area. NA = Not Available

1/ U.S. Bureau of Labor Statistics. CES (establishment) survey for Denver-Aurora-Broomfield and Boulder MSAs. Seasonally adjusted. Data through July 2014.

2/ U.S. Bureau of Labor Statistics. LAUS (household) survey. Seasonally adjusted. Data through July 2014.

3/ U.S. Census. Growth in the number of housing units authorized for construction. Data through June 2014.

4/ F.W. Dodge. Data through July 2014.

5/ Colorado Department of Revenue. Seasonally adjusted. Data through March 2014.

Englewood A key characteristic of a City's economic vitality is its primary employment base. Primary employers are defined as companies that produce goods and services in excess of what can be consumed in the local marketplace. The excess supply is sold to customers outside of the community, resulting in a flow of new dollars into the community, effectively increasing the community's wealth. The chart to the right lists the Top Employers in Englewood and the number of workers employed. The 2013

Englewood Employment Base

Industry	Employment	Employment as a % of Total	Businesses	Businesses as a % of Total	Average Annual Wage	Average Hourly Wage
Private Sector Services	6,050	25.0%	520	36.1%	\$45,370	\$21.81
Medical	5,400	22.3%	180	12.5%	\$59,630	\$28.67
Construction	3,020	12.5%	180	12.5%	\$47,080	\$22.63
Manufacturing	2,600	10.7%	130	9.0%	\$46,170	\$22.20
Retail	2,080	8.6%	150	10.4%	\$36,570	\$17.58
Food & Entertainment	1,370	5.7%	90	6.3%	\$15,660	\$7.53
All Other	2010	8.3%	180	12.5%	\$45,080	\$21.67
Government	1,700	7.0%	10	0.7%	\$38,610	\$18.56
Total/Average	24,230	100.0%	1,440	100.0%	\$45,530	\$21.89

Sources: Colorado Department of Labor and Employment; Development Research Partners, 2010

Englewood Community Profile identifies six primary industries operating in Englewood: Automotive, Business Support Services, Construction, Life Sciences, Manufacturing and Sporting Goods. This report also provides an analysis of the City's economy in terms of its employment base and shows that the top four employment sectors account for almost 70% of all employment in the City (please refer to the Englewood Employment Base chart).

While the retail sector is only 8.6% of the total employment base, this sector generates approximately three quarters of the City's tax revenue. Economic development efforts in Englewood have centered on supporting a healthy retail environment. With the importance of retail sales tax revenue to the City's budget, Englewood hired BBC Consulting & Research and The Kornfeld Real Estate Group to prepare a study analyzing the what, where, and how of future retail development in Englewood. The consultant has conducted a comprehensive analysis of 10 commercial districts throughout the community and selected four (4) districts that show the greatest promise for additional development and redevelopment. In addition, the consultant provided specific tenants to target for retail attraction and identified specific strategies for retail enhancement.

Top Employers in Englewood	
Health One Swedish Medical Center	1,705
Sports Authority	829
Craig Hospital	744
Encore Electric	433
Groove Toyota	393
Kärcher North America	337
Veolia Transportation	308
Wal-Mart	281
Metro Community Providers.	252
Regional Transportation District	237
American Bottling Company	217
Meadow Gold Dairies Inc	179

The medical sector employs 21.5% of the City employment base and provides the highest annual wages of all sectors at \$60,610. Englewood has experienced demand for specialized medical facilities and offices, as highly skilled medical professionals' desire close proximity to the Health One Swedish Medical Center and Craig Hospital. The City continues to explore strategies to attract medical manufacturing and service companies to add to the City's healthcare concentration.

The City's 8.1 million square feet of industrial property makes up 34% of the southwest regional sub-market and accounts for 30% of the City's employment base. These industrial and office facilities are most attractive to smaller companies that often play a supporting role to the larger, dominant firms in an industry group. Although industrial manufacturing will continue to be a key component in the City's economic structure, it is imperative that Englewood continue its efforts to redevelop key properties that attract new growth industries. The best prospects for attracting new industrial and commercial investment are in areas located near the City's existing and planned light rail transit stations which offer high speed connections from/to downtown Denver.

Retail Sales and Use Tax is roughly sixty percent of total General Fund revenue. Retail Sales and Use tax are the most significant (and volatile) revenue source for the City. This tax is levied on the retail price of taxable goods. Retail Sales and Use tax is calculated by multiplying the retail price of taxable goods times the Sales and Use tax rate of 3.5 percent. The 2014 sales and use tax revenue through November is 7.75 percent more than the same period last year. Year to date sales and use tax revenue through November 2014 was \$23,057,974 as compared to \$21,398,961 and \$20,732,294 for the same period in 2013 and 2012 respectively.

Economic Development / Redevelopment Projects

Englewood is mature and landlocked; however, several development and redevelopment opportunities exist. These opportunities will impact the local economy and are a potential source of revenue for the General Fund and the Public Improvement Fund.

- **McLellan Reservoir** – The Englewood/McLellan Reservoir Foundation (EMRF) oversees the development and leasing of properties located in Douglas County on behalf of the City of Englewood. The development sites are located adjacent to the four corners of the C470 and Lucent Boulevard intersection and comprise approximately 160 acres. Any development of the site must protect the McLellan Reservoir water resources and quality. Although these properties are located outside the incorporated boundaries of the City of Englewood, they represent a revenue opportunity for the City. In 2008, RTD purchased approximately 11 acres of EMRF property and is committed to locating the Lucent Light Rail Station at that site as part of FasTracks--Douglas County supports a transit oriented development at this location. There are currently three (3) lease agreements signed, which represents approximately 30.26 acres of land. The EMRF continues to be approached by parties interested in leasing portions of the land still available. The remainder of the land is to be developed in a manner that provides an ongoing revenue stream for the City, while protecting water and ecological resources.
- **Craig Hospital** – Construction of a major expansion to Craig Hospital continues. The expansion involves conversion and construction of single-patient rooms along with modernization of facilities within the Hospital. Total cost for the capital investment is estimated at \$90 million. Construction is anticipated over a 42-month period. Construction of the new addition is complete and remodeling of the upper floors of the existing structure is underway.
- ▶ **Swedish Medical Center** – Swedish representatives have met with staff to discuss plans for expansion at the Medical Center. The expansion would add two floor to the existing west tower and enclose an existing ground-level parking area. The expansion would accommodate a new neurological center. The \$50 million expansion is slated to begin in 2015. Swedish is also planning a 65,000 square-foot addition and renovating 28,000 square feet to the Medical Office Building at Clarkson and old Hampden to accommodate additional space for inpatient surgery.
- **Masons Square (3500 South Sherman Street)** – Plans are being reviewed for the redevelopment of the former Masonic Lodge property as a 179-unit apartment complex for low to moderate income seniors. The project has been named Traditions at Englewood.

- **Kent Place** - The 11.5 acre site at South University Boulevard and East Hampden Avenue was the long-time home of the Denver Seminary and is now owned by Forum Real Estate Group and a partnership of Continuum Partners/Regency Centers. The development consists of a King Soopers/Fresh Fare anchored, mixed-use development comprised of 60,000 square feet of retail / commercial space and 300 high-end residential units. The commercial portion of the project is complete and 100 percent occupied. Construction continues on the residential units.
- **Flood Middle School (3650 South Broadway)** - Site work has been completed on this 4.5 acre site, and construction of the 300 unit multi-family housing development known as Alta Cherry Hills is underway. Council approved an incentive agreement to offset the cost of relocating the City Ditch and utility lines to accommodate this redevelopment.
- **General Iron Works** - This site represents the single largest potential redevelopment site under single ownership within the boundaries of Englewood. Preliminary plans have been discussed for the site to be developed as a mixed-use project, with 70 apartment units, 82 townhomes and approximately 90-110,000 square feet of shared/flex office and creative industry space. A second phase would consist of 51 townhomes and 160 apartment units.
- **Martin Plastics** - Littleton Capital Partners purchased the former Martin Plastics site and secured City approval of a Planned Unit Development. The project involves the development of a residential project adjacent to the Oxford Light Rail Station comprised of 252 multi-family residential units. City Council has approved an incentive agreement with Littleton Capital Partners to offset the cost of public improvements which will improve pedestrian access to the Oxford Light Rail Station. The construction timeframe is pending plan adjustments.
- **Former Larry Miller Nissan Site (5001 S Broadway)** – Construction has been completed on this 3.0-acre site. The site contains approximately 43,000 square feet of retail space, consisting of a 27,000 square foot Sprouts Market, a 8,000 square foot Advance Auto Parts, and 8,000 square feet of retail space occupied by Five Guys Burgers, Mattress Firm, Jersey Mike’s Subs and Super Cuts. Council approved an incentive agreement to offset the cost of installing a traffic signal at the Broadway entrance to the project site.
- **Broadway + Acoma Lofts** – In August of 2013 the Englewood Urban Renewal Authority accepted a proposal from Medici Communities to develop the vacant 1.86 acre site. The mixed-use project is proposed to contain 110 residential units and 23,500 square feet of commercial space, along with 170-190 parking spaces. The EURA and Medici have entered into a sale and development agreement and Medici plans to apply for state tax credits through CHFA in January 2015. Construction of the \$20.0 million project is anticipated to take 24 months and begin in late 2015.
- **Chick-fil-A (3085 South Broadway)** - The existing structure has been demolished and a new restaurant is planned in 2015. A typical Chick-fil-A store will generate approximately \$3.0 million in sales, which would equate to approximately \$105,000 in tax revenue to the City of Englewood.

Historic Overview

Englewood's beginnings are traced to gold. In the mid-1800s, prospectors on their way to California stopped in Colorado to pan at the confluence of Cherry Creek and the South Platte River and triggered the beginning of the "Pikes Peak or Bust" gold rush of 1859.

The discovery of gold brought settlers to the area. In 1864 an Irish immigrant named Thomas Skerritt laid claim to a 640 acre homestead that encompassed most of present-day Englewood. Thomas Skerritt is now referred to as the "Father of Englewood". Other homesteaders followed in Skerritt's footsteps and settled in the area. The fertile river valley was a perfect place for early homesteaders to plant fruit trees and other crops. The first woman homesteader, Hannah Higgins, filed a land patent on 40 acres in the area in 1868, and in the early 1870s, Jacob C. Jones purchased 80 acres from Tom Skerritt. Much of the early homesteaded land was eventually sold off to new arrivals and land speculators.

Gradually, small settlements such as Petersburg, Cherrelyn, and Orchard Place sprang up to offer basic services to the residents. The first telephone in the Englewood area (1879) was a toll phone. The community remained a rural area into the late 1800s.

By 1880, urban growth began. Denver roads were extended south and street blocks were laid out. In the 1890s a rail line served five different rail systems. The Cherrelyn Horsecar began operating as the only gravity-powered streetcar in existence at that time.

The community developed a saucy reputation in the late 1800s when gamblers built saloons and roadhouses along South Broadway in the area known as Orchard Place. The community was comprised of seven saloons, a grocery store, and two sporting houses.

In 1903, there was a movement to clean up Orchard Place. A group of pioneer ladies began a campaign to make the community safer and more desirable by forming a City and a government. The plan consolidated the settlements of Orchard Place, Cherrelyn, and the adjoining territory south of Yale and east of the railroads, covering a total area of six square miles. On May 13, 1903, citizens voted 169 to 40 in favor of incorporation. Since the area was known for its abundance of trees, the new town was named Englewood, which means "wooded nook."

The Council-Manager form of government was adopted in 1952.

Over the years, Englewood has hosted a wide variety of business and industry, including an amusement park, a film company and the airplane manufacturer that produced the Eagle Rock bi-plane. Today, Englewood boasts more jobs and businesses per square mile than any other city in the Rocky Mountain region. The City's economy is based on retail, industrial, manufacturing, healthcare and service sectors.

On March 7, 1968, Cinderella City, the largest shopping mall west of the Mississippi (at the time) opened for business in Englewood. Although the mall closed in 1997, CityCenter Englewood, built on the old Cinderella City site, is a residential and commercial mixed-use transit-oriented development.



The City's logo was designed and adopted in 1971. The logo designer provided this statement about his work: *"A tree grows and blooms with branches and leaves. In much the same manner a city branches out with streets and blooms with industry and homes. The circle represents order and protection. Just as a city is never perfect or complete, an imperfect "E" is contained in the mark. The logo's **green** color confirms life."*

In 2000, CityCenter Englewood became the new home of the Civic Center, the location of the City's administrative offices. That same year, the Regional Transportation District (RTD) light rail opened along South Santa Fe Drive with the "Englewood Station" as one of the stops. The Englewood Station is also located at CityCenter Englewood.

City Profile

Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and home to approximately 30,000 residents and 4,500 active business licenses.

Due to easy access to two light rail train stations and the state and interstate highway system, Englewood's location offers short and convenient commutes to destinations within the Denver Metro Area and the rocky mountain range. The Englewood's mixed housing and retail environment encourages a pedestrian-friendly community. The City's economy is comprised of retail, industrial, manufacturing, healthcare and service sectors.

Englewood is said to have "small town" feel with the conveniences of big city amenities. Recreational resources are accessible in Englewood, including thirteen parks (with one dog park), nine athletic fields, an award-winning recreation center, a popular golf course, and one of the most successful senior centers in the region. Pirates Cove, a family aquatic center offers a variety of aquatic activities.

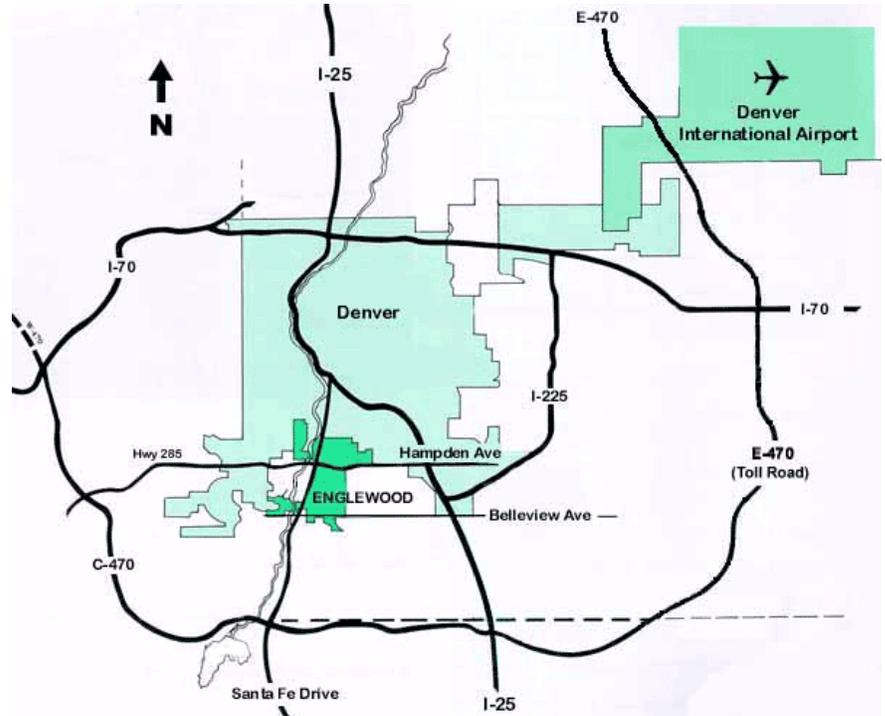
In addition to recreational opportunities, the City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets and other infrastructure, library services and general government services. The City operates and maintains its own water treatment plant and distribution system, maintains a wastewater collection system and manages a jointly held wastewater treatment plant with the City of Littleton, a neighboring city to the south.

The City of Englewood is a municipal corporation with a Council-Manager form of government. Members of the seven member council are elected to staggered four year terms with term limits of three consecutive terms. The Mayor and Mayor Pro-Tem are selected from among the Council members.

Several boards and commissions, made up of council members, residents, local businesspeople, and others who are interested in their community, provide advisory support to City Council and staff in matters affecting the City. Members are interviewed and appointed by City Council, and provide guidance for many of Englewood's programs and services. In November 2010 the citizens voted to limit to three terms a board and commission members may serve on an appointed board or commission.

The Englewood School District operates and maintains several educational facilities throughout the City--Early Childhood (2), Elementary (5), Middle School (1), Alternative Middle School (1), High School (1) and Alternative High School (1).

Englewood residents have direct light rail access to two college campuses. To the south, Arapahoe Community College offers comprehensive courses leading to both the Associate of Arts and the Associates of Science degrees. To the north, the Auraria campus is home to one community college and two colleges/universities: the Community College of Denver, the University of Colorado at Denver, and Metropolitan State University of Denver. Other four year colleges/universities in the Denver Metro area include: University of Colorado (Boulder), University of Colorado Anschutz Medical Campus (Aurora), Colorado State University (Fort Collins), University of Northern Colorado (Greeley), Colorado School of Mines (Golden), Regis University (Denver) and University of Denver.



Englewood At a Glance

Year of Incorporation	1903
Year Council – Manager form of Government Adopted	1952
Elevation above sea level	5,371 feet (1,637 meters)
City Area	6.56 square miles (16.9903 square kilometers)
Population.....	30,255
Households	14,375
Housing Units.....	15,478
Median Age	37.1
Median Household Income (2005-2009).....	\$42,451
Employment	23,620
Municipal Court	1
Municipal Library.....	1
Police Station.....	1
Fire Stations.....	3

Parks and Recreation Facilities

Broken Tee Golf Course (18-Hole, 9-Hole, Par 3 and Driving Range)	1
Englewood Recreation Center (includes one in-door swimming pool).....	1
Malley Senior Recreation Center	1
Pirates Cove Aquatic Park (includes one out-door swimming pool).....	1
Parks (includes one Dog Park)	13

Public Works

Miles of Streets.....	121.63
Miles of Alleys	39.5
Number of Bridges	14

Water Distribution

Miles of Water Distribution Mains.....	155
Inside City Water Fee - first 400,000 gallons.....	\$3.29 per 1000 gallons
Inside City Water Fee - over 400,000 gallons	\$2.04 per 1000 gallons
Outside City Water Fee - first 400,000 gallons	\$4.61 per 1000 gallons
Outside City Water Fee - over 400,000 gallons	\$3.29 per 1000 gallons

Wastewater Collection

Miles of Sanitary Sewer Collection Mains.....	530
Wastewater Fee	\$2.86 per 1000 gallons

Storm Water Maintenance Fee

Residential Annual Rate	\$16.66
Annual Rate for all other customer classes per square foot of impervious area within their property	\$.00554

Concrete Utility Sidewalk/Curb Concrete Maintenance Fee

Annual Rate per square foot.....	\$.1225
----------------------------------	---------

2014 Property Tax Mill Levy (Payable in 2015)

City of Englewood	
Operations Basic Rate- General Fund	5.880
Debt Service-Debt Service Fund	2.244
City of Englewood Mill Levy Total	8.124
Arapahoe County*	17.130
Urban Drainage & Flood Control District*	0.672
Sub Total Mill Levy for all residents	25.926
Valley Sanitation District*	2.493
Englewood School District No. 1*	46.874
Sheridan School District No. 2*	42.823
Littleton School District No. 6*	56.985
Cherry Creek School District No. 5*	57.492

Sales Tax Rate Composition

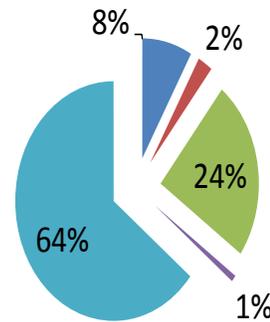
City of Englewood	
City	3.50%
State	2.90%
Regional Transportation District	1.00%
Scientific & Cultural Facilities District	0.10%
Arapahoe County Open Space	0.25%
Total Sales Tax Rate	7.75%

* 2013 Mill Levy collected in 2014 is the latest number available at the time of publication. The districts overlap the City's geographic boundaries. The rates for the various districts apply to property owners whose property is located within that district's geographic boundaries. **Source: Arapahoe County**

Example of Annual Property Tax Calculation

PLEASE NOTE: The illustrative example below is for property taxes payable in 2012 and includes the following assumptions: single family home market value of \$200,000 located in the Englewood School District No. 1. Other school districts and special districts have different mill levies and would affect the calculation of property tax.

2011 Property Tax Mill Levy (Payable in 2012)		Property Tax Allocation		%
City of Englewood				
Operations Basic Rate-General Fund	5.880	\$ 94	8%	■
Debt Service Rate-Debt Service Fund	1.741	28	2%	■
City of Englewood Combined Mill Levy	7.621			
Arapahoe County	17.316	276	24%	■
Urban Drainage & Flood Control District	0.623	10	1%	■
Sub Total Mill Levy for all residents	25.560			
Englewood School District No. 1	45.858	730	64%	■
Total Mill Levy for residents within the Englewood School District No. 1	71.418			
One Mill is 1/1,000 of a dollar	\$ 0.001			
Mill Levy Rate	\$ 0.071418			



Single Family Home Market Value	\$ 200,000
X	
Assessment Ratio	7.96%
=	
Assessed Value	\$ 15,920
X	
Mill Levy Rate	\$ 0.071418
=	
Total Property Tax	\$ 1,137

The table to the right provides 2012 comparative local City Sales Tax Rates and Property Tax Mill Levies for the surrounding municipalities.

The chart below provides on a per capita basis the expenditure information regarding the direct, general government and debt services accounted for in the General Fund. This calculation represents the amount required per resident to finance the programs and services provided by the General Fund. Also provided is the per capita Debt Service Fund's General Obligation Debt.

Jurisdiction	City Sales Tax Rate	Property Tax Mill Levy
Greenwood Village	3.00%	2.932
Littleton	3.00%	6.662
Englewood	3.50%	7.621
Sheridan	3.50%	8.078
Cherry Hills Village	3.50%	13.295

	2009	2010	2011	2012	2013 Estimate	2014 Budget
Population	30,761	30,255	30,720	30,720	30,720	30,720
General Fund						
General Government Services	\$ 271	\$ 234	\$ 235	\$ 237	\$ 246	\$ 254
Direct Services	\$ 964	\$ 991	\$ 983	\$ 1,007	\$ 1,015	\$ 1,052
Public Works	\$ 168	\$ 170	\$ 171	\$ 169	\$ 170	\$ 179
Police	\$ 331	\$ 341	\$ 338	\$ 351	\$ 365	\$ 376
Fire	\$ 238	\$ 245	\$ 250	\$ 264	\$ 259	\$ 267
Library	\$ 41	\$ 42	\$ 37	\$ 38	\$ 38	\$ 41
Parks and Recreation	\$ 186	\$ 192	\$ 186	\$ 184	\$ 182	\$ 189
Debt Services	\$ 59	\$ 62	\$ 68	\$ 67	\$ 67	\$ 65
Total Expenditure Per Capita	\$ 1,294	\$ 1,286	\$ 1,286	\$ 1,311	\$ 1,328	\$ 1,371
Debt Service Fund						
General Obligation Debt Per Capita	\$ 36	\$ 36	\$ 31	\$ 31	\$ 31	\$ 31

Surveys, Performance Measurement Management and Outcomes

A Citizen Survey will be sent out in 2014. Below is a summary of the Citizen Survey results of the last two surveys administered by the National Research Center, Inc. The surveys identify Englewood's strengths as well as its challenges. The complete survey results are available on the City's website www.Englewoodgov.org.

2014 Citizen Survey

In 2009, the Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics.

Citizen Satisfaction Levels The results show that our residents believe safety and the economy are the most important issues Englewood faces. The results also show that residents have noticed improvements in the economy, mobility, and the environment, and 85% of those surveyed rated Englewood as an "excellent" or "good" place to live.

Challenges Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Recreation centers or facilities
- Street lighting
- Preservation of natural areas
- Police services
- Garbage collection

Of these services, those deserving the most attention may be those that have experienced declining ratings over time or those that were below or similar to the benchmark comparisons: street lighting, preservation of natural areas, police services and garbage collection. For recreation centers or facilities, the City of Englewood is above the benchmark and should continue to ensure high quality performance.

Next Steps As part of the day-to-day operations and the budget process, the City Council and staff take into account the responses to the Citizen Survey. They have reviewed and analyzed the Citizen Survey results to determine what steps should be taken to address the concerns presented.

Performance Measurement Management

In order to monitor whether the City services and programs support the desired outcomes, City staff continues to identify and report on meaningful performance measures/indicators that provide objective data for the citizens, elected and City officials and department managers. City staff reviews and analyzes the performance measurement data in conjunction with the results of the 2009 Citizen Survey to identify which measures best reflect the community's expectations.

Outcomes Outlined

2009 Citizen Survey

In 2009, the Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics.

Citizen Satisfaction Levels The results show that our residents are happy with many of the community's amenities and services and are pleased with the overall direction the City is taking. More than 80percent feel that Englewood is an "excellent" or "good" place to live and the survey results show high marks for the community parks, recreation facilities, and library services.

Challenges The results also indicate there is work to do in some areas to meet resident expectations. According to the survey, residents are concerned about weeds, junk vehicles, and run-down buildings in Englewood.

Next Steps As part of the day-to-day operations and the budget process, the City Council and staff take into account the responses to the Citizen Survey. They have reviewed and analyzed the Citizen Survey results to determine what steps should be taken to address the concerns presented

Outcome based budgeting and performance measurement management are used in conjunction with citizen surveys by the City Council and staff to better focus the available resources in a manner that produce the desired results/outcomes of our citizens.

City Council and Staff identified five outcomes that appropriately reflect the desired effect of the programs and services delivered to the citizens of Englewood. The effect of the City’s programs and services will hopefully portray Englewood as

- ▶ a City that provides and maintains quality infrastructure,
- ▶ a safe, clean, healthy, and attractive City,
- ▶ a progressive City that provides responsive and cost efficient services,
- ▶ a City that is business friendly and economically diverse, and
- ▶ a City that provides diverse, cultural, recreational and entertainment opportunities.

The following table identifies for each of the five outcomes the City’s broad guiding objectives and underlying strategies.

<i>A City that provides and maintains quality infrastructure</i>	
◆ Promote asset management	
◆ Maintain replacement schedules	◆ Consistent approach to repair and replacement
◆ Build capital reserves when times are good	◆ Proactive maintenance programs that maintains appropriate staffing levels
◆ Continue funding sinking funds	◆ Maintain facilities
◆ Create sinking fund for IT assets	◆ Curb/gutter repair programs
◆ Overall plan for managing our assets	◆ Infrastructure acquisition
◆ Pursue funding options	
◆ Full utilization of grant opportunities	◆ Enhanced franchise fee revenues
◆ Leverage all available funds	◆ Appropriate fee and tax structure
◆ Technology deployment and utilization	
◆ Add technology infrastructure to the definition of City infrastructure	
◆ Better usage of technology for managing assets	
<i>A safe, clean, healthy, and attractive City</i>	
◆ Provide appropriate public safety resources to meet community expectations.	
◆ Crime/Fire Analysis	◆ Officers in schools
▪ Integrated GIS for response/analysis	◆ Fair and responsive court system
▪ Easy access to data/statistics	▪ Fair and responsive to community concerns
▪ Inter-jurisdictional data sharing	▪ Youth diversion program
▪ Analysis of 911 call data	◆ Continuity of government
▪ Technology training	▪ City-wide disaster planning
◆ Reinforce community policing philosophy	▪ Emergency response training
◆ Staffing levels based on standards	
◆ Encourage healthy citizens and environment	
◆ Invest in public facilities and land areas promoting healthy lifestyles: Pirates Cove, Englewood Recreation Center, Malley Senior Recreation Center, Golf Course, Parks and Open Space	◆ Recreation programming
◆ Health and wellness activities	◆ Bike lanes
	◆ Safe water and wastewater
	◆ Safe streets
	◆ Expand recreation and cultural events
◆ Improve transportation safety and choices	
◆ Traffic management based on regional standards	◆ Light rail
◆ Traffic enforcement	◆ Traffic calming
◆ State of the art traffic control	◆ Sidewalks
◆ Provide consistent code enforcement response	
◆ Establish standards for response	◆ Reduce nuisance complaints
◆ Pursue additional web content	◆ Improve home maintenance

A safe, clean, healthy, and attractive City

- ◆ Hold home maintenance courses
- ◆ Enforce Codes

◆ Promote residential and commercial beautification

- ◆ Business incentives
- ◆ Business Improvement District
- ◆ Flower plantings
- ◆ Public and private properties
- ◆ Residential landscape awards
- ◆ Catalyst program
- ◆ Paint up and fix up

A progressive City that provides responsive and cost efficient services

◆ Provide accessible government

- ◆ Implement one stop shopping
- ◆ Reinforce community policing philosophy
- ◆ 24-Hour access
- ◆ Offer longer hours of service
- ◆ Communication
 - Explain what tax dollars support
 - Promote City services and their costs
 - Communicate about the service level in the City
- ◆ E-Government
 - Web based surveys
 - On-line permits, forms
 - 411 system
 - Constituent Relationship Management
 - Web payments
 - Integrated Voice Response
 - Online service delivery

◆ Responsive to needs of citizens

- ◆ Train staff in customer service principles
- ◆ Implement standard approaches for requests
- ◆ Track request and response times
- ◆ Survey customers to determine satisfaction
- ◆ Create department ombudsman program
- ◆ Effective complaint resolution process

◆ Hire and retain well trained and productive staff

- ◆ Provide market based compensation
- ◆ Enhance technology training for staff
- ◆ On-going training for quality employees
- ◆ Management training programs
- ◆ Effective performance appraisals and rewards
- ◆ Encourage and reward innovation
- ◆ Communicate with staff about goals

◆ Monitor and adjust as needed work processes

- ◆ Review work processes
 - Analyze process of duplications
- ◆ Evaluate departmental structures for effectiveness
- ◆ Implement new technologies to streamline operations
- ◆ Look for high return on investment (ROI) on technology investments
- ◆ Actively apply new technologies to improve processes

◆ Encourage and promote citizen volunteerism

- ◆ Board and Commissions
- ◆ Block clean-ups
- ◆ Adopt a street
- ◆ Community clean up days
- ◆ Housing upgrades
- ◆ Community associations projects

A City that is business friendly and economically diverse

◆ Outreach to businesses

- ◆ Develop health related plan
- ◆ New business orientation
- ◆ Expand health related businesses
- ◆ “How To” seminars
- ◆ Enhance communication from the City of Englewood
- ◆ Welcome wagon for new businesses

◆ Provide economic development tools and data collection

- ◆ Develop on-line economic development applications
- ◆ Expand usage of analysis and data collection in ED efforts
- ◆ Implement business licensing to form initial databases
- ◆ Create on-line licensing
- ◆ On-line marketing of available properties

◆ Promote redevelopment

- ◆ Incentives for targeted industries
- ◆ Promote water availability
- ◆ Continue catalyst program
- ◆ Broadband services
- ◆ McLellan Reservoir property
- ◆ Broadway redevelopment
- ◆ Bates Station
- ◆ Centennial shopping center
- ◆ Facilitate housing upgrades

A City that is business friendly and economically diverse

◆ Develop beneficial branding for the community

- ◆ Develop a market brand
- ◆ Logos
- ◆ Focus on uniqueness
- ◆ Image of the community

A City that provides diverse, cultural, recreational and entertainment opportunities

◆ Enhance library, recreation and entertainment opportunities

- ◆ Partner to encourage cultural events
- ◆ Promote Art Charter school
- ◆ More public art
- ◆ Library programs and services
- ◆ Senior programs
- ◆ Recreation programs
- ◆ Youth programs
- ◆ Promote on-line reservations applications for City programs

◆ Identify funding options

- ◆ Cooperate regarding regional programs
- ◆ Form arts/entertainment district
- ◆ Develop consistent funding streams
- ◆ Incentives to attract additional cultural venues
- ◆ Provide artist colony work spaces
- ◆ Use zoning to encourage additional building/venues
- ◆ Partner with other districts
- ◆ Seek public and private partnerships
- ◆ Partner with school district to enhance options



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Budget Process

The budget process begins with a review and projection of major revenue sources. This document provides historical and forecast methodology for major revenue sources of at least \$25,000 at the department and/or division level.

After the revenue projections have been established, a budget workshop or study session is scheduled with City Staff, and City Council. During the workshop, the budget guidelines for the coming year are established.

The budget workbooks are distributed electronically to each division. Division managers meet with the Revenue & Budget Manager to review personnel changes for the budget year. Each workbook contains a worksheet summarizing the expenditure line items by the categories required. The line item expenditures worksheet provides five years of history, the current year-to-date, the current budget and several comparatives. Each division uses these to calculate the current year's estimate and the budget for the ensuing year. The workbooks are summarized by department.

Concurrently, requests for capital projects are completed and compiled into the Multi-Year Capital Plan. Any capital item over five thousand dollars are subject to this process. Each submission must include an explanation of effects on operational costs, or efficiencies to be realized. At the discretion of the requesting department capital improvements may be reviewed independently by Public Works and/or Information Technology to verify or adjust capital cost estimates.

Typically, any new program or capital project is presented separately from the department budget. If approved, the costs are then added to the department budget or the Multi-Year Capital Plan.

Each department presents their budget to the Revenue & Budget Manager, the Director of Finance and Administrative Services, the Deputy City Manager and the City Manager. The budget is reviewed to verify compliance with the budget guidelines. Once the budgets have been reviewed and have incorporated changes for new programs and/or personnel authorized by the City Manager, the Proposed Budget is prepared and presented to City Council.

Within three weeks of Council's receipt of the proposed budget, a Public Hearing is held to gather input from the Citizens regarding the budget. After the Public Hearing, a second budget workshop is scheduled for departments to present their budgets to Council and for Council to make further adjustments to the budget. Any approved changes made at these sessions are incorporated and the final budget document prepared. The legal authority to spend City funds is established by the budget and appropriation ordinance that is approved by Council.

During the year, requests for additional funding may be initiated by a department director through the City Manager's office. Council may approve these supplemental requests by resolution if funds are available.

The 2014 Budget, Appropriation and Mill Levy ordinances were introduced on first reading (October 7, 2013) and passed on second and final reading (October 21, 2013). The ordinances are reproduced in their entirety in the Supplemental Section of this document.

Ordinance No. Ordinance Title Series of 2014

- | | |
|-----------|---|
| 51 | An Ordinance fixing the tax levy in mills upon each dollar of the assessed valuation of all taxable property within the City of Englewood, Colorado. |
| 61 | An Ordinance adopting the budget of the City of Englewood, Colorado, for the fiscal year 2015. |
| 62 | An Ordinance appropriating monies for all municipal purposes in the City of Englewood, Colorado, for the fiscal year beginning January 1, 2015, and ending December 31, 2015, constituting what is termed the annual appropriation bill for the fiscal year 2015. |

2015 BUDGET CALENDAR

Time Frame	Task	Department(s)
January - April, 2014	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
April-May, 2014	Update Department Service Enhancement and Capital Request Forms	All Departments
April 28, 2014	Study Session-2013 Overview, 2014 Budget and 2015 Budget Planning Discussion including Five Year Budget Projection and LTAR funds with City Council and Executive Management Staff	All Departments
Week of May 5, 2014	Distribute Divisional Budget workbooks, budget pages in network folders.	FAS
Week of May 12, 2014	Budget Training on Completing the Excel Budget Workbooks and the Word Budget Pages	FAS
June 23, 2014	Information Technology Related Service Enhancement and Capital Request forms due to IT Director	All Departments
July 14, 2014	Service Enhancement and Capital Request forms returned to Revenue and Budget Office	All Departments
July 7, 2014	Departments submit proposed budget workbooks and budget pages to Budget Office.	All Departments
July 21, 2014	Study Session-June 2014 Financial Report (Revenue and Expenditure Update)	FAS
Weeks of July 14, 2014 and July 21, 2014	Departments review budgets workbooks and budget pages with CMO	All Departments
August 4, 2014	Proposed Budget Discussed with City Council	All Departments
August 18, 2014	Follow-up of Proposed Budget Discussed with City Council	All Departments
August 25, 2014	Study Session-Discuss Proposed 2015 Budget	All Departments
Week of August 26, 2014	CMO finalizes PROPOSED BUDGET; Finalize Budget Pages for Proposed Budget	CMO/FAS
July - Aug 31, 2014	Proposed Budget document prepared, Budget Overview prepared. Provide the City Attorney's Office with DRAFT Ordinances for the Budget, Appropriation and the Mill Levy	FAS
August 27, 2014	Publish on Official City Website the time & place of Budget Hearing (Charter Article X Part I Budget §87)	FAS
August 29, September 5 and 12, 2014	<i>Publish in the Herald the time & place of Budget Hearing (Charter Article X Part I Budget §87)</i>	FAS
September 4, 2014	Proposed budget to Council (legally required by September 15 - Charter Article X Part I Budget §82)	FAS
September 8, 2014	Study Session Preliminary Budget Review 6-9pm (Tentative)	All Departments
September 8, 2014	Budget Advisory Committee Delivers to City Council an Annual Report regarding its findings and recommendation of the Proposed Budget	BAC
September 15, 2014	<i>Public Hearing (Charter Article X Part I Budget §87)</i>	CMO
September 22, 2014	<i>Budget Workshop - 6:00pm to 9:30pm</i>	All Departments
Oct 1 - Dec 31, 2014	Produce and Distribute Budget Document (including the Colorado Department of Local Government and GFOA)	FAS
October 6, 2014	First Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
October 20, 2014	Second Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
December 8, 2014	Final Assessed Valuation from Arapahoe County	FAS
December 15, 2014	<i>Certify Mill Levy to Arapahoe County</i>	FAS

PLEASE NOTE: Bold/Italic dates are legal requirements by Charter or State Statute.

BAC - Budget Advisory Committee

CMO - City Manager's Office

FAS - Finance and Administrative Services

Summary of Significant Policies

Budget Policies

The preparation and submission of the City's Budget adheres to the provisions of the Local Government Budget Law of Colorado as described in Colorado Revised Statutes (CRS) section 29-1-103 and the City's Home-Rule Charter (Charter) as outlined in Article X-I-81 through 96.

The budgetary process begins with a review and forecast of revenue sources for all funds. *A **balanced budget** is required and it is one where expenditures may not exceed total available revenue and fund balance.*

On or before September 15 of each year, the City Manager submits the proposed budget to City Council for their review. The Council must hold a public hearing within three weeks after the proposed budget is submitted and a final budget must be adopted by December 1 of each year.

The governmental fund type annual budgets are adopted on a basis consistent with generally accepted accounting principles for all funds except the capital projects funds, which adopt project-length budgets. On November 6, 2007 the majority of the City's electors voted to change the Home Rule Charter with the following:

ARTICLE X: FINANCE ADMINISTRATION PART I. BUDGET 94: Appropriations to lapse. Any annual appropriation or any portion thereof remaining unexpended and unencumbered at the close of the budget year shall lapse and revert to the General Fund; except for appropriations for construction or maintenance of permanent improvements from the Public Improvement Fund or other such funds designated by City Council which shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned as provided in Article X, Part I, Section 96 of the Englewood Home Rule Charter.

This amendment enables Council to designate and adopt project-length budgets for funds in addition to the capital projects funds, such as the Conservation Trust Fund, and the Open Space Fund.

The annual budgets for proprietary or "business-type" funds are adopted on a non-GAAP modified accrual budgetary basis. All annual appropriations lapse at year-end.

Measurement Focus, Basis of Budget

The City budget is prepared using the *modified accrual basis*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

The appropriated budget is prepared by fund, department, division, and object. The legal level of budgetary control is at the department level for the General Fund and at the fund level for all other legally adopted funds. Supplemental appropriations and transfers of appropriations between departments and/or funds require the approval of the City Council. The City Manager may transfer any unencumbered appropriation from one expenditure line item classification to another within the same department.

Use of estimates

Management uses estimates and assumptions in the preparation of the budget. Actual revenue and expenditure results may differ from those estimates. An example of such an estimate made by management is sales and use tax estimated revenue.

Fund Structure Overview

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, utilizes

fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The funds of the City are divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* account for *governmental activities*. Governmental fund financial statements provide information on *near-term inflows and outflows of available resources*, as well as on *balances of readily available resources* accessible at the end of the year. Such information may be useful in evaluating a government's near-term financing requirements.

The City accounts for and establishes budgets for thirteen individual governmental funds. The City prepares budgets for the following **governmental fund types**:

- The **General Fund** is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The **special revenue funds** account for the proceeds of specific revenue sources that are legally restricted for expenditures of specified purposes.
 - *Conservation Trust Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.
 - *Donors' Fund* – Accounts for funds donated to the City for various specified activities.
 - *Community Development Fund* – Accounts for the operation revenue and expenditures of Englewood's "circulator" shuttle, *art*, which is funded in part by the Regional Transportation District. *art* provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.
 - *Malley Center Trust Fund* – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.
 - *Parks and Recreation Trust Fund* – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.
 - *Open Space Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25percent. The Open Space Tax was created on January 1, 2004 and originally set to expire on December 31, 2013. The expiration date was extended to December 31, 2023 by the voters in 2011.
 - *Neighborhood Stabilization Program Fund* – Accounts for the federal grant awarded to acquire, rehabilitate and resale approximately twenty foreclosed residential properties.
- The **debt service funds** account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond and loan principal and interest from special assessment levies when the government is obligated in some manner for payment.
 - *General Obligation Bonds Fund* – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.
- The **capital project funds** account for financial resources to be used for the acquisition and/or construction of major capital facilities other than those financed by the proprietary funds.
 - *Public Improvement Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes and a share in the Arapahoe County Road and Bridge Mill Levy.
 - *Capital Projects Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

Proprietary funds. The City accounts for and establishes budgets for two different types of proprietary funds.

- **Enterprise funds** report the business-type activities. The City uses enterprise funds to account for six separate operations and prepares budgets for the following enterprise funds:

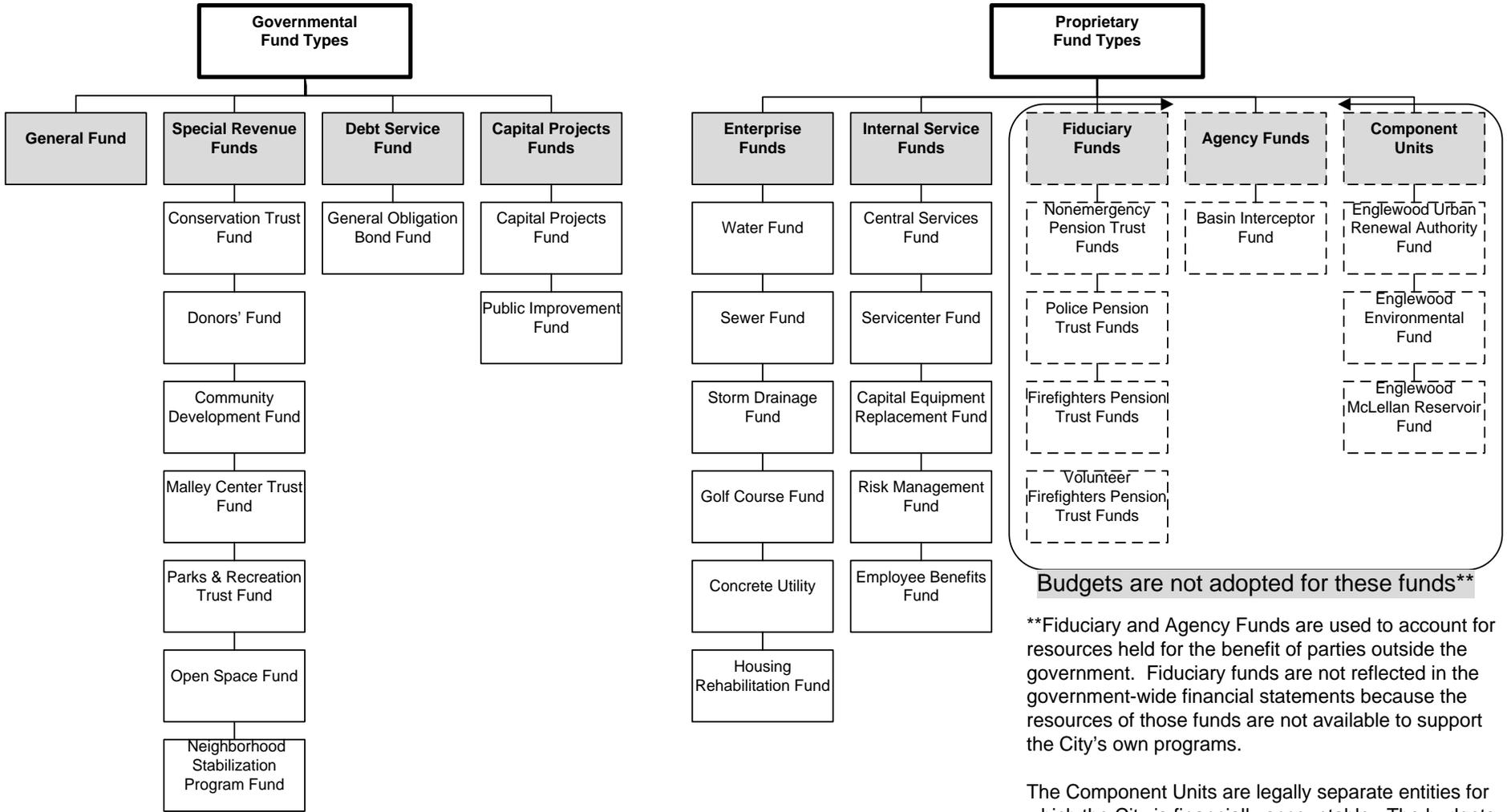
- The *Water Fund* accounts for revenues and expenses associated with providing water services to City of Englewood residents.
- The *Sewer Fund* accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.
- The *Golf Course Fund* accounts for revenues and expenses associated with the operations of the Englewood Municipal Golf Course.
- The *Storm Drainage Fund* accounts for revenues and expenses associated with maintaining the City's storm drainage system.
- The *Concrete Utility Fund* accounts for revenues and expenses associated with maintaining the City's sidewalks, curbs and gutters.
- The *Housing Rehabilitation Fund* accounts for revenues and expenses associated with the City's housing rehabilitation programs.
- **Internal service funds** are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis. The City accounts for and prepares budgets for the following internal service funds:
 - *Central Services Fund* – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City.
 - *Servicenter Fund* – Accounts for the financing of automotive repairs and services provided by the Servicenter to other departments of the City, or to other governmental units.
 - *Capital Equipment Replacement Fund* – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.
 - *Employee Benefits Fund* – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.
 - *Risk Management Fund* – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

Fiduciary funds. Fiduciary funds account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. *Budgets are not adopted for fiduciary funds.*

Agency funds. Agency funds account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds. *Budgets are not adopted for agency funds.*

Budgets are **not adopted** for the fiduciary and the agency funds. The budgets for the component units, legally separate entities, are established by their managing Board of Directors.

Funds Structure Overview



Budgets are not adopted for these funds**

**Fiduciary and Agency Funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs.

The Component Units are legally separate entities for which the City is financially accountable. The budgets for the component units are established by their managing Board of Directors as required.

Accounting Policies

Reporting Entity

The City of Englewood is a municipal corporation governed by an elected seven-member council. The City follows Governmental Accounting Standards Board (GASB) accounting pronouncements that provide guidance for determining which governmental activities, organizations and functions should be included within the financial reporting entity. GASB pronouncements set forth the financial accountability of a governmental organization's elected governing body as the basic criterion for including a possible component governmental organization in a primary government's legal entity. Financial accountability includes, but is not limited to, appointment of a voting majority of the organization's governing body, ability to impose its will on the organization, a potential for the organization to provide specific financial benefits or burdens and fiscal dependency.

Measurement Focus, Basis of Accounting

The proprietary fund and fiduciary fund financial statements are presented using the *economic resources measurement focus* and *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are presented using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to the same limitation. The City has elected not to follow subsequent private-sector guidance.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all City levied taxes.

Proprietary funds distinguish between operating and non-operating revenues and expenses. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principle on-going operations. The principle operating revenues of the City's enterprise funds and internal service funds are charges to customers for sales and services, including water and sewer charges, printing fees, vehicle use and maintenance fees, capital replacement fees and insurance fees. Operating expenses for enterprise funds and internal service funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses. The City's water and sewer enterprise funds recognize as capital contributions the entire portion of tap fees, as they are intended to recover the cost of the capital investment in the water and sewer distribution system.

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

Encumbrances

Encumbrance accounting is used as a management tool during the year; at year-end, encumbrances are canceled.

Financial Policies

Fiscal Management

The City strives to provide and maintain quality services at a reasonable cost to its citizens. Fiscal responsibility is demonstrated by providing to the citizens, City Council and City staff, a monthly financial report, an annual Comprehensive Annual Financial Report (CAFR) and a Budget. These documents provide summary and detailed information on the financial position and activities of the City.

Use of Revenue Sources

On-going revenue sources are typically used to fund existing and new programs and services. One-time revenue sources usually fund the initial expenditure outlay for capital acquisitions. On-going maintenance of capital acquisitions are generally funded by the Fund and/or Department budget deriving benefit from the capital acquisition.

Fund Balance-General Fund

Fund balance is the difference between total assets and total liabilities or net assets. The unassigned fund balance target range for the General Fund is between 10percent and 16percent of total General Fund revenues or approximately one to two months of General Fund budgeted expenditures. If the unassigned fund balance falls below the minimum target balance, additional sources of funds and/or reductions of uses of funds are identified to bring the balance to the desired level.

Funds Available

The proprietary and governmental funds calculate funds available by netting current assets and current liabilities.

Restrictions of funds available are liquid assets that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose.

Unrestricted funds available represent assets that do not have any limitations on their use. While City management may have categorized and segmented portions for various purposes, the City Council has the authority to revisit or alter these managerial decisions.

Fund Balance

The fund balance includes third party limitations or tentative management plans that are subject to change. The City has the following fund balance allocations:

Restricted Fund Balances carry provisions that are externally imposed by creditors or by law.

- **Restricted for Parks and recreation**-The amount reserved for parks and recreation represents the fund balance of the Conservation Trust (State Lottery) Fund, the Open Space Fund, the Malley Center Trust Fund and the Parks and Recreation Trust Fund, which are legally restricted for parks, open space and recreation purposes.
- **Restricted for Law enforcement**-The amount reserved for police operations represents funds that are legally restricted for law enforcement purposes, pursuant to grant requirements.
- **Restricted for Debt service**-The reserve for debt service represents the portion of fund balance that is legally restricted to payment of principal and interest on long-term debt maturing in future years.
- **Restricted for TABOR Emergencies**-Emergency reserves have been provided for as required by Article X, Section 20 of the Constitution of the State of Colorado.

Committed Fund Balance is created and modified through appropriation by City Council.

- **Committed to Long Term Asset Reserve (LTAR)** The amount represents funds from the sale, lease, or earnings from long-term assets. These funds should be used in a careful, judicious and strategic manner. The funds restricted in this account may only be expended if the funds are appropriated in the annual

budget or by supplemental appropriation. On the following page is the history of the account's sources and (uses) of funds.

- **Committed to Law Enforcement** Community Oriented Policing Services (COPS) Grant-The amount represents the grant's fourth year funding commitment.

Assigned Fund Balance is intended for a specific purpose but is neither restricted nor committed. City management may have categorized portions for various purposes, and City Council has the unrestricted authority to revisit or alter these managerial decisions.

Unassigned Fund Balance is only reported in the General Fund for balances that are not restricted, committed or assigned. City Council has the unrestricted authority to appropriate these funds.

General Fund - Long-Term Asset Reserve	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Beginning LTAR Balance	\$3,485,143	\$ 3,131,980	\$ 2,130,520	\$2,406,649	\$2,619,375	\$2,619,375	\$2,619,375	\$2,663,099
Sources of Funds								
Transfer from EMRF to GF partial repayment of 2009 Reso 33	591,837							
Transfer from EMRF to GF Nov/Dec-2009 Rent	20,000							
Transfer from NSP to LTAR		47,052	396,129	312,726				
Reso 46-2014 Transfer from PIF to GF (LTAR) partial reversal of Reso 53-2012 fountain repairs							43,724	
Total Sources of Funds	611,837	47,052	396,129	312,726	-	-	43,724	-
Uses of Funds								
Reso 30 - Transfer from LTAR to PIF - Street Improvements	(165,000)							
Reso 33 - Transfer from LTAR to EMRF	(800,000)							
LTAR funding of COPS Grant		(298,512)						
Reso 35-2010 Transfer from LTAR to NSP		(750,000)						
LTAR funding of 2011 Catalyst Program			(120,000)					
Reso 53-2012 LTAR funding of 2012 Economic Development Little Dry Creek Fountain Project				(100,000)				
Total Uses of Funds	(965,000)	(1,048,512)	(120,000)	(100,000)	-	-	-	-
Net Sources (Uses) of Funds	(353,163)	(1,001,460)	276,129	212,726	-	-	43,724	-
Ending LTAR Balance	\$3,131,980	\$ 2,130,520	\$ 2,406,649	\$2,619,375	\$2,619,375	\$2,619,375	\$2,663,099	\$2,663,099

Tax, Spending and Debt Limitations

Tax and Spending Limitations

Article X, Section 20 of the Colorado Constitution, commonly known as the Taxpayers' Bill of Rights (TABOR), contains tax, spending, revenue and debt limitations which apply to the State of Colorado and all local governments.

Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving fewer than 10percent of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. The City's management believes its Enterprise Funds qualify for this exclusion.

Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.

On November 4, 1997, a majority of the City's electors authorized the City to collect and spend or retain in a reserve all revenues without regard to any limitations under TABOR.

TABOR requires local governments to establish Emergency Reserves. These reserves must be at least 3percent of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to

use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases.

Debt Capacity

The below chart provides by fund type and fund the total debt service requirement for the City of Englewood.

Debt Service Requirement Schedules for All Funds

Year	<i>Governmental Funds</i>		<i>Proprietary Funds</i>				<i>All Funds</i>
	General Fund	Debt Service Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Golf Course Fund	Total
2015	\$ 1,856,314	\$ 1,095,412	\$ 1,599,385	\$ 4,271,726	\$ 114,780	\$ 206,866	\$ 9,144,483
2016	\$ 1,856,619	\$ 1,093,312	\$ 1,589,329	\$ 4,203,101	\$ 113,530	\$ 210,166	\$ 9,066,057
2017	\$ 1,794,739	\$ 1,095,912	\$ 1,579,538	\$ 4,072,754	\$ 117,030	\$ 208,141	\$ 8,868,114
2018	\$ 1,680,922	\$ 1,090,888	\$ 1,302,642	\$ 4,035,283	\$ 115,192	\$ 210,666	\$ 8,435,593
2019	\$ 1,683,112	\$ 1,096,000	\$ 534,178	\$ 4,034,484	\$ 113,093	\$ 207,579	\$ 7,668,446
2020	\$ 1,678,026	\$ 1,097,950	\$ 987,878	\$ 4,030,584	\$ 110,730	\$ 209,016	\$ 8,114,184
2021	\$ 1,685,446	\$ 1,089,000	\$ 986,845	\$ 4,034,075	\$ 118,105	\$ 210,016	\$ 8,123,487
2022	\$ 1,690,034	\$ 1,089,600	\$ 989,645	\$ 4,036,197	\$ -	\$ 210,291	\$ 8,015,767
2023	\$ 1,686,904	\$ 613,600	\$ 990,185	\$ 4,023,976	\$ -	\$ 210,066	\$ 7,524,731
2024	\$ 141,612	\$ -	\$ 992,335	\$ 3,946,093	\$ -	\$ 209,316	\$ 5,289,356
2025	\$ 145,509	\$ -	\$ 992,285	\$ 4,009,590	\$ -	\$ 208,017	\$ 5,355,401
2026	\$ 115,117	\$ -	\$ 991,185	\$ -	\$ -	\$ 201,142	\$ 1,307,444
2027	\$ 15,000	\$ -	\$ 992,485	\$ -	\$ -	\$ 214,110	\$ 1,221,595
2028	\$ 15,000	\$ -	\$ 991,000	\$ -	\$ -	\$ 215,773	\$ 1,221,773
2029	\$ 15,000	\$ -	\$ 992,950	\$ -	\$ -	\$ 206,860	\$ 1,214,810
2030	\$ 15,000	\$ -	\$ 986,025	\$ -	\$ -	\$ 207,870	\$ 1,208,895
2031	\$ 15,000	\$ -	\$ 983,200	\$ -	\$ -	\$ 208,300	\$ 1,206,500
2032	\$ 15,000	\$ -	\$ 984,550	\$ -	\$ -	\$ 207,800	\$ 1,207,350
2033	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 206,700	\$ 221,700
2034	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2035-2065	\$ 451,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 451,250
Total	\$ 16,585,604	\$ 9,361,674	\$ 19,465,640	\$ 44,697,863	\$ 802,460	\$ 3,968,695	\$ 94,881,936

The entire section (Part I-Home Rule Charter Article X.-Finance Administration Part III.-Bonded Indebtedness Section 104: General Obligation Bonds) of the City’s Home Rule Charter establishes the following debt margin:

Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. Council shall have power to issue general obligation bonds of the City for any public capital purpose, upon majority vote of the registered electors of the City voting thereon at a special election; provided, however, that water extension and water improvement bonds may be issued without an election upon determination to that effect by Council. The total outstanding general obligation indebtedness of the City, other than for water bonds, shall not at any time exceed three percent (3percent) of the actual valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Water bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds.

On November 6, 2001 (Ordinance No. 35, Series 2001), a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3percent) of **actual** valuation versus three percent (3percent) of **assessed** valuation.

Future debt issuance may be subject to the TABOR.

General Fund operations are affected by the existing debt service requirements to the extent that services could be enhanced and/or capital projects could be funded. The budget does not provide for transfers from the General Fund to the Capital Projects Funds.

Deposits and Investment

The City maintains an internal cash and investment pool that is available for use by all funds. Cash and investments are reported at fair value.

All investment pool cash purchases and sales are part of the City’s cash management activity and considered cash and cash equivalents. Activities undertaken by the pool on behalf of the proprietary funds are not part of operating, capital, investing, or financing activities of the proprietary funds. Net investment earnings from the combined investments are allocated monthly to each fund based on month-end average balances of cash and investments. Interest from non-pooled investments is recorded based on the specific investments held by the fund. The interest income is recorded in the fund that earned the interest.

The City’s investment policy is approved by the City Council and covers all financial assets and funds of the City except for the pension trust funds. Changes to the policy are made on an as-needed basis. All investments are made in accordance with Colorado Revised Statutes.

Deposits

Custodial credit risk – deposits:

Custodial risk for deposits is the risk that, in the event of a failure of a depository financial institution, the City will not be able to recover its deposits or will not be able to recover collateral securities that are in possession of an outside party. The City’s deposit policy is in accordance with CRS 11-10.5-101, The Colorado Public Deposit Protection Act (PDPA), which governs investment of public funds. PDPA requires that all units of local government deposit cash in eligible public depositories. State regulators determine eligibility. Amounts on deposit in excess of federal insurance levels (\$250,000) must be collateralized. The eligible collateral is determined by the PDPA. PDPA allows the institution to create a single collateral pool for all public funds. The pool for all the uninsured public deposits as a group is to be maintained by another institution or held in trust. The market value of the collateral must be at least equal to 102percent of the aggregate uninsured deposits. The institution's internal records identify the collateral by depositor and as such, these deposits are considered to be uninsured but collateralized. The State Regulatory Commissions for banks and financial services are required by statute to monitor the naming of eligible depositories and reporting of the uninsured deposits and assets maintained in the collateral pools.

Investments

The table below identifies the investment types that are authorized for the City, along with the related interest rate risk and concentration of credit risk.

<u>Authorized Investment Type</u>	<u>Maximum Maturity</u>	<u>Maximum Percentage of Portfolio</u>	<u>Maximum Investment in One Issuer</u>
U.S. Treasury Obligations	5 years	None	None
U.S. Instrumentalities	5 years	None	None
Repurchase Agreements	90 days	None	None
Reverse Repurchase Agreements	90 days	None	None
Flexible Repurchase Agreements	10 years	None	None
Certificates of Deposit	5 years	50%	None
Bankers Acceptances	180 days	20%	None
Commercial Paper	270 days	40%	None
Corporate Bonds	3 years	30%	5%

Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. Debt securities of the U.S. government and obligations of U.S. government agencies that are explicitly guaranteed by the U.S. government are not considered to have credit risk.

The City's investment policy is to apply the prudent-person rule: Investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments.

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Therefore, the longer the maturity of an investment, the greater the sensitivity of the investment's fair value is to the changes in market rates.

One of the ways the City manages its exposure to interest rate risk is by purchasing a combination of shorter term and longer term investments and by timing cash flows from maturities so that a portion of the portfolio is maturing or coming close to maturity evenly over time as necessary to provide the cash flow and liquidity needed for operations. Additionally, the City's investment policy limits the weighted average maturity of its internal investment pool to less than two years.

Risk Management

Property, Liability and Workers' Compensation

The City is exposed to various risks of loss related to torts; thefts of, damage to and destruction of assets; errors or omissions; injuries to employees; and natural disasters.

The City is insured for property, liability and workers' compensation claims above its deductible amount of \$150,000. The City established a Risk Management Fund (an internal service fund) to account for and finance these risks of loss. For claims in excess of these amounts, the City participates in the Colorado Intergovernmental Risk Sharing Agency (CIRSA). In the past three years, there have been no claims that have exceeded this coverage. All funds of the City participate in the Risk Management Fund. Amounts payable to the Risk Management Fund are based on historical claims experience. A liability for a claim is established if information indicates that it is probable that a liability has been incurred at the date of the financial statements and the amount of the loss is reasonably estimated.

Colorado Intergovernmental Risk Sharing Agency (CIRSA)

CIRSA is a separate legal entity established by member municipalities pursuant to the provisions of Colorado Revised Statutes and the Colorado Constitution. The City has participated in CIRSA since its inception in 1982.

CIRSA is a joint, self-insurance pool created by an intergovernmental agreement to provide property, general and automobile liability, workers' compensation and public official's coverage to its members. A seven member Board elected by and from its members governs CIRSA.

Coverage is provided through pooling of self-insured losses and the purchase of excess insurance coverage. CIRSA has a legal obligation for claims against its members to the extent that funds are available in its annually established loss fund and those amounts are available from insurance providers under excess specific and aggregate insurance contracts. Losses incurred in excess of loss funds and amounts recoverable from excess insurance are direct liabilities of the participating members. CIRSA has indicated that the amount of any excess losses would be billed to members in proportion to their contributions in the year such excess occurs, although it is not legally required.

Employee Health Benefits

Medical, accidental death and disability and life insurance

The City provides medical, accidental death and disability and life insurance to employees through commercial insurance with no risk of loss to the City.

Dental insurance

Dental benefits are entirely self-insured with coverage limited to \$2,000 per covered employee and each eligible dependent per year. In the past three years, there have been no claims that have exceeded this coverage.

The City established the Employee Benefits Fund (an internal service fund) to account for and finance these health benefits. All funds of the City participate in the Employee Benefits Fund. Amounts payable to the Employee Benefits Fund are based on commercial insurance premiums and passed on to the participating funds. A liability for dental claims is established if information indicates that it is probable that a liability has been incurred at the date of the financial statements and the amount of the loss is reasonably estimated.

Capital Investment

Capital assets consist of property, plant, equipment, vehicles, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items). The City currently capitalizes expenditures that cost more than \$5,000 and have a useful life of one year or more. Such capital assets are recorded at historical cost or at estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed and depreciated over their remaining useful lives.

During 2007, the City elected to change from the modified method in accounting for its streets to the depreciation method.

Capital assets are depreciated, using the straight-line method over their estimated useful lives:

Infrastructure:	
Bridges	50 years
Streets	25 years
Storm drainage system	35 years
Concrete, curb and gutter	50 years
Buildings and improvements	15-50 years
Water distribution and sewage collection systems	50 years
Water and sewage treatment plants	25 years
Raw water service and treated water storage facilities	15-50 years
Vehicles, machinery and equipment	3-25 years

Equipment and Vehicles

The City accounts for the replacement of capital equipment and vehicles in its Capital Equipment Replacement Fund (CERF). Equipment replacement is based on its average useful life. A vehicle must achieve its average useful life and have 40,000 miles or 4,000 hours of use before it is replaced.

Administrative vehicles must have 60,000 miles. If a vehicle has over 50percent of its purchase price in repair costs, it will be replaced regardless of mileage once it achieves its useful life.

A vehicle that has reached its useful life, but has not achieved the minimum mileage and the repair costs are under 50percent of the purchase price, the replacement will be deferred. The vehicle will be re-evaluated for replacement based upon the replacement criteria and the extended life expectancy. The vehicle can be extended a maximum of three years beyond its recommended useful life. Departments will continue to pay annual CERF charges on extended life vehicles to cover yearly inflation increases of replacement costs.

Strategic and Long-Range Planning

In order to optimize limited resources, the City relies on the input from citizens and employees through surveys and studies to identify the direction for capital investment. The following plans, though not all inclusive, determine in part the acquisition of capital assets.

Community Development - The 2003 Englewood Comprehensive Plan identifies a three-part strategy for the growth and development of the City. Collectively, the strategies are formally known as *The Three R's: Revitalization, Redevelopment, and Reinvention*.

Revitalization Englewood's assets include established neighborhoods, a strong downtown, existing community infrastructure, and excellent transportation options. These assets need to be preserved, protected, reinvested in, and improved upon in order to ensure the vitality of the city. A revitalization focus embodies all of these strategies. The objective of revitalization efforts is to strengthen predominantly stable residential and commercial areas.

Redevelopment Englewood has a number of challenges that need to be addressed. These challenges include marginally productive, deteriorating, or contaminated commercial properties; pockets of blighted and obsolete housing; a relative lack of socio-economic diversity; physical limitations to expansion; and limited ability to independently solve regional scale problems. In order to successfully meet these challenges, Englewood must adopt strategies focused on redevelopment. The City of Englewood seeks to replace deteriorated, single use developments with high quality, mixed-use, economically diversified developments that will hold economic value for the city over time.

Reinvention In the struggle to improve Englewood's quality of life, Englewood must reinvent itself to stay current with the times, and maintain interest from both current and prospective residents and businesses. Englewood must overcome perceptions of stagnation, opening itself to, and embracing positive change. In the process of reinventing itself, Englewood will strive to become one of the premier suburbs in the Denver Metropolitan Area. In the future, it is our goal for Englewood to be known as a place people go to for entertainment, nightlife, dining, and the cultural arts. The city will be known as a place to live, work, and play due to high-quality transit service and mixed-use developments. The city will be recognized as an environmentally aware, clean, and visually attractive community. Finally, the city will become an active participant in the development of the Denver Metropolitan Area's regional trail, open space, and recreation system.

The following results are envisioned from the implementation of the City's comprehensive plan (Roadmap Englewood: 2003 Englewood Comprehensive Plan):

- Retention and strengthening of the existing business and employment base
- Increase in the City's population from new housing developments located primarily along major transit lines and the Downtown area, serving to expand the Englewood market
- Attraction of new businesses and employment, expanding the market for business services retailing and entertainment opportunities.

In order to achieve these results the following goals and strategies need to be realized:

- 1) Provide an economically viable environment that builds and maintains a diverse base of businesses.
 - Actively engage in outreach activities to retain and assist existing businesses.
 - Actively engage in expanding existing Englewood businesses and attracting new businesses to the City.
 - Create a balance mix of businesses that complement each other.
- 2) Build, attract and retain a quality workforce.
 - Foster job education and training opportunities to enhance the skill level of Englewood's labor force.
 - Create and maintain workforce housing meeting the needs of both employers and employees.
 - Focus business attraction efforts towards employers providing a living wage.
- 3) Promote economic growth by building on Englewood's strong sense of community image, identity and quality of life.
 - Promote and enhance educational, recreational, cultural and civic amenities and activities.
 - Provide a safe, healthy and attractive business environment.
 - Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.

- Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas and other communities.
- 4) Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood’s business community.
- Continue to provide a high level of critical public services including water, wastewater, public safety and various other municipal services.
 - Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.
 - Support the development of technology infrastructure to enhance Englewood’s business community.
- 5) Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood’s commercial, industrial, and mixed-use districts.
- Encourage the development of mixed-use projects in order to achieve a vibrant community.
 - Increase the value and appeal of Englewood’s retail and industrial corridors in order to stimulate economic growth.
 - Facilitate the improvement of the commercial and industrial building stock.

Information Technology - The 2011 Information Technology 3 year strategic plan is created to insure that the mission and path for the Department is aligned and in support of the City’s strategic goals and mission. Our purpose is to support the City in all technological endeavors, ensuring the most effective and efficient use of technology while meeting the needs of City staff and citizens.

The next 3 years should show great change in the technology field. According to Gartner, Inc. who is a world leader in technology research and advising, there are over 300 million users on Twitter and 700 million users on Facebook today and those numbers are growing. By 2013 they predict that there will be more mobile phones accessing the web than PC’s, and the following year the prediction is that 90percent of all organizations in the US will support corporate apps on personal devices. The Government sector will be no different – users and citizens will align with this technology change, so the Information Technology Department must evolve as well.

One of the big demands today is the use of apps for mobile phones and tablets. Though the IT Department for the City may not develop these apps, it will be critical that the City be able to use and possibly customize these apps. This will require coordination with other governmental and private entities in creating this shared service.

More emphasis will be placed on exploring shared services with other government agencies as well as technology functions that will occur via the “cloud.” In either scenario, this will mean that either Englewood or another entity will provide a technology answer and share it with others who have similar needs. This will allow current IT staff to focus on the specifics of the City’s unique business practices and how to aid those practices from a technology view, rather than providing support in a break/fix manner. The City will explore both sides of the “cloud” experience – as a consumer of the service or a provider which could offset the City’s expense for that service.

Over the next 3 years, the Information Technology Department will concentrate efforts on providing technology solutions for citizens and staff such as online transaction and query ability for services where demand and potential efficiencies may exist. Whether the solution is in the form of a shared service or utilizing existing resources, the IT department will align with the City departments to insure that we are providing technical guidance for all services.

Parks and Recreation - The Parks and Recreation Master Plan for the City of Englewood guides the future of the City as it relates to parks, trails, and recreation within the City.

Inventory of Parklands, Open Space, Trails, and Recreation Facilities An important component of this Plan is to identify, label, and map all parklands and recreational facilities owned and managed by the city in order to update and refine previous city park inventories. The Plan also identifies areas of the city in need

of additional parklands, open space, trails and trail connections, and recreation facilities, based on a standard level of service and service radius.

Development of Methodology The Plan defines Level of Service based on population and geography. Ideally, each citizen should be within one-half mile of a neighborhood park and 1.5 miles of a community park. A critical component of this plan is the identification of potential residential growth and development areas, and ensuring there are adequate neighborhood parks to serve them in the future. Neighborhood parks are the backbone of the community, while community parks are invaluable, citywide resources. The plan further defines the need for access, sizes, and amenities important to achieving desirable results from parks.

Recommendations of the Plan Recommendations of the Plan were formulated to address specific needs that arose from the planning process. Recommendations take shape in six essential forms: new parkland and amenities, major park redesigns, facility additions and enhancements, street crossing enhancements, new off-street trails, and key new on-street trail connections. This Plan recommends the establishment of six new parks throughout the city to meet current and future needs, and recommends major redesign of Cushing Park, Miller Field, Hosanna Athletic Complex, Centennial Park, and Bellevue Park. It also recommends facility additions and enhancements for Baker Park, the Northwest Greenbelt, Bates-Logan Park, Barde Park, Romans Park, Jason Park, Rotolo Park, the Southwest Greenbelt, Duncan Park, and Sinclair Middle School. Additionally, this Plan recommends numerous street crossing enhancements, off-street trails, and on-street trail connections throughout the city. Lastly, the Plan recommends phasing in a comprehensive irrigation system upgrade for all parks.

Action, Prioritization, and Implementation As with any plan, the effectiveness and success will be measured by the community's ability and willingness to implement the Plan. This Plan provides recommendations and directs actions for the near and more distant future. This Plan also offers specific considerations to help prioritize which projects should be implemented first. The Plan is intended to be flexible and fluid, so that as opportunities for land acquisition and park development become available, the City can immediately capitalize on these opportunities without being committed to a pre-determined project identified in a concrete prioritization system. This long-range planning proposed to establish a perpetual fund or "land bank" to strategically acquire parcels for park development that may become available in the future.

To date, the Parks and Recreation Department has been able to purchase the Orphan Property and construct trail head amenities and parking on the site. Duncan Park was purchased from Englewood Schools and a planning grant was received for the purpose of designing park amenities for the site. A planning grant for the Riverside Property was received for the design of amenities on the site directly west of the golf course parking lot. A grant for the Centennial Park Trail Loop Renovation was awarded for the construction of a new 10 foot wide concrete trail, including fishing access/shoreline stabilization and a new pedestrian bridge.

Public Works - Fleet Management Study – The on-going review of the City's fleet inventory may reduce the cost of acquiring and maintaining the City's "rolling stock" through fleet, equipment and vehicle reduction and pooling; use of alternative fueled vehicles; and other conservation efforts.

Multi-Year Capital Plan (MYCP)

The Capital Projects Fund administers the City’s Multi-Year Capital Plan. The Multi-Year Capital Plan was developed in order to provide for the long-range planning of capital items with a useful life of more than one year and at a cost of at least \$5,000. Departments, whose capital items require annual maintenance or periodic maintenance, budget the required operating maintenance for the capital items within their respective fund, department and/or division. Each year for the upcoming year, the MYCP is reviewed and a determination is made of the need for additional acquisitions, projects and/or project revisions. The prioritization of the acquisitions and projects is also reassessed.

The following summarizes the capital projects and acquisitions requested for 2015 through 2019. The amounts listed in 2014 are the only approved and appropriated items in the MYCP. The “out” years are informational and are subject to change, approval and appropriation for the specified year.

**Multi-Year Capital Plan – All Funds
Summary Schedule**

	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
<u>Governmental Funds</u>						
<i>Special Revenue Funds</i>						
Conservation Trust Fund	375,000	382,500	370,000	257,500	290,000	1,675,000
Open Space Fund	663,000	834,000	840,000	635,000	687,000	3,659,000
<i>Capital Projects Funds</i>						
Public Improvement Fund	3,244,326	1,844,326	1,847,400	3,585,426	1,570,272	12,091,750
Capital Projects Fund	704,602	16,799,929	12,920,034	8,933,371	1,462,699	40,820,634
Governmental Funds Total	4,986,928	19,860,755	15,977,434	13,411,297	4,009,971	58,246,384
<u>Proprietary Funds</u>						
<i>Enterprise Funds</i>						
Water Fund	1,027,500	250,000	250,000	250,000	250,000	2,027,500
Sewer Fund	677,000	704,500	916,500	1,895,000	1,652,500	5,845,500
Storm Water Drainage Fund	100,000	100,000	300,000	100,000	100,000	700,000
Golf Course Fund	504,000	503,600	304,000	175,900	140,000	1,627,500
Concrete Utility Fund	498,000	500,000	500,000	500,000	500,000	2,498,000
<i>Internal Service Funds</i>						
Servicenter Fund	357,500	-	-	-	-	357,500
Capital Equipment Replacement Fund	1,818,835	-	-	-	-	1,818,835
Proprietary Funds Total	4,982,835	2,058,100	2,270,500	2,920,900	2,642,500	14,874,835
All Funds Total	9,969,763	21,918,855	18,247,934	16,332,197	6,652,471	73,121,219

Please note: The 2014 budgeted capital items listed on the following pages are the only approved and appropriated items in the MYCP. The “out” years are informational and are subject to change, approval and appropriation for the specified year. The key for abbreviations used in this section is as follows:

- | | |
|---|---|
| CD - Community Development | ISTEA - Intermodal Surface Transportation Efficiency Act |
| CDOT - Colorado Department of Transportation | IT - Information Technology |
| CTF - Conservation Trust Fund | LS - Library Services |
| ERC - Englewood Recreation Center | LEWWTP - Littleton/Englewood Wastewater Treatment Plant |
| ERP - Enterprise Resource Plan | PC - Pirates Cove |
| FAS - Finance and Administrative Services | PR - Parks & Recreation |
| GOCO - Great Outdoors Colorado | PW - Public Works |
| IGA - Intergovernmental Agreement | UT - Utilities |

SPECIAL REVENUE FUNDS

During the budget process, periodic or on-going operating expenditures due to the capital outlay are included in the operations budget.

Conservation Trust Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PR	Contingency	75,000	75,000	75,000	75,000	75,000	375,000
PR	Canopy Replacement	-	2,500	-	2,500	-	5,000
PR	PC Furniture	-	-	-	10,000	-	10,000
PR	PC slides/play structure maintenance ERC/Malley fitness equipment replacement	50,000	-	55,000	-	60,000	165,000
PR	ERC pool re grout tile	50,000	50,000	75,000	50,000	50,000	275,000
PR	Rec Trac POS Hardware Replacement Program	13,000	-	-	-	-	13,000
PR	RiverRun Trailhead Funding	-	5,000	5,000	5,000	5,000	20,000
PR	ERC Pool Improvements	75,000	75,000	-	-	-	150,000
PR	Malley PA system replacement	-	-	15,000	-	-	15,000
PR	Malley Computer Lab Workstations	-	-	-	15,000	-	15,000
PR	Malley Computer Lab Workstations	-	25,000	-	-	-	25,000
PR	Pirates Cove expansion fund	100,000	100,000	100,000	100,000	100,000	500,000
PR	PC Play Structure Maintenance	-	50,000	-	-	-	50,000
PR	PC Enhancements	-	-	45,000	-	-	45,000
PR	Bellevue Park Children's Train Track Repair	12,000	-	-	-	-	12,000
	Totals	375,000	382,500	370,000	257,500	290,000	1,675,000

Open Space Fund - The Open Space Fund projects are limited to parks and open space acquisition, development and maintenance. A designated percentage may be spent on maintenance.

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PR	Tree Maintenance Program (replacement, pruning, etc...)	30,000	30,000	30,000	30,000	30,000	150,000
PR	Parks flowerbed program	20,000	21,000	22,000	22,000	23,000	108,000
PR	Open Space land bank	50,000	100,000	100,000	100,000	100,000	450,000
PR	Parks landscape improvements	50,000	50,000	50,000	50,000	50,000	250,000
PR	Tennis/Basketball Court Renovations	45,000	-	50,000	-	50,000	145,000
PR	Irrigation System Replacement	-	75,000	75,000	75,000	75,000	300,000
PR	Small Equipment Replacement	30,000	20,000	20,000	20,000	20,000	110,000
PR	Parks Maintenance Employee Compensation	63,000	63,000	63,000	63,000	64,000	316,000
PR	Contingency	125,000	25,000	25,000	25,000	25,000	225,000
PR	Romans Playground ACOS grant match	-	-	50,000	-	-	50,000
PR	Romans Basketball Court Replacement Bates Logan Basketball Court Replacement	-	-	50,000	-	-	50,000
PR	Rotolo Playground ACOS grant match	-	50,000	-	-	-	50,000
PR	Riverside Development	100,000	100,000	55,000	-	-	255,000
PR	Grant Matching Funds	150,000	250,000	250,000	250,000	250,000	1,150,000
	Totals	663,000	834,000	840,000	635,000	687,000	3,659,000

CAPITAL PROJECTS FUNDS

During the budget process, periodic or on-going operating expenditures due to the capital outlay are included in the operations budget.

Public Improvement Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
FAS	Transfer to General Fund-Debt Service	294,326	294,326	297,400	235,426	120,272	1,241,750
FAS	Transfer to Capital Projects Fund	650,000	-	-	-	-	650,000
PW	Miscellaneous Infrastructure Repairs		25,000	25,000	25,000	25,000	100,000
PW	Road and Bridge	750,000	850,000	850,000	850,000	850,000	4,150,000
PW	Concrete Program-Handicap ramp	-	20,000	20,000	20,000	20,000	80,000
PW	Concrete Utility-City's share of Utility	280,000	280,000	280,000	280,000	280,000	1,400,000
PW	Bridge Repairs	50,000	50,000	50,000	50,000	50,000	250,000
PW	Transportation System Upgrade	175,000	225,000	225,000	225,000	225,000	1,075,000
PW	Recreation Center Cooling Tower Replacement	495,000	-	-	-	-	495,000
PW	Recreation Center Roof Replacement	475,000	-	-	-	-	475,000
PR	Parks Irrigation Well Assessment - Cushing (2015); Centennial (2016); Miller (2017) and Jason (2018)	-	100,000	100,000	100,000	-	300,000
PW	DARTMOUTH BRIDGE DECK REPAIR	-	-	-	1,800,000	-	1,800,000
	Totals	3,244,326	1,844,326	1,847,400	3,585,426	1,570,272	12,091,750

Capital Projects Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
CC	Webstreaming Equipment - City Council Meetings	-	11,742	11,742	11,742	11,742	46,968
FAS	1% Art in Public Places	6,976	12,980	13,629	14,310	15,026	62,920
FAS	Financial & HR System - MUNIRevs	100,000	100,000	100,000	105,000	110,250	515,250
HR / IT	NEOGOV Performance Management	-	15,200	15,200	15,200	15,200	60,800
IT	Network Development	170,000	100,000	100,000	100,000	-	470,000
IT	Telecommunications Systems	-	25,000	-	25,000	-	50,000
IT	Financial & HR System	-	200,000	-	200,000	-	400,000
IT	Court System	-	15,000	15,000	15,000	15,000	60,000
IT	Permit Tracking System	-	50,000	50,000	50,000	-	150,000
IT	Web Page Development & Expansion	-	-	25,000	-	-	25,000
IT	Departmental PC Replacement	90,000	50,000	50,000	40,000	-	230,000
IT	Software - Microsoft	81,000	90,000	90,000	90,000	-	351,000
IT	Websense,	-	-	-	25,000	-	25,000
IT	Replacement servers	50,000	-	30,000	-	-	80,000
IT	Antivirus	-	-	-	25,000	-	25,000
IT	Mobile and desktop application software and hardware	-	50,000	100,000	50,000	-	200,000

Capital Projects Fund continued on next page

Capital Projects Fund continued from previous page.

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
CD	Broadway Mid-Block Crossing @ Gothic	-	250,000	-	-	-	250,000
CD	Broadway Streetscape Project US 285 to Big Dry Creek	-	7,000,000	7,000,000	7,000,000	120,000	21,120,000
CD	Replace Landscaping in Broadway Medians US 285 to Yale	-	36,000	36,000	36,000	36,000	144,000
CD	Old Hampden Streetscape Project Phase I Broadway to Clarkson (Includes Engineering for Phase II)	-	5,040,000	40,000	40,000	40,000	5,160,000
CD	Old Hampden Streetscape Project Phase II Clarkson to US 285	-	-	3,640,000	40,000	40,000	3,720,000
CD	Install Pedestrian Lights on Broadway Floyd to Yale	-	900,000	-	-	-	900,000
CD	Reconstruction of East Paseo Broadway Mid-Block Crossing @ Paseo	-	250,000	-	-	-	250,000
CD	Oxford Avenue Pedestrian Bridge Design and Install Wayfinding System in Downtown and CityCenter	-	1,100,000	-	-	-	1,100,000
PW	CPF/BUILDING MAINTENANCE - MUSEUM OF OUTDOOR ARTS	580	603	627	652	678	3,140
PW	CPF/BUILDING MAINTENANCE - LIBRARY	7,240	7,530	7,831	8,144	8,470	39,215
PW	CPF/BUILDING MAINTENANCE - HAMPDEN HALL	1,500	1,560	1,622	1,687	1,754	8,123
PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	2,925	3,042	3,164	3,291	3,423	15,845
PW	CPF/BUILDING MAINTENANCE - TEJON STATION	7,020	7,301	7,593	7,897	8,213	38,024
PW	CPF/BUILDING MAINTENANCE - ACOMA STATION	5,800	6,032	6,273	6,524	6,785	31,414
PW	CPF/BUILDING MAINTENANCE - JEFFERSON STATION	7,600	7,904	8,220	8,549	8,891	41,164
PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 - FOX	3,505	3,645	3,791	3,943	4,101	18,985
PW	CPF/BUILDING MAINTENANCE - MILLER BUILDING	354	368	383	398	414	1,917
PW	CPF/BUILDING MAINTENANCE - MALLEY	19,200	19,968	20,767	21,598	22,462	103,995
PW	CPF/BUILDING MAINTENANCE - RECREATION CENTER	24,570	25,553	26,575	27,638	28,744	133,080
PW	CPF/BUILDING MAINTENANCE - SAFETY SERVICES BUILDING	13,200	13,728	14,277	14,848	15,442	71,495
PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	26,506	26,676	27,743	28,853	30,007	139,785

Capital Projects Fund continued on next page.

Capital Projects Fund continued from previous page.

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PW	CPM09-8 Replace Carpeting in all Fire Stations	-	-	7,000	7,000	-	14,000
PW	CPM09-9 Relocate door to Battalion Chiefs bathroom at Jefferson Station	-	-	4,500	-	-	4,500
PW	CPM 12-1 SAFETY SERVICE BUILDING ROOF REPLACEMENT	-	-	98,000	-	-	98,000
PW	Capital Replacement Fund for Buildings	-	300,000	300,000	300,000	300,000	1,200,000
PW	Security Systems Upgrades	-	25,000	25,000	-	-	50,000
Police	Radio CERF	10,000	30,000	30,000	30,000	30,000	130,000
Police	Computer Assist Dispatch/MIS System	10,000	30,000	30,000	30,000	30,000	130,000
Fire	One Touch Dispatching	-	2,205	2,205	2,205	2,205	8,820
Fire	Alert Systems Replacement - Jefferson, Acoma and Tejon Stations	-	10,000	10,000	10,000	10,000	40,000
Fire	Computer Workstations	-	3,000	3,000	3,000	3,000	12,000
Fire	Contract with Metcom for Dispatch Services	-	200,000	200,000	200,000	200,000	800,000
Fire	Mobile Data Terminals	-	13,550	13,550	13,550	13,550	54,200
Fire	Regional CAD system	-	270,000	270,000	270,000	270,000	1,080,000
Fire	Automated Fire Staffing System	-	1,342	1,342	1,342	1,342	5,368
Police	SWAT Team Safety Equipment	27,126	-	-	-	-	27,126
Library	Circulation Desk Access Improvements and Self Check Technology	39,500	-	-	-	-	39,500
PR	ERC Pool Acid Room repair	-	20,000	-	-	-	20,000
PR	ERC Boiler Replacement	-	-	25,000	-	-	25,000
PR	ERC Pool Pump Replacement	-	10,000	-	-	-	10,000
PR	ERC Pool Solar Upgrade	-	-	-	-	10,000	10,000
PR	ERC Carpet Replacement	-	-	35,000	-	-	35,000
PR	ERC Cardio Fitness Room Redesign	-	45,000	-	-	-	45,000
PR	ERC Locker Room Improvements	-	-	250,000	-	-	250,000
PR	PC Pump Replacement	-	-	-	50,000	50,000	100,000
PR	PC Spray Pad Replacement	-	-	40,000	-	-	40,000
PR	PC Concession Equipment Replacement	-	20,000	-	-	-	20,000
PR	PC Admin Office/Box Office	-	-	30,000	-	-	30,000
PR	PC Concession Building Repair	-	50,000	-	-	-	50,000
PR	Malley Carpet Replacement	-	100,000	-	-	-	100,000
	Totals	704,602	16,799,929	12,920,034	8,933,371	1,462,699	40,820,634

In recent years, the projects in this fund have been limited primarily to essential repair or replacement.

ENTERPRISE FUNDS

During the budget process, periodic or on-going operating expenditures due to the capital outlay are included in the operations budget.

Water Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
UT	City Ditch Piping	100,000	100,000	100,000	100,000	100,000	500,000
UT	Meadow Creek new valve house and replacement of 4 outlet valve	300,000	-	-	-	-	300,000
UT	New FLOW Recorders for Raw Water System	50,000	-	-	-	-	50,000
UT	Replacement of Zone 1 #2 VFD and Alarm Programming back to SCADA system	75,000	-	-	-	-	75,000
UT	General Routine Capital Items T/B/D	100,000	100,000	100,000	100,000	100,000	500,000
UT	New File-Map Room and 2 New Offices at Allen Plant	150,000	-	-	-	-	150,000
UT	New Security Upgrades and Additions to Allen Plant and Outside System	75,000	-	-	-	-	75,000
UT	Replacement chemical feed pump for pre Sodium Hypochlorite feed system	10,000	-	-	-	-	10,000
UT	Replacement of Three Chemical Storage Tanks	100,000	-	-	-	-	100,000
UT	Distribution System Main Replacements	50,000	50,000	50,000	50,000	50,000	250,000
UT	Upgrade Itron Hand Held Meter Reading Devices	15,000	-	-	-	-	15,000
UT	Update GIS Workstation		-	-	-	-	-
UT	Selling Down in Storage Room	2,500	-	-	-	-	2,500
	Totals	1,027,500	250,000	250,000	250,000	250,000	2,027,500

These projects are on-going maintenance requirements of the water distribution system and the Charles Allen Water Treatment Plant.

Sewer Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
UT	Sanitary Sewer Collection System Repair and Replacement	50,000	50,000	50,000	50,000	50,000	250,000
UT	LEWWTP Capital Contributions	622,500	654,500	866,500	1,845,000	1,602,500	5,591,000
UT	Selling Down in Storage Room	2,500	-	-	-	-	2,500
UT	Updating GIS Workstation	2,000	-	-	-	-	2,000
	Totals	677,000	704,500	916,500	1,895,000	1,652,500	5,845,500

Storm Drainage Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PW	Flood Study	-	-	200,000	-	-	200,000
UT	Annual Repair & Maintenance of the Stormwater Collection System	100,000	100,000	100,000	100,000	100,000	500,000
	Totals	100,000	100,000	300,000	100,000	100,000	700,000

Golf Course Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
GC	Restaurant Equipment	10,000	-	-	-	-	10,000
GC	Jr Golf Clubs	10,000	-	-	-	-	10,000
GC	Driving Range Mats (50)	20,000	-	-	-	-	20,000
GC	Annual replacement of golf carts	50,000	50,000	50,000	55,000	55,000	260,000
GC	Landscaping improvements to golf course.	21,000	45,000	45,000	21,000	21,000	153,000
GC	Other improvements	9,000	9,000	9,000	9,000	9,000	45,000
GC	Rotary Mower	-	22,400	49,000	-	-	71,400
GC	Sprinkler System	100,000	100,000	15,000	15,000	25,000	255,000
GC	Top Dresser	-	21,000	-	-	-	21,000
GC	Utility Cart	-	13,000	-	-	-	13,000
GC	Triplex Trim Mower	69,500	26,500	-	-	-	96,000
GC	Greens Mower	26,500	28,500	-	30,000	30,000	115,000
GC	Utility Vehicle	6,000	21,000	-	-	-	27,000
GC	Trap Rake	18,000	-	18,000	-	-	36,000
GC	Small Aerator	-	26,000	-	29,000	-	55,000
GC	DR Ball Picker	-	-	5,000	-	-	5,000
GC	Ball Picker Drums	-	2,700	-	3,200	-	5,900
GC	Golf Cart Battery Replacement	29,000	12,500	13,000	13,700	-	68,200
GC	Large Slit Seeder	-	26,000	-	-	-	26,000
GC	HVAC Air Exchanger over Kitchen	35,000	-	-	-	-	35,000
GC	Olsen and Bell Well Refurbishment	100,000	100,000	100,000	-	-	300,000
	Totals	504,000	503,600	304,000	175,900	140,000	1,627,500

Concrete Utility Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PW	Annual Curb and Gutter Replacement	498,000	500,000	500,000	500,000	500,000	2,498,000
	Totals	498,000	500,000	500,000	500,000	500,000	2,498,000

INTERNAL SERVICE FUNDS

During the budget process, periodic or on-going operating expenditures due to the capital outlay are included in the operations budget.

Servicenter Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PW	New Car Wash Facility	350,000	-	-	-	-	350,000
PW	Door Replacement at Servicenter	7,500	-	-	-	-	7,500
	Totals	357,500	-	-	-	-	357,500

Capital Equipment Replacement Fund

Department	Description	2015 Approved	2016 Requested	2017 Requested	2018 Requested	2019 Requested	Total
PW	2015 CERF Replacement	1,818,835	-	-	-	-	1,818,835
	Totals	1,818,835	-	-	-	-	1,818,835

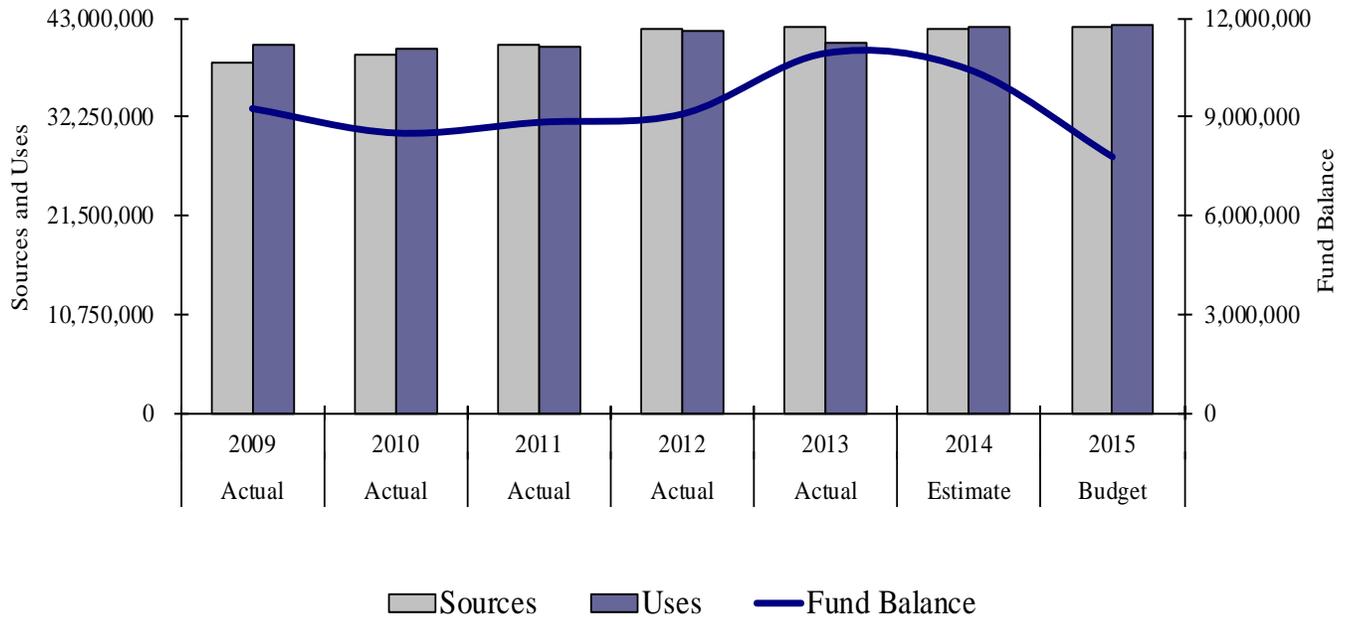
General Fund

The General Fund is the operating fund of the City. It is used to account for all financial resources except for those required to be accounted in another fund.

General Fund

General Fund Summary Statement of Sources and Uses of Funds And Changes in Fund Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 9,070,810	\$ 8,726,474	\$ 10,913,833	\$ 10,416,386
Sources of Funds								
Total Revenue	37,078,724	36,819,579	38,306,575	39,889,799	40,901,819	39,670,112	40,913,460	41,625,698
Other Financing Sources	1,028,456	2,091,485	1,813,945	1,968,243	1,139,574	1,248,820	892,544	294,326
Total Sources of Funds	38,107,180	38,911,064	40,120,520	41,858,042	42,041,393	40,918,932	41,806,004	41,920,024
Uses of Funds								
Total Expenditures	39,797,975	38,901,342	39,496,268	40,265,587	40,125,364	42,126,719	42,303,451	44,566,709
Other Financing Uses	177,011	750,000	301,246	1,339,330	73,006	-	-	-
Total Uses of Funds	39,974,986	39,651,342	39,797,514	41,604,917	40,198,370	42,126,719	42,303,451	44,566,709
Net Sources (Uses) of Funds	(1,867,806)	(740,278)	323,006	253,125	1,843,023	(1,207,787)	(497,447)	(2,646,685)
Ending Fund Balance	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 9,070,810	\$ 10,913,833	\$ 7,518,687	\$ 10,416,386	\$ 7,769,701
Percentage Change	-16.82%	-8.02%	3.80%	2.87%	20.32%	-31.11%	38.54%	-25.41%



The following provides a general overview of the revenue composition for the categories listed.

Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. In 2001, voters approved an additional mill levy for principal and interest payments on the City’s general obligation debt incurred for certain parks and recreation projects-construction of Pirates Cove and remodeling of the Englewood Recreation Center and the Malley Senior Recreation Center. This additional property tax mill levy varies based on the debt service payment of the City’s general obligation debt. The property tax mill levy designated for General Fund use is fixed at 5.880 mills. The estimated revenue for 2014 and 2013 follow:

Fund	Tax	2015 Budget		2014 Budget	
		2014 Mill Levy Collected in 2015	Amount	2013 Mill Levy Collected in 2014	Amount
General	Property	5.880	\$ 2,900,000	5.880	\$ 2,898,000
Debt Service	Property	2.244	1,105,000	2.244	1,105,000
Totals		8.124	\$ 4,005,000	8.124	\$ 4,003,000

Specific ownership: These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc. These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the month.

Sales and Use Tax: Sales and use taxes are the most important revenue sources for the City. Sales and use taxes generate approximately 75 percent of all taxes and 60 percent of total revenues collected. This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Taxes for the current month are due to the City by the 20th day of the following month.

Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past and continue to fall after the 2009 federal tax increase of approximately \$.62 per pack went into effect. This federal tax increase will fund the State Children’s Health Insurance Program (SCHIP).

Franchise Fees: The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational taxes on telephone services.

Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration.

Licenses and Permits: This revenue category includes business licenses and building permits.

Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes.

Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges.

Recreation Program Fees: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department.

Library Fines: This revenue source includes library fines for materials checked out but returned past the due date.

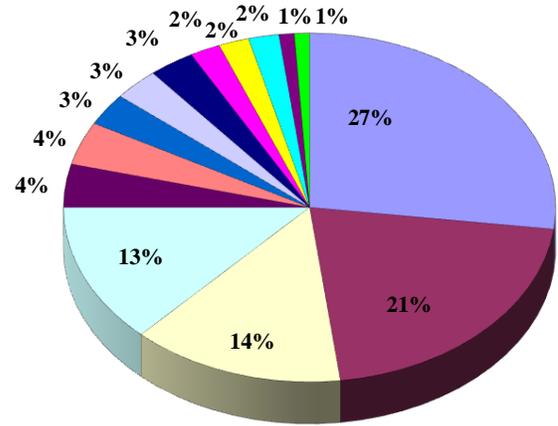
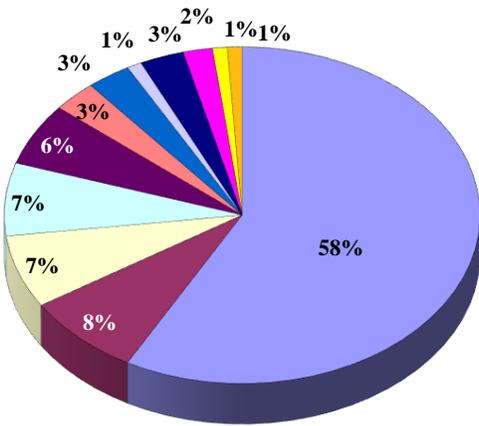
Fines and Forfeitures: This revenue source includes court, traffic violation, and other fines.

Interest: This is the General Fund’s proportional amount earned on the City’s pooled cash investments.

Contribution from Component Units: The Englewood/McLellan Reservoir Foundation collects and remits net rental income to the General Fund.

Other: This source includes all revenue sources that do not fit in another revenue category.

General Fund Total Sources and Uses of Funds



General Fund Sources	Amount	%
Revenue		
Sales & Use Taxes	\$ 24,200,000	58%
Charges for Services	3,318,899	8%
Franchise Fees	3,017,550	7%
Property Tax	2,900,000	7%
Cultural & Recreation Program Fees	2,556,900	6%
Intergovernmental Revenue	1,400,924	3%
Fines & Forfeitures	1,396,844	3%
Specific Ownership & Cigarette Taxes	451,000	1%
Licenses & Permits	1,107,122	3%
Component Units Contribution	858,882	2%
Other	329,413	1%
Interest	88,164	0%
Total Revenue	41,625,698	
Other Financing Sources	294,326	1%
Total Sources of Funds	\$ 41,920,024	100%

General Fund Uses	Amount	%
Expenditure		
Police Services	\$12,157,100	27%
Fire Services	9,139,834	21%
Parks & Recreation Services	6,053,116	14%
Public Works	5,790,091	13%
Debt Service	1,863,314	4%
Finance & Administrative Services	1,805,052	4%
Community Development	1,288,781	3%
Information Technology	1,425,389	3%
Library Services	1,317,657	3%
Municipal Court	1,085,494	2%
City Attorney's Office	869,106	2%
City Manager's Office	731,307	2%
Human Resources	482,893	1%
Legislation-City Council & Boards	357,575	1%
Contingencies	200,000	0%
Total Expenditure	44,566,709	
Other Financing Uses	-	
Total Uses of Funds	\$ 44,566,709	100%

Net Sources (Uses) of Funds	\$ (2,646,685)
Estimated Fund Balance - January 1, 2015	10,416,386
Estimated Fund Balance Before Reserves	7,769,701
Reserves	(4,003,099)
Estimated <u>Unassigned</u> Fund Balance - December 31, 2015	\$ 3,766,602

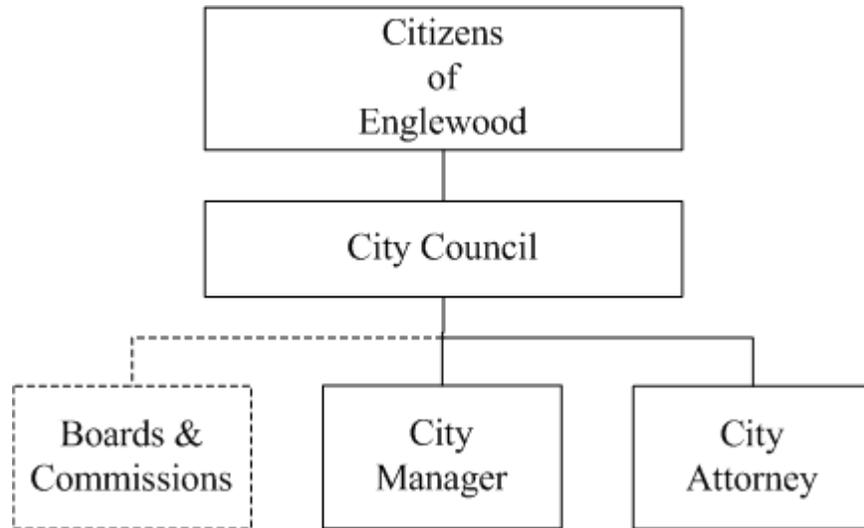
Taxes are approximately eighty percent of the financial resources of the General Fund. Sales and use tax provide approximately fifty-eight percent of the General Fund's sources of funds, and property tax accounts for roughly seven percent. Seventy-five percent of the General Fund's uses of funds are spent on direct services for Police Services (27%), Fire Services (21%), Parks and Recreation Services (14%) and Public Works (13%).

General Fund

Statement of Revenue, Expenditure and Changes in Fund Balance

	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2014</i>	<i>2015</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 9,070,810	\$ 8,726,474	\$ 10,913,833	\$ 10,416,386
Sources of Funds								
Property Tax	2,971,303	3,020,884	2,994,213	2,874,816	2,900,715	2,898,000	2,900,000	2,900,000
Specific Ownership Tax	276,414	263,434	246,062	243,293	266,881	230,000	260,000	260,000
Sales & Use Taxes	20,624,659	20,866,515	21,737,110	22,363,618	23,433,775	22,883,003	23,900,000	24,200,000
Cigarette Tax	218,449	196,320	190,762	189,618	195,088	179,000	179,000	179,000
Franchise Fees	2,452,611	2,620,191	2,631,393	2,930,888	3,101,310	3,069,500	3,014,500	3,017,550
Hotel/Motel Tax	9,140	8,806	9,820	10,395	12,039	10,000	11,000	12,000
Licenses & Permits	588,328	695,563	778,536	983,359	1,446,578	882,550	1,053,186	1,107,122
Intergovernmental Revenue	1,319,282	1,465,970	1,724,807	1,865,722	1,488,204	1,243,281	1,336,296	1,400,924
Charges for Services	3,185,443	3,254,830	3,384,317	3,441,525	3,470,894	3,340,803	3,291,022	3,318,899
Recreation Program Fees	2,315,598	2,489,781	2,635,221	2,615,642	2,420,443	2,594,232	2,514,856	2,556,900
Library Fines	21,370	21,923	19,884	19,884	13,306	20,000	20,000	20,000
Fines & Forfeitures	1,618,308	1,416,034	1,264,875	1,361,569	1,304,401	1,348,450	1,376,844	1,376,844
Interest Income	230,000	100,545	91,034	84,045	(10,223)	8,164	88,164	88,164
Other	635,982	293,658	173,382	354,130	284,882	324,300	329,763	329,413
Contribution from Component Units	611,837	105,125	425,159	551,295	573,526	638,829	638,829	858,882
Total Revenue	37,078,724	36,819,579	38,306,575	39,889,799	40,901,819	39,670,112	40,913,460	41,625,698
Other Financing Sources	1,028,456	2,091,485	1,813,945	1,968,243	1,139,574	1,248,820	892,544	294,326
Total Sources of Funds	38,107,180	38,911,064	40,120,520	41,858,042	42,041,393	40,918,932	41,806,004	41,920,024
Uses of Funds								
Legislation	346,044	309,870	298,731	316,043	280,920	354,570	359,524	357,575
City Manager's Office	674,170	659,882	639,184	658,047	675,844	703,758	702,946	731,307
City Attorney's Office	678,038	702,228	706,841	712,036	719,781	818,514	847,637	869,106
Municipal Court	914,494	901,469	848,775	886,249	922,245	1,026,895	1,025,131	1,085,494
Human Resources	456,275	419,421	430,792	469,343	408,551	468,826	482,626	482,893
Finance & Administrative Services	1,575,923	1,445,581	1,446,313	1,464,305	1,533,060	1,625,150	1,636,517	1,805,052
Information Technology	1,360,237	1,280,660	1,332,766	1,373,943	1,336,591	1,378,942	1,364,874	1,425,389
Community Development	1,366,437	1,301,473	1,359,264	1,262,451	1,113,710	1,235,802	1,199,714	1,288,781
Public Works	5,152,891	5,137,364	5,259,875	5,202,903	5,234,383	5,504,669	5,483,234	5,790,091
Police	10,183,890	10,312,633	10,395,239	10,788,935	11,226,157	11,543,760	11,510,018	12,157,100
Fire	7,320,268	7,425,903	7,666,842	8,100,554	8,002,677	8,202,319	8,470,089	9,139,834
Library Services	1,275,554	1,284,083	1,145,613	1,180,771	1,174,656	1,250,536	1,235,281	1,317,657
Parks & Recreation Services	5,727,968	5,811,809	5,717,147	5,649,246	5,402,599	5,804,158	5,781,477	6,053,116
Departments Expenditure Subtotal	37,032,189	36,992,376	37,247,382	38,064,826	38,031,174	39,917,899	40,099,068	42,503,395
Contribution to Component Units	800,000	-	-	-	-	-	-	-
Contingencies	160,578	48,139	152,423	143,810	88,360	200,000	200,000	200,000
Debt Service-Civic Center	1,571,752	1,570,705	1,658,857	1,567,377	1,565,625	1,573,000	1,568,563	1,568,988
Debt Service-Other	233,456	290,122	437,606	489,574	440,205	435,820	435,820	294,326
Other Expenditure Subtotal	2,765,786	1,908,966	2,248,886	2,200,761	2,094,190	2,208,820	2,204,383	2,063,314
Total Expenditure	39,797,975	38,901,342	39,496,268	40,265,587	40,125,364	42,126,719	42,303,451	44,566,709
Other Financing Uses	177,011	750,000	301,246	1,339,330	73,006	-	-	-
Total Uses of Funds	39,974,986	39,651,342	39,797,514	41,604,917	40,198,370	42,126,719	42,303,451	44,566,709
Net Sources (Uses) of Funds	(1,867,806)	(740,278)	323,006	253,125	1,843,023	(1,207,787)	(497,447)	(2,646,685)
Fund Balance Before Designated Amounts								
Restricted-TABOR Emergency Reserve	1,170,000	1,150,000	1,150,000	1,200,000	1,340,000	1,200,000	1,340,000	1,340,000
Committed-LTAR	3,131,979	2,130,520	2,406,649	2,619,375	2,619,375	2,619,375	2,663,099	2,663,099
Committed-Contractual Reserve	39,200	298,512	298,512	298,512	78,753	-	-	-
Designated Fund Balance	4,341,179	3,579,032	3,855,161	4,117,887	4,038,128	3,819,375	4,003,099	4,003,099
Unassigned Fund Balance	\$ 4,893,778	\$ 4,915,647	\$ 4,962,524	\$ 4,952,923	\$ 6,875,705	\$ 3,699,312	\$ 6,413,287	\$ 3,766,602
Unassigned Fund Balance as a percentage of Total Revenue	13.20%	13.35%	12.95%	12.42%	16.81%	9.33%	15.68%	9.05%
Fund Balance Before Designated Amounts as a percentage of Total Revenue	24.91%	23.07%	23.02%	22.74%	26.68%	18.95%	25.46%	18.67%
Fund Balance Before Designated Amounts as a percentage of Total Expenditure	23.20%	21.84%	22.33%	22.53%	27.20%	17.85%	24.62%	17.43%

Department Legislation
Fund General



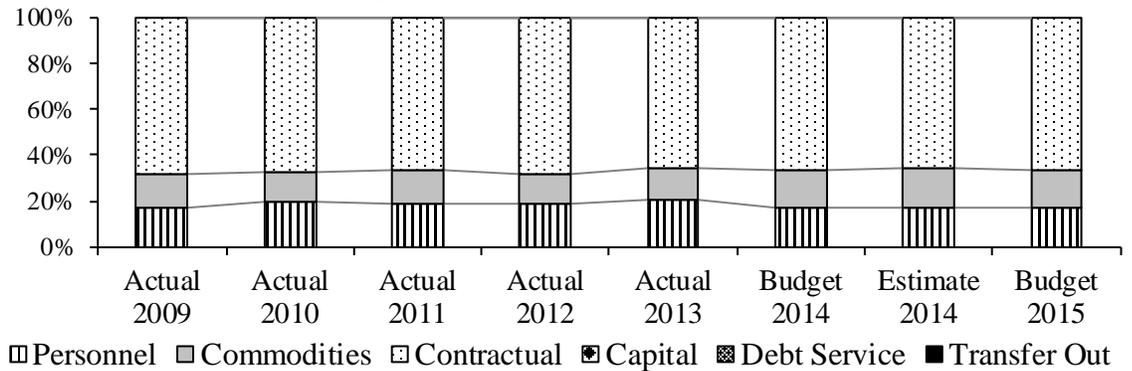
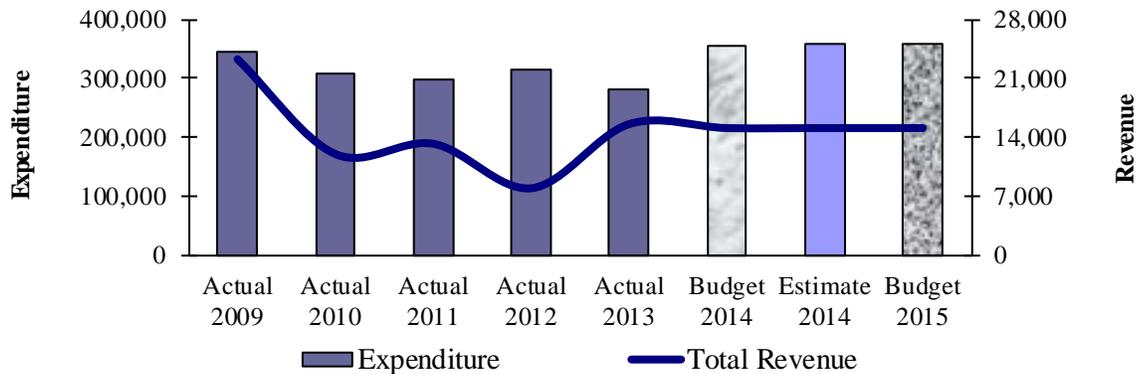
Description The Legislation Department consists of the City Council and the Boards and Commissions. The Boards and Commissions provide recommendations to City Council, who provide leadership and establish policy, rules and regulations for the City.

Mission Strive to assure economic and community vitality that will support essential services and provide the quality of life expected by the community.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
•	•
•	•
•	•
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department Legislation
Fund General
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	23,286	12,003	13,230	7,942	15,569	15,100	15,100	15,100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	23,286	12,003	13,230	7,942	15,569	15,100	15,100	15,100
Percent Change		-48.45%	10.22%	-39.97%	96.03%	-3.01%	0.00%	0.00%
Expenditure								
Personnel	57,486	59,482	56,705	59,911	57,156	60,083	60,083	61,806
Commodities	51,323	41,337	42,703	39,206	39,836	57,452	61,998	58,209
Contractual	237,237	209,050	199,323	216,925	183,928	237,035	237,443	237,560
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	346,046	309,869	298,731	316,042	280,920	354,570	359,524	357,575
Percent Change		-10.45%	-3.59%	5.79%	-11.11%	26.22%	1.40%	-0.54%
Employees FTE	N/A	N/A						
Percent Change FTE		---	---	---	---	---	---	---



Department Legislation

Fund General

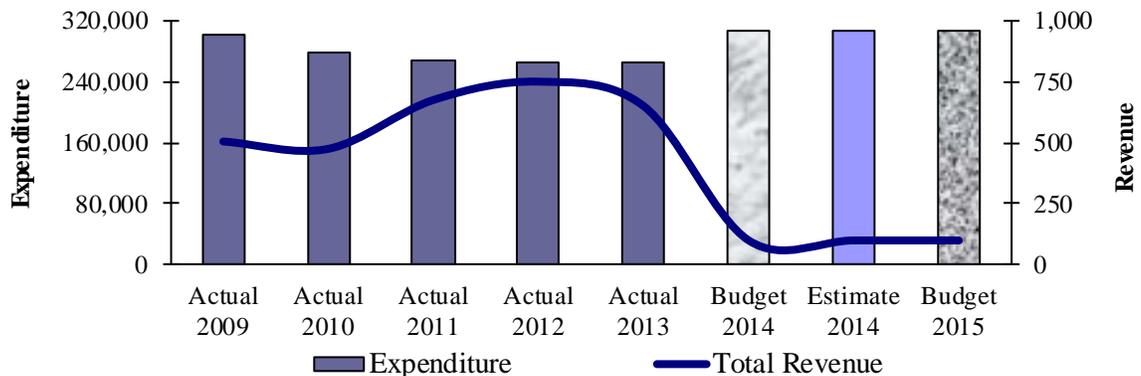
Division City Council

Account 02.0101

Description The City Council is the City's legislative body through which public policy is established. The City Council consists of seven members - four elected from districts and three elected at-large. The Mayor is selected from and by the City Council members to serve a two-year term as chief presiding officer.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	505	475	675	750	650	100	100	100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	505	475	675	750	650	100	100	100
Percent Change		-5.94%	42.11%	11.11%	-13.33%	-84.62%	0.00%	0.00%
Expenditure								
Personnel	56,807	56,487	55,764	56,655	56,162	56,193	56,193	57,916
Commodities	39,391	33,052	33,650	33,859	32,696	47,475	47,475	47,550
Contractual	205,223	188,314	179,246	175,047	175,283	202,225	202,323	202,390
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	301,421	277,853	268,660	265,561	264,141	305,893	305,991	307,856
Percent Change		-7.82%	-3.31%	-1.15%	-0.53%	15.81%	0.03%	0.61%
Council Members	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Percent Change FTE		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Infrastructure maintenance	a. Regular inspections and pursue financing options to ensure reliable infrastructure maintenance and replacement
A safe, clean, healthy, and attractive City	2. Safe/Clean City	a. Appearance of neighborhoods b. Code Enforcement/Education of citizens c. Address repeat offender problem

Department Legislation

Fund General

Division City Council

Account 02.0101

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
		d. Address Hotel/Motel problems e. Address graffiti
A progressive City that provides responsive and cost efficient services	3. Financial Stability	a. Explore revenue enhancement/diversification/McLellan Reservoir property leases b. Balance expenditures /revenues (efficiency) c. Explore options for tax base growth d. General Fund Reserve/LATR Fund e. Explore “Green City” costs/benefits
	4. Housing	a. Improve housing stock b. Affordable housing
	5. Zoning	a. Encourage commercial development b. Continue small area planning – implementation opportunities
A City that is business friendly and economically diverse	6. Economic Development	a. Concentrate on Business Corridors – Broadway/Hospital/Belleview b. Marketing/Broadway c. Explore redevelopment opportunities d. Review/address zoning issues that may impede development
A City that provides diverse, cultural, recreational and entertainment opportunities	7. Cultural Development	a. Explore Cultural opportunities

Department Legislation

Fund General

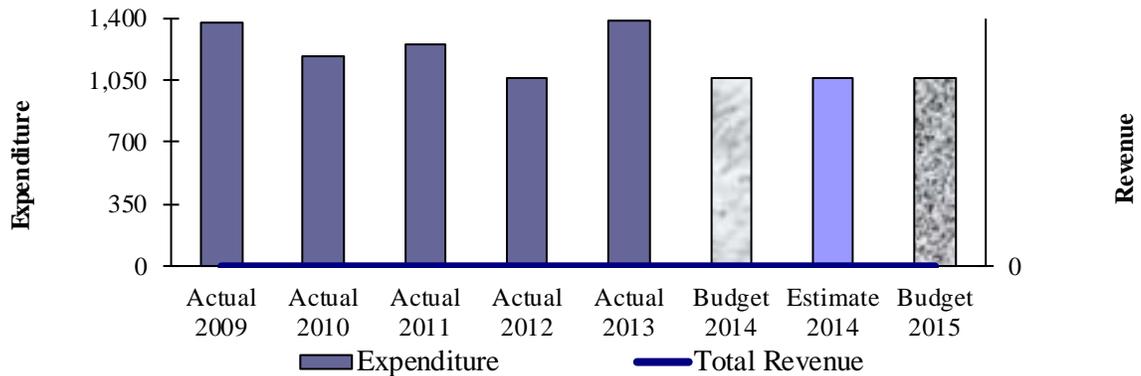
Division Board of Adjustments and Appeals

Account 02.0102

Description The Board of Adjustments and Appeals is a quasi-judicial body that considers requests for variances from the requirements of the Comprehensive Zoning Ordinance and considers appeals from various other licensing, code and regulatory requirements of the City of Englewood.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	332	332	619	496	414	495	495	495
Commodities	894	473	269	296	653	323	323	323
Contractual	149	377	362	276	323	250	250	250
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,375	1,182	1,250	1,068	1,390	1,068	1,068	1,068
Percent Change		-14.04%	5.75%	-14.56%	30.15%	-23.17%	0.00%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
1.		
2.		

Department Legislation

Fund General

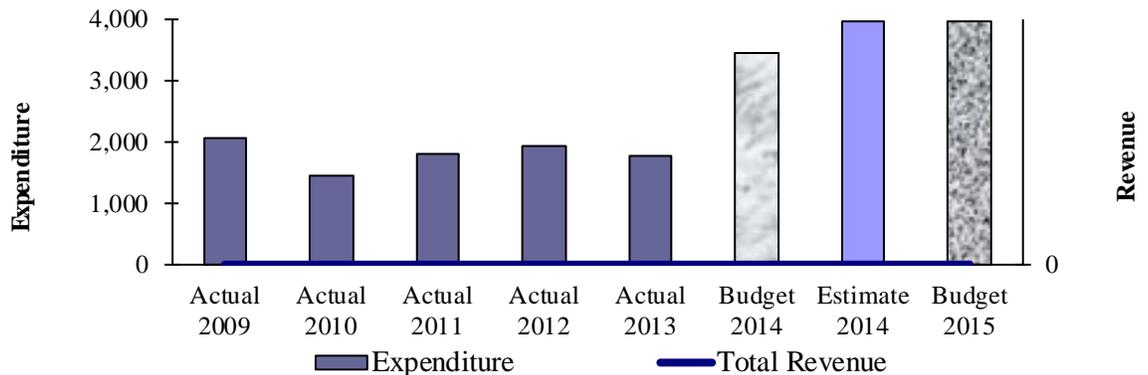
Division Planning and Zoning

Account 02.0103

Description The Planning & Zoning Commission advises the City Council in matters relative to the development of the City. The Commission is charged with developing a Comprehensive Plan and periodic amendments thereto, and advising the City Council in all matters that affect the “general plan” of the City including, but not limited to: annexations, zoning, and the planning of land use, Master Street Plan, transportation, and the quality of life in the community. The Planning Commission advises the City Manager as to priorities in the Capital Improvement Program.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	104	104	186	145	497	660	660	660
Commodities	954	807	875	946	589	1,504	2,143	2,143
Contractual	994	530	732	832	669	1,285	1,170	1,170
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	2,052	1,441	1,793	1,923	1,755	3,449	3,973	3,973
Percent Change		-29.78%	24.43%	7.25%	-8.74%	96.52%	15.19%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

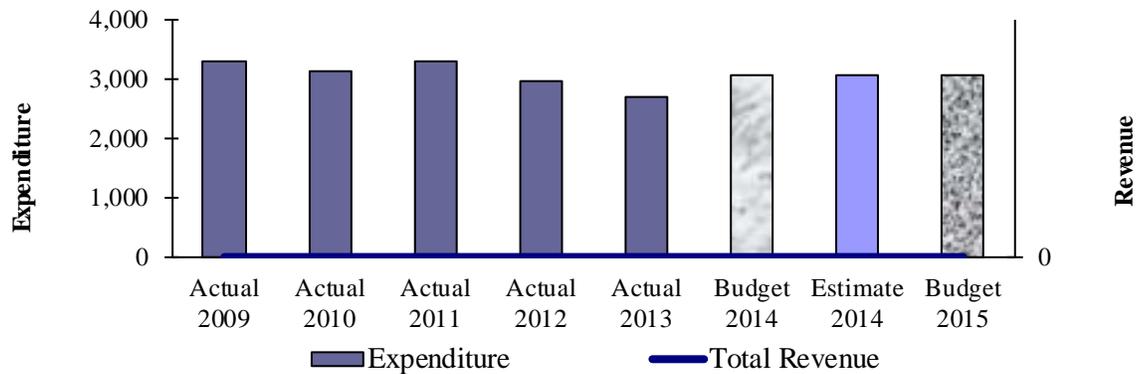
Division Library Board

Account 02.0104

Description The Library Board is responsible for advising the City Council in the development and maintenance of a modern public library system.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	243	-	53	-	-	-	-	-
Commodities	2,550	719	3,028	555	2,649	1,400	1,400	1,400
Contractual	504	2,397	198	2,400	32	1,650	1,650	1,650
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	3,297	3,116	3,279	2,955	2,681	3,050	3,050	3,050
Percent Change		-5.49%	5.23%	-9.88%	-9.27%	13.76%	0.00%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

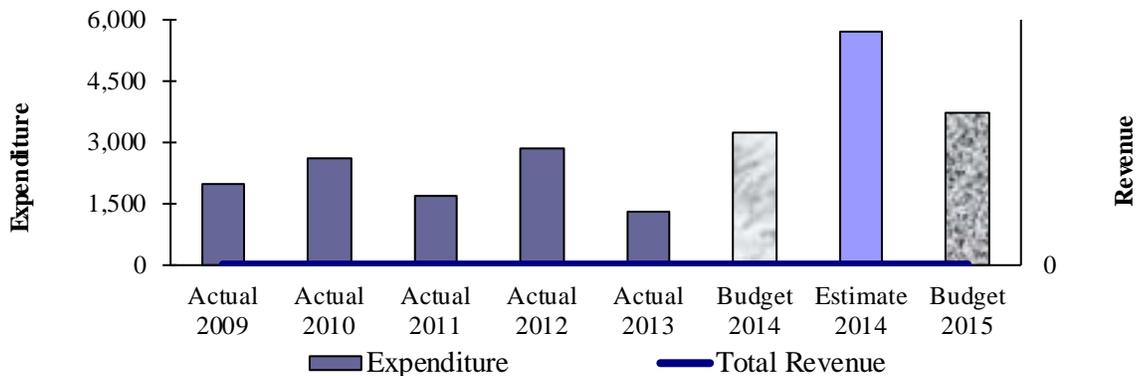
Division Parks and Recreation Commission

Account 02.0105

Description The Parks and Recreation Commission provide public input to the Englewood Parks and Recreation staff and the Englewood City Council on parks and recreation issues.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	1,848	2,028	1,126	1,663	1,283	2,050	4,357	2,300
Contractual	100	550	575	1,200	-	1,200	1,350	1,400
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,948	2,578	1,701	2,863	1,283	3,250	5,707	3,700
Percent Change		32.34%	-34.02%	68.31%	-55.19%	153.31%	75.60%	-35.17%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

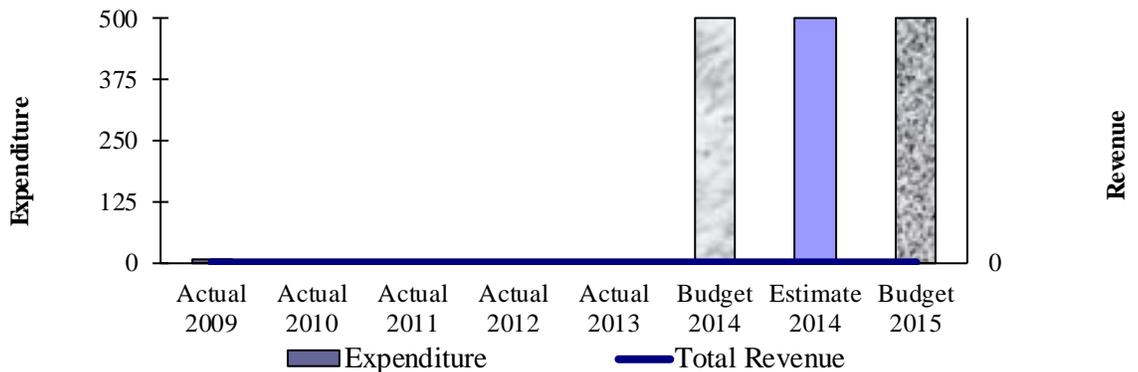
Division Code Enforcement Advisory Board

Account 02.0106

Description The Code Enforcement Advisory Board was established by Englewood City Council in 1997 with the intention of providing community recommendations to the City Council and the Director of Safety Services regarding the provision of code enforcement activities in a consistent, effective and uniform manner. The Board consists of a cross-section of Council members, employees, business leaders and citizen representatives, all working to develop a responsive long-range strategy.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	5	-	-	-	-	500	500	500
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5	-	-	-	-	500	500	500
Percent Change		-100.00%	----	----	----	----	0.00%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

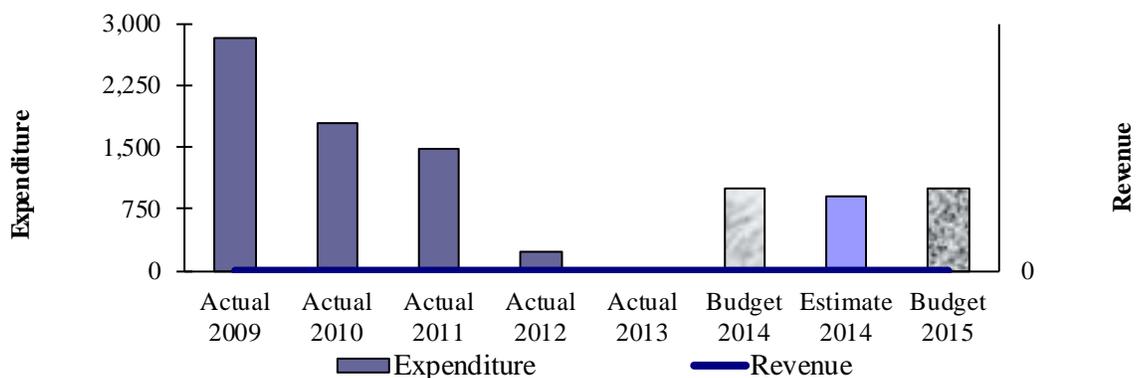
Division Alliance for Commerce in Englewood

Account 02.0107

Description The Alliance for Commerce in Englewood (ACE) was formed by City Council to serve as an advisory group and provide input on issues impacting the business community. The membership in ACE is a representative cross-section of our diverse business community.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change								
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	2,067	1,798	1,477	219	1	825	450	550
Contractual	750	-	-	-	-	175	450	450
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	2,817	1,798	1,477	219	1	1,000	900	1,000
Percent Change		-36.17%	-17.85%	-85.17%	-99.54%	99900.00%	-10.00%	11.11%
Employees FTE								
Percent Change FTE		---	---	---	---	---	---	---



Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

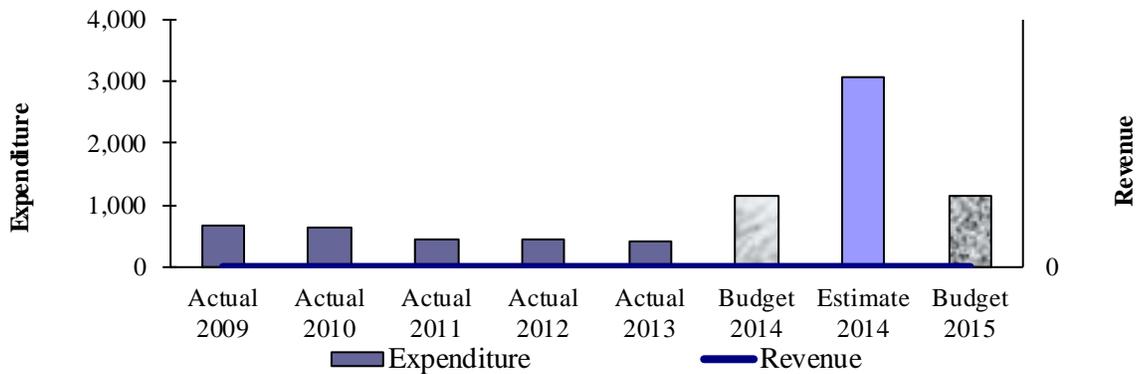
Division Cultural Arts Commission

Account 02.0108

Description The mission of the Cultural Arts Commission is to provide for the ongoing systematic planning for the development of cultural arts activities within the City of Englewood and to implement an arts plan.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	560	447	447	430	413	1,150	3,057	1,150
Contractual	120	175	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	680	622	447	430	413	1,150	3,057	1,150
Percent Change		-8.53%	-28.14%	-3.80%	-3.95%	178.45%	165.83%	-62.38%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

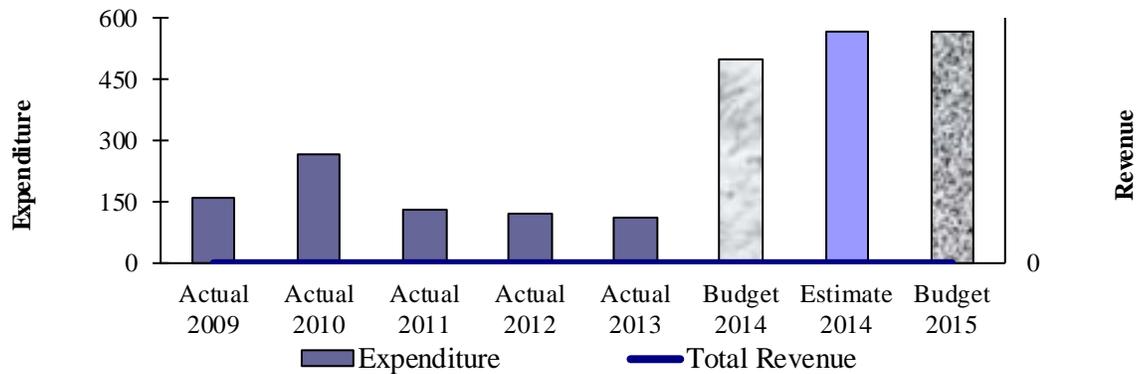
Division Transportation Advisory Committee

Account 02.0109

Description The Englewood Transportation Advisory Committee makes recommendations to City Council on transportation issues, including vehicle, pedestrian, and bicycling, in the City of Englewood.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	158	269	130	122	110	500	568	568
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	158	269	130	122	110	500	568	568
Percent Change		70.25%	-51.67%	-6.15%	-9.84%	354.55%	13.60%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

Department Legislation

Fund General

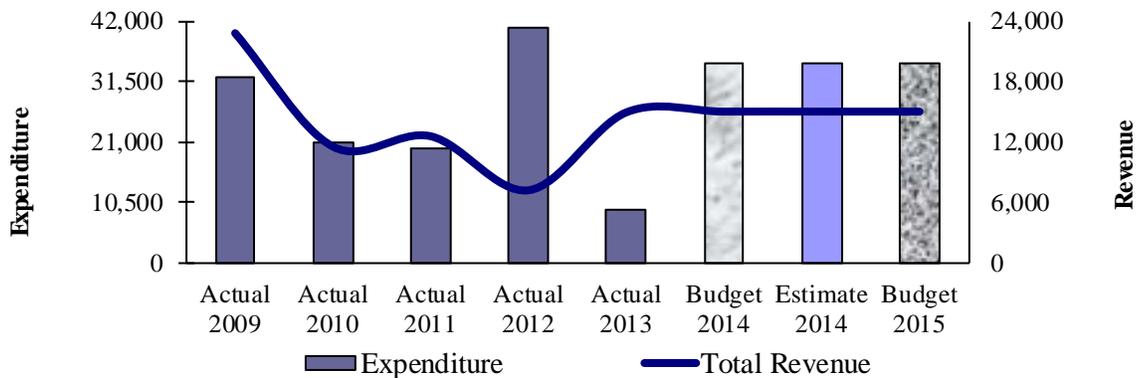
Division Keep Englewood Beautiful

Account 02.0110

Description As the Keep Englewood Beautiful Commission, we are charged with the responsibility to enhance the environmental quality of life in Englewood. We promote community participation and environmentally responsible behavior through partnership among citizens, schools, businesses, governments and other organizations. We communicate within the City to identify, address, and resolve emerging environmental issues and concerns. The Commission is a sounding board for the community and through community education impacts current and future environmental issues in Englewood and surrounding communities.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	22,781	11,528	12,555	7,192	14,919	15,000	15,000	15,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	22,781	11,528	12,555	7,192	14,919	15,000	15,000	15,000
Percent Change								
Expenditure								
Personnel	-	2,559	83	2,615	83	2,735	2,735	2,735
Commodities	2,896	1,744	1,701	1,116	1,442	1,725	1,725	1,725
Contractual	29,397	16,707	18,210	37,170	7,621	30,250	30,250	30,250
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	32,293	21,010	19,994	40,901	9,146	34,710	34,710	34,710
Percent Change								
		-34.94%	-4.84%	104.57%	-77.64%	279.51%	0.00%	0.00%
Employees FTE								
Percent Change FTE								
		---	---	---	---	---	---	---



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	

Department Legislation

Fund General

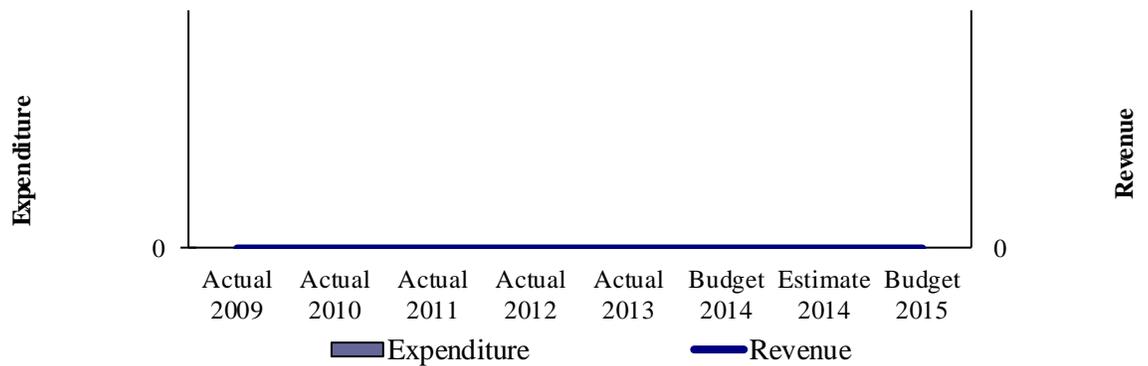
Division Budget Advisory Committee

Account 02.0111

Description The Budget Advisory Committee (BAC) was created by council and the City Manager to advise the City on the development, implementation, and evaluation of the annual City Budget. The Budget Advisory Committee not only advises on the prioritization of how City tax dollars are spent, but also advises policymakers in their decision-making process in an open and transparent process.

History and Budget

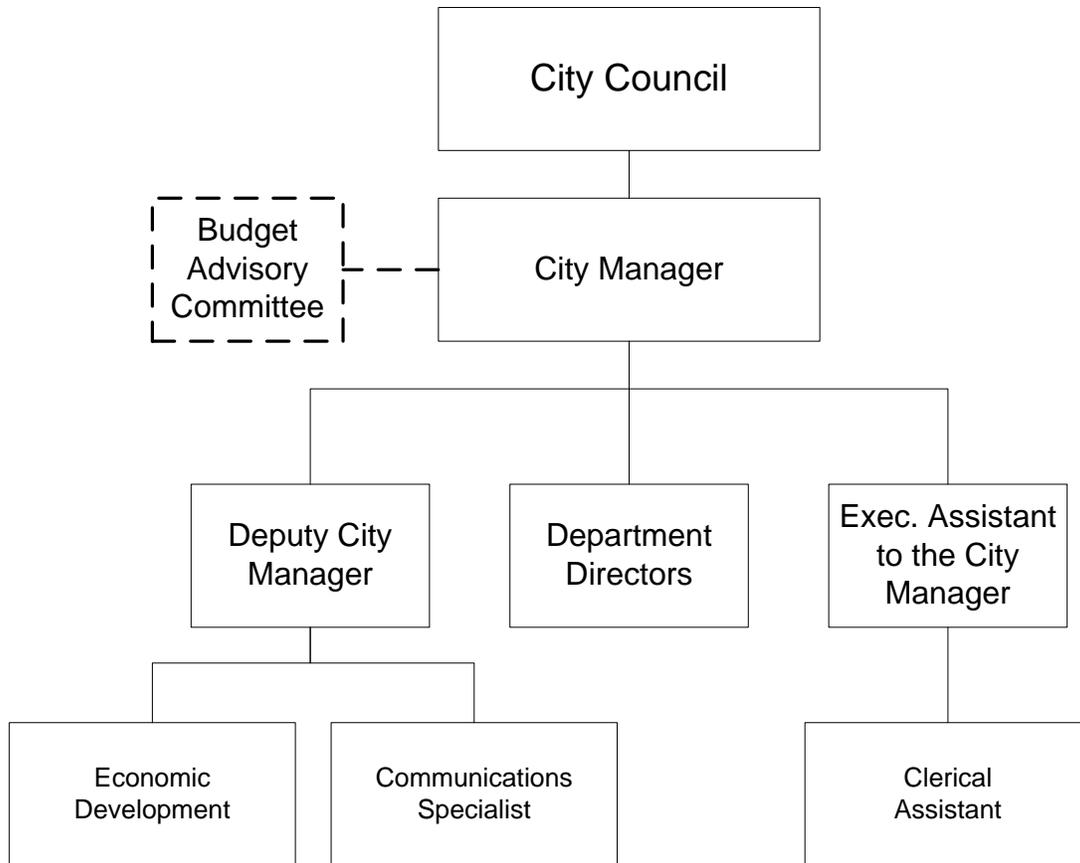
	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
0	-	-	-	-	-	-	-	-
Percent Change								
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Employees FTE								
Percent Change FTE		---	---	---	---	---	---	---



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	
	3.	

Department City Manager's Office

Fund General



Description The City Manager's Office oversees general operations for the City and is responsible for implementing policy decisions made by City Council. The City Manager and his staff work closely with other departments to help ensure responsiveness and the implementation of quality services and projects. This office also coordinates citizen relations, communications, and a variety of special projects.

Mission The City Manager's Office strives to provide positive leadership in implementing Council goals, to ensure that City services are managed and delivered in an efficient, effective, and economical fashion; and to facilitate communication between the organization and the community.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
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- | | |
|---|---|
| <ul style="list-style-type: none">••• | <ul style="list-style-type: none">••• |
|---|---|

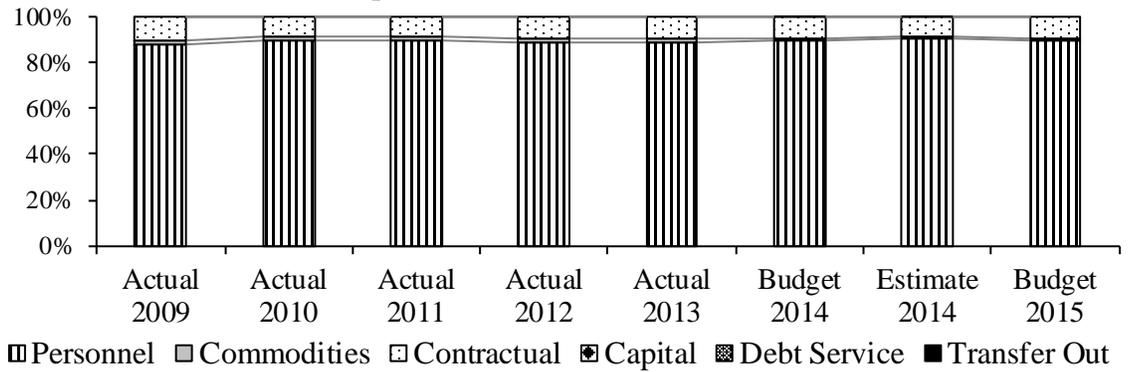
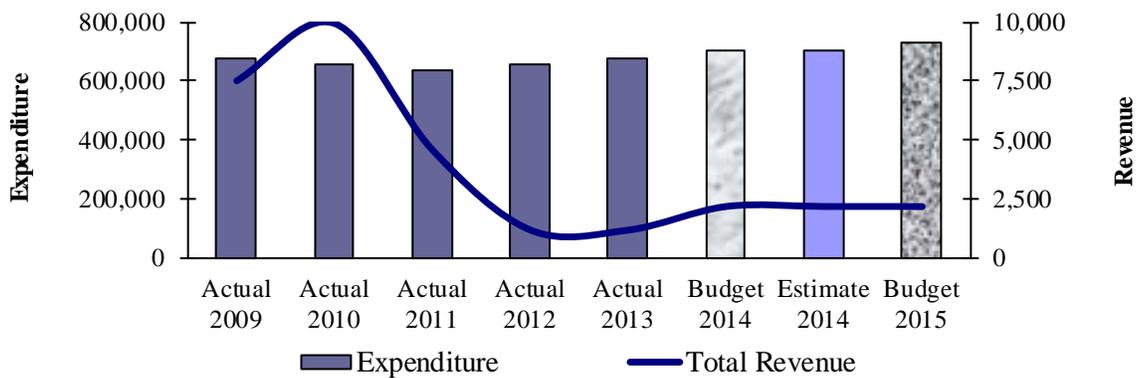
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
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- | | |
|---|---|
| <ul style="list-style-type: none">••• | <ul style="list-style-type: none">••• |
|---|---|

Department City Manager's Office
Fund General
Account 02.0201

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	4,484	9,510	4,594	1,200	1,200	2,200	2,200	2,200
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	3,045	451	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	7,529	9,961	4,594	1,200	1,200	2,200	2,200	2,200
Percent Change		32.30%	-53.88%	-73.88%	0.00%	83.33%	0.00%	0.00%
Expenditure								
Personnel	591,594	590,393	570,929	582,984	601,719	628,962	633,138	653,390
Commodities	13,055	10,234	11,225	9,725	7,886	8,061	8,061	8,061
Contractual	69,521	59,256	57,031	65,338	66,239	64,235	59,247	69,856
Capital	-	-	-	-	-	2,500	2,500	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	674,170	659,883	639,185	658,047	675,844	703,758	702,946	731,307
Percent Change		-2.12%	-3.14%	2.95%	2.70%	4.13%	-0.12%	4.03%
Employees FTE	5.000	4.962	4.925	5.000	5.250	5.250	5.000	5.000
Percent Change FTE		-0.77%	-0.74%	1.52%	5.00%	0.00%	-4.76%	0.00%



Department City Manager's Office

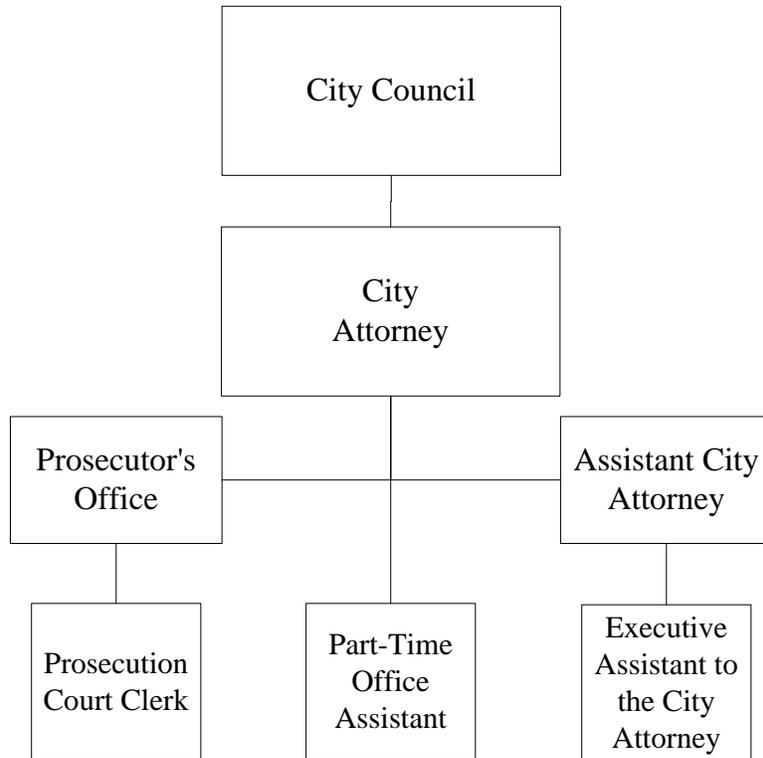
Fund General

Account 02.0201

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Public Works and Utilities coordination management 2. Capital planning coordination 3. Interdepartmental capital construction coordination and management 	
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> 4. Safety Services Department coordination and planning 5. Code Enforcement Advisory Committee liaison 	
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> 6. Financial analysis, budget preparation, review and monitoring 7. External communications, including direct citizen contact and response, press releases, media responses, website development and maintenance, Citizen newsletter, community meetings 8. Internal communications, including Council contact and response, Council meeting and agenda preparation, Council requests 	
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> 9. Community Development coordination and management 10. Interface with business community and Chamber of Commerce 11. Coordination of development and redevelopment projects (Bates Station, McLellan, Golf Course) 	
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> 12. Parks and Recreation and Library coordination and management 13. Liaison with local cultural agencies(MOA, Englewood Arts) 14. Coordinate Civic Center, City Center and other community and employee events 	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department City Attorney's Office
Fund General



Description The City Attorney's Office provides legal services and advice to the City of Englewood, its City Council, staff, and boards and commissions. The City Attorney supervises the drafting of all ordinances and the preparation of all legal documents. The City of Englewood's Home Rule Charter empowers the City Attorney to institute or defend any suit, action or proceeding on behalf of the City or any of its agencies when directed by Council. The City Attorney works to proactively address any legal concerns to enhance opportunities and mitigate liability for the City.

The City Attorney's Office also includes prosecuting attorneys for violations heard in Municipal Court. The Prosecutors Office is responsible for the day to day prosecution of municipal ordinance violations. These violations include traffic, domestic violence, juvenile cases, sales tax violations, building code violations, code enforcement violations and show cause hearings as well as all other Municipal Code violations.

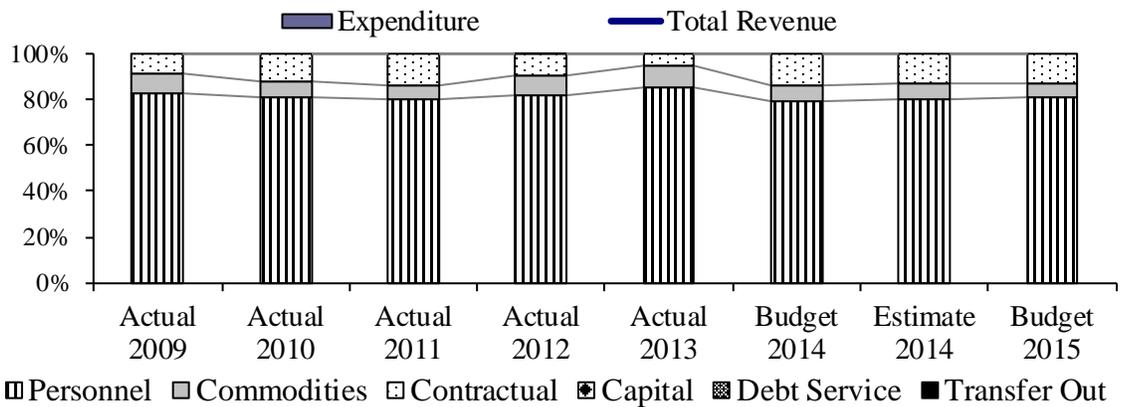
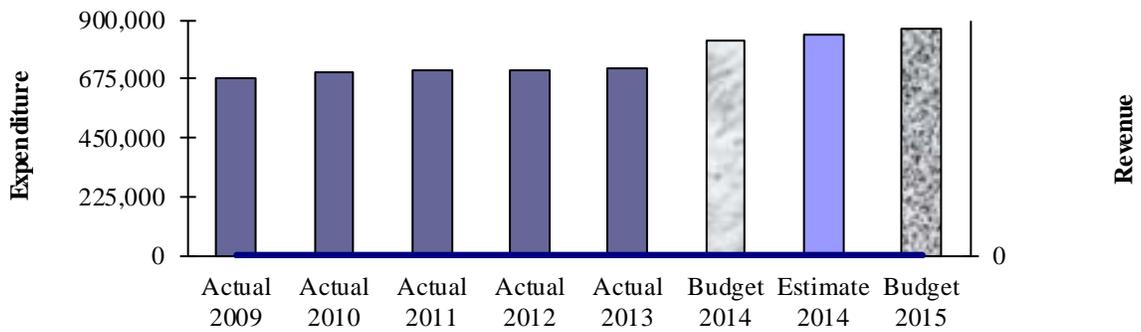
Mission The City Attorney is the legal representative of the City, and shall provide effective and efficient legal services to the City Council and City Officials. Within the provision of the Constitution of the United States and the State of Colorado and the Charter of the City of Englewood those services shall be creatively developed and innovatively implemented.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
•	•
•	•
•	•
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department City Attorney's Office
Fund General
Account 02.0301

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditure								
Personnel	562,427	565,447	564,088	581,245	612,527	650,616	678,682	701,506
Commodities	57,865	49,143	47,074	62,043	69,884	54,988	54,988	54,988
Contractual	57,745	87,637	95,679	67,854	37,371	112,910	113,967	112,612
Capital	-	-	-	894	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	678,037	702,227	706,841	712,036	719,782	818,514	847,637	869,106
Percent Change		3.57%	0.66%	0.73%	1.09%	13.72%	3.56%	2.53%
Employees FTE	5.500	5.702	5.704	6.153	6.370	5.870	6.570	6.570
Percent Change FTE		3.66%	0.03%	7.87%	3.54%	-7.85%	11.93%	0.00%



Department City Attorney's Office

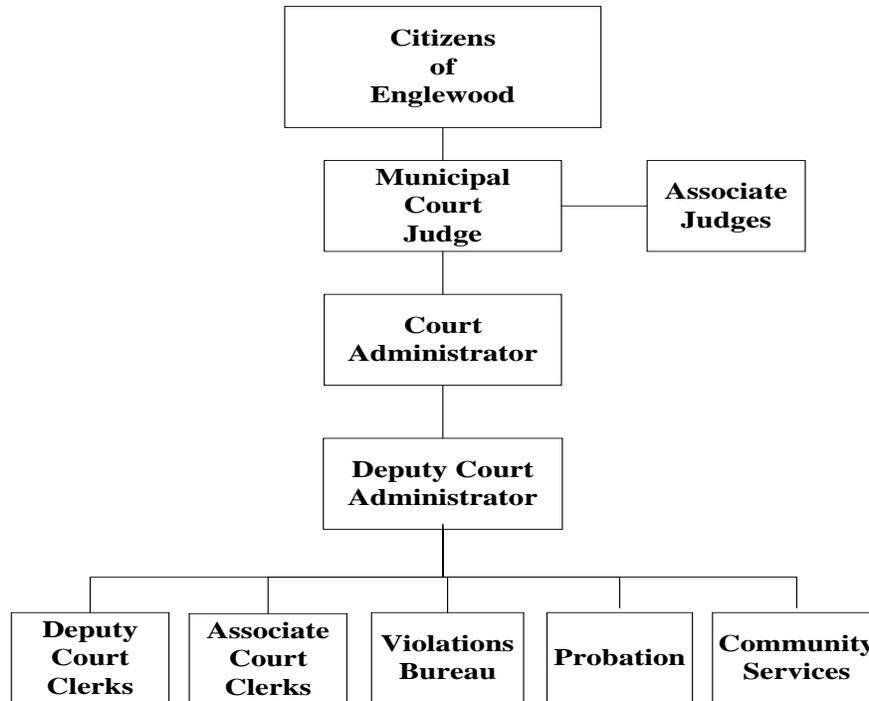
Fund General

Account 02.0301

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Community Development Programs 2. Information Technology Programs 3. Parks & Recreation Programs 4. Public Works Programs 5. Utilities Programs 6. Wastewater Treatment Plant Programs	
A safe, clean, healthy and attractive City	7. Community Development Programs 8. Parks & Recreation Programs 9. Public Works Programs 10. Safety Services Programs 11. Utilities Programs 12. Wastewater Treatment Plant Programs	
A progressive City that provides responsive and cost efficient services	13. Community Development Programs 14. Finance & Administrative Services Programs 15. Human Resources Programs 16. Information Technology Programs 17. Library Programs 18. Parks & Recreation Programs 19. Public Works Programs 20. Safety Services Programs 21. Utilities Programs 22. Wastewater Treatment Plant Programs	
A City that is business-friendly and economically diverse	23. Community Development Programs 24. Finance & Administrative Services Programs	
A City that provides diverse cultural, recreational and entertainment opportunities	25. Community Development Programs 26. Finance & Administrative Services Programs 27. Library Programs 28. Parks & Recreation Programs 29. Public Works Programs	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Municipal Court
Fund General



Description Englewood Municipal Court is a limited jurisdiction court serving the citizens of the City of Englewood, Colorado. The Court has jurisdiction over traffic violations, parking citations and local ordinances that include shoplifting, disturbances, assaults, code violations, animal violations and domestic violence matters. The City of Englewood has the only fully elected Municipal Judge in the State of Colorado.

Mission To provide public services, administer judicial policies and apply municipal ordinances in an appropriate and ethical manner. To provide a fair and impartial forum in which all persons are afforded the rights of due process.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
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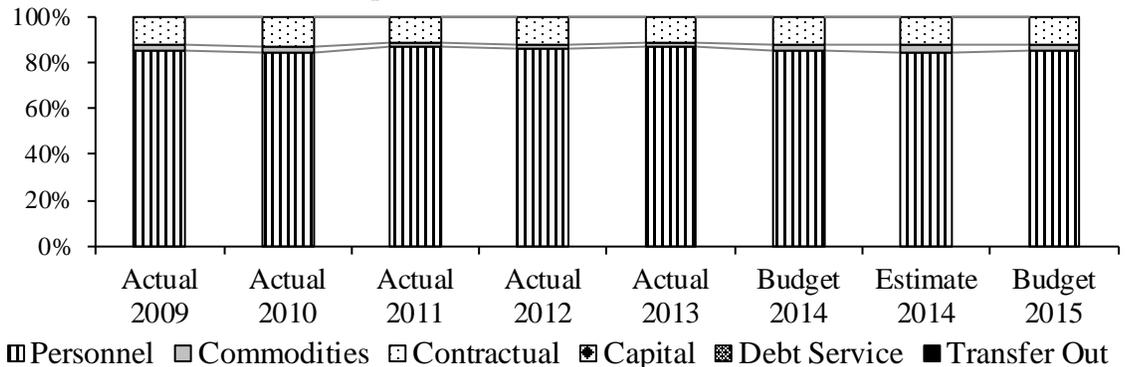
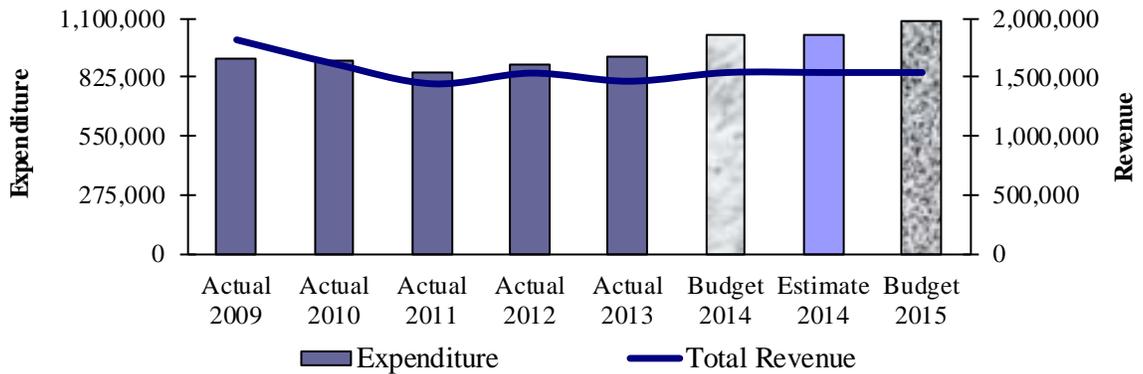
- | | |
|--|--|
| <ul style="list-style-type: none"> Review opportunities to expand web interfaces to enhance public 24/7 access Research upgrade options for windows based case management system | <ul style="list-style-type: none"> Pursue public payment portal. Research and determine direction of future case management software system upgrade. |
|--|--|

2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
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- | | |
|---|--|
| <ul style="list-style-type: none"> Continue on-line projects to enhance efficiency and permit ticket inquiry and payment in some case types. Actively pursue on-going opportunities to capitalize on any efficiency that can be made either internally or with other departments and/or agencies. | <ul style="list-style-type: none"> |
|---|--|

Department Municipal Court
Fund General
Account 02.0401
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	192,504	190,651	172,976	165,580	155,216	183,803	156,695	156,695
Fines & Forfeitures	1,618,128	1,415,836	1,264,756	1,362,867	1,304,378	1,346,450	1,376,844	1,376,844
Investment Income	-	-	-	-	-	-	-	-
Other	447	93	120	-	-	3,000	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,811,079	1,606,580	1,437,852	1,528,447	1,459,594	1,533,253	1,533,539	1,533,539
Percent Change		-11.29%	-10.50%	6.30%	-4.50%	5.05%	0.02%	0.00%
Expenditure								
Personnel	779,270	761,226	734,617	762,587	800,416	872,032	866,927	921,723
Commodities	20,424	22,763	17,834	17,834	15,432	28,314	31,655	31,655
Contractual	114,799	117,480	96,324	105,828	106,397	126,549	126,549	132,116
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	914,493	901,469	848,775	886,249	922,245	1,026,895	1,025,131	1,085,494
Percent Change		-1.42%	-5.85%	4.42%	4.06%	11.35%	-0.17%	5.89%
Employees FTE	10.607	10.236	12.213	10.050	9.990	10.476	10.635	10.510
Percent Change FTE		-3.50%	19.32%	-17.71%	-0.60%	4.87%	1.52%	-1.18%



Department Municipal Court

Fund General

Account 02.0401

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Maintain and enhance court case management software and video arraignment software and hardware that are vital parts of the City's overall infrastructure needed for an efficient and effective court operation. Continue educational opportunities to ensure proper use of system. 	<ol style="list-style-type: none"> Continue to implement and maintain additional software components. Attend yearly users/training conference.
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> Fair and responsive to community concerns through the court process with programs. Community service focus that benefits the community with non-monetary labor. Support community desires to reduce recidivism through fines and sentences that give incentive to the public to modify inappropriate behavior. 	<ol style="list-style-type: none"> These programs address domestic violence issues, anti-theft, youth services, traffic behavior, parking/code violations and alcohol and substance abuse. Continue the community service work program for juvenile offenders offering options from various organizations. Monitor fines and sentences for effectiveness.
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> Access to justice through high quality, efficient and knowledgeable customer service. Ensures due process through a full service court Provide safe, immediate next day arraignment for persons in custody Take advantage of educational opportunities that enhance employee skills and abilities including electronic process enhancements 	<ol style="list-style-type: none"> Provide employee training and guidelines. Continue current best practices. Ensure video system is maintained. Offer training and acquire additional electronic processing capabilities.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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Department Municipal Court

Fund General Fund

Revenue Item **Municipal Court Cost**

Account / Source **02.0401.33301 / Charges for Services**

Authorization EMC 1-7-5

Description 1) Costs assessed upon conviction for any matter before court.
2) Costs assessed by Judge for failure to comply with summons, order, etc.
3) Costs assessed for Stay Fees
4) Misc. (Verbatim transcripts, certification, reproduced tapes)

Fee Schedule 1) \$25.00 - Court Costs.
2) Mail notification \$20.00; plus \$25.00 if arrest warrant executed or default judgment entered.
3) \$25.00
4) Transcripts \$3.00 per page-plus \$.25 per page copied; certification \$25 & \$50; reproduced tape \$25.

Date Last Changed 1) 2004
2) Judge's discretion.
3) July 2005
4) Supreme Court guidelines

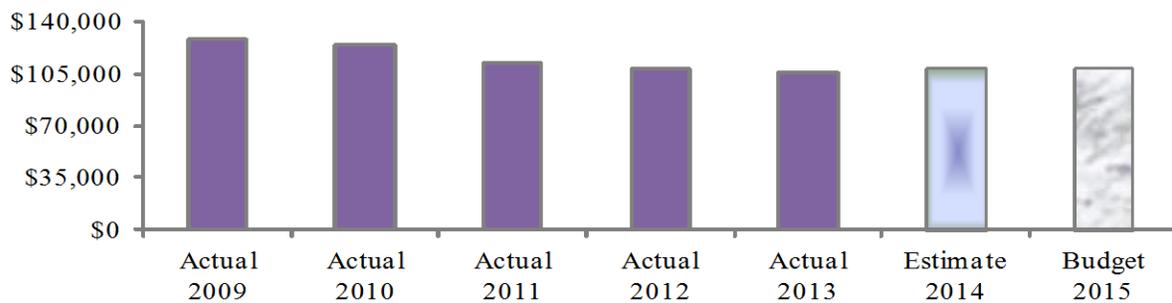
Previous Fee Schedule 1) \$15.00
2) \$ 0
3) \$10.00
4) Transcripts were charged according to hourly wage of employee doing transcript; certification \$ 25; tape \$ 25.

Formula Method N/A

Projection Method Projections based on historical trends

Comments 1, 2 & 3 are dependent upon conviction of case filing unless there is new legislation passed which brings more cases into court, figures will probably be relatively static

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 128,411	\$ 124,561	\$ 111,879	\$ 108,280	\$ 105,836	\$ 108,538	\$ 108,538
% Change	0.92%	-3.00%	-10.18%	-3.22%	-2.26%	2.55%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item Court Assessed OJ/W Fee

Account / Source 02.0401.33304 / Charges for Services

Authorization CRS 42-2-116(c)

Description Fee charged whenever a warrant or a default judgment has been issued on a case to secure a hold on a driver's license. License is suspended if not promptly remedied.

Fee Schedule \$15.00

Date Last Changed Implemented January 1, 1988.

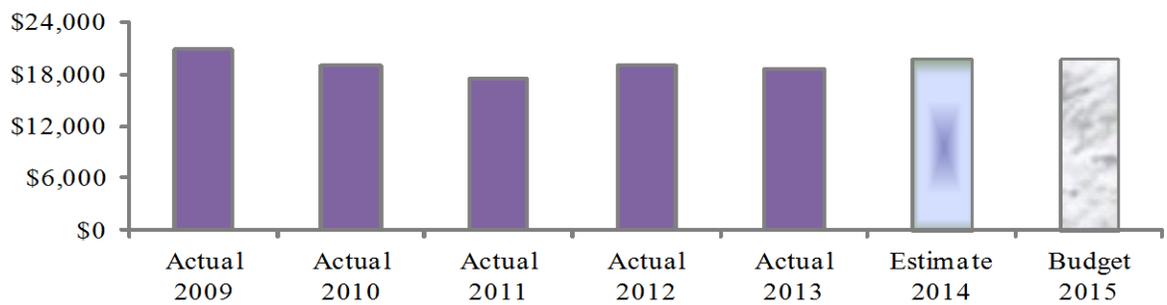
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 20,880	\$ 18,990	\$ 17,565	\$ 19,055	\$ 18,715	\$ 19,740	\$ 19,740
% Change	-0.71%	-9.05%	-7.50%	8.48%	-1.78%	5.48%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item **Municipal Court Probation Fee**

Account / Source 02.0401.33306 / Charges for Services

Authorization EMC – 1-7-

Description Cost assessed upon defendant entering into a stipulations of deferred judgment or probation.

Fee Schedule Probation Fees: \$100.00
Juvenile Deferred Judgment: \$ 50.00
Adult Deferred Judgment: \$ 75.00
Deferred Prosecution Fees: \$ 50.00

Date Last Changed July 2005

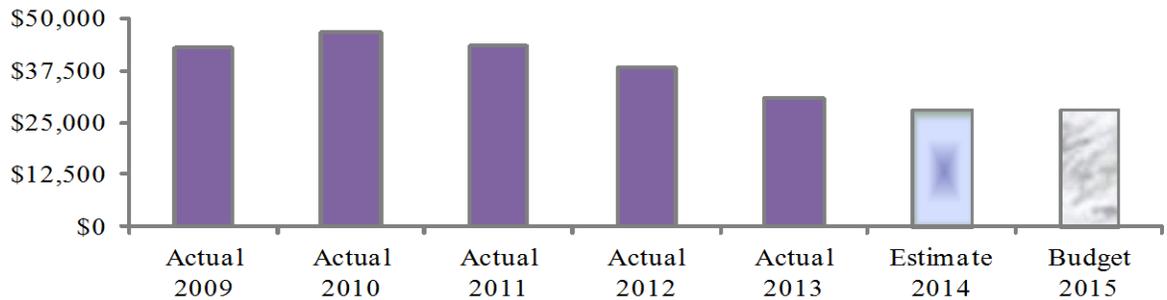
Previous Fee Schedule Probation Fees: \$50.00
Juvenile Deferred Judgment: \$25.00
Adult Deferred Judgment: \$25.00
Deferred Prosecution Fees: \$25.00

Formula Method N/A

Projection Method N/A

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 42,950	\$ 46,835	\$ 43,532	\$ 38,245	\$ 30,655	\$ 28,360	\$ 28,360
% Change	-3.85%	9.05%	-7.05%	-12.15%	-19.85%	-7.49%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item **Municipal Court Fines**

Account / Source **02.0401.34101 / Fines and Forfeitures**

Authorization EMC 1-7-2

Description Court imposes penalties for conviction of any Englewood Ordinance.

Fee Schedule Discretion of Judge (up to maximum of \$1,000.00 for any infraction.)

Date Last Changed 2006

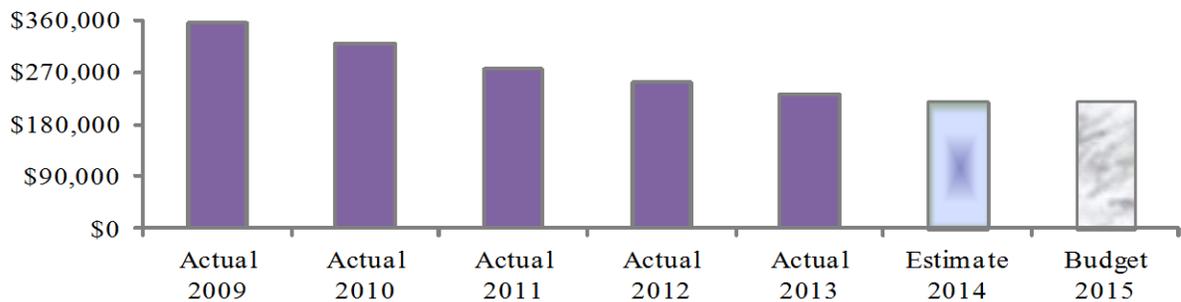
Previous Fee Schedule Discretion of Judge (up to maximum of \$500.00 for any infraction.)

Formula Method Projections based on historical trends.

Projection Method No increase foreseen.

Comments Because of plea bargain at violations bureau, less cases are coming before Court. Revenues are also diminished by Community Service sentencing.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 355,872	\$ 318,020	\$ 275,759	\$ 252,884	\$ 233,221	\$ 219,144	\$ 219,144
% Change	11.35%	-10.64%	-13.29%	-8.30%	-7.78%	-6.04%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item Parking Violation Fines

Account / Source 02.0401.34103 / Fines and Forfeitures

Authorization EMC 1-7-4D

Description Penalties established for parking violation convictions if paid at the Violations Bureau.

Fee Schedule Parking in fire lane - \$50; handicap violations - \$100; storage violations - \$25; all other parking violations - \$20; plus \$25 if not received in Violations Bureau within 14 days.

Date Last Changed 2003

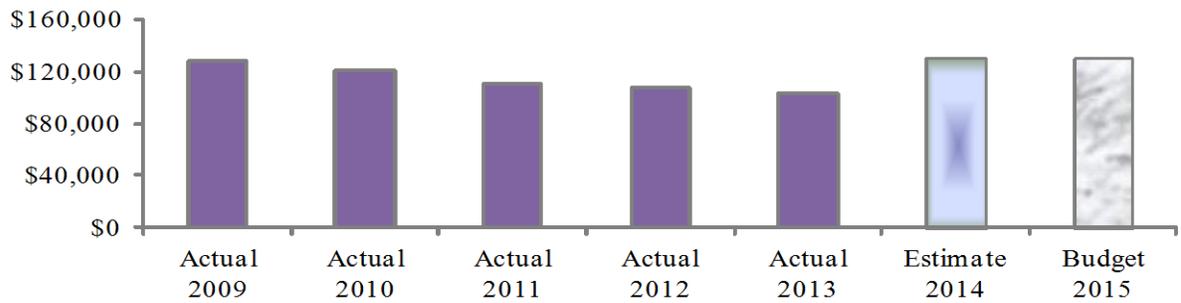
Previous Fee Schedule Parking in fire lane - \$25; handicap violations - \$100; all other parking violations - \$15, plus \$25 or \$50 if not received in Violations Bureau within 14 days.

Formula Method Projections based on historical trends.

Projection Method N/A

Comments Fines and late penalties are printed on Defendant's copy of ticket and are reviewed prior to each new ticket printing; also, comparison with surrounding municipalities done before fines determined by Judge.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 129,170	\$ 121,625	\$ 110,114	\$ 108,245	\$ 103,759	\$ 130,000	\$ 130,000
% Change	-18.39%	-5.84%	-9.46%	-1.70%	-4.14%	25.29%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item Violations Bureau Fines (Non-Parking)

Account / Source 02.0401.34104 / Fines and Forfeitures

Authorization EMC 1-7-4D

Description Penalties established by Judge for ordinance violations which can be paid at the Violations Bureau upon entry of guilty plea.

Fee Schedule TRAFFIC: \$30 per Motor Vehicle Point and \$50+ per point with accident assessed on 1st traffic conviction in Colorado; X 1.5 if 2nd offense; X 2 if 3rd offense.
OTHERS: \$25 to \$250 minimum fine amount, based on violation

Date Last Changed January 2009

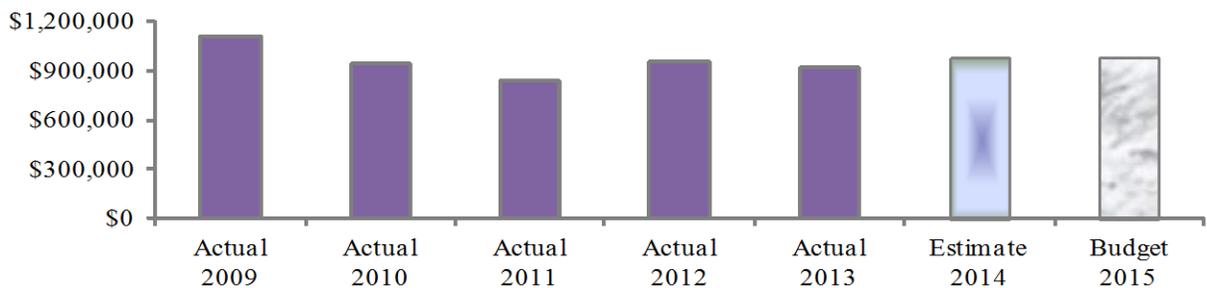
Previous Fee Schedule TRAFFIC: \$20 per Motor Vehicle Point and \$20+ per point with accident assessed on 1st traffic conviction in Colorado; X 1.5 if 2nd offense; X 2 if 3rd offense.
OTHERS: \$25 minimum fine; various amounts

Formula Method Projections based on historical trends.

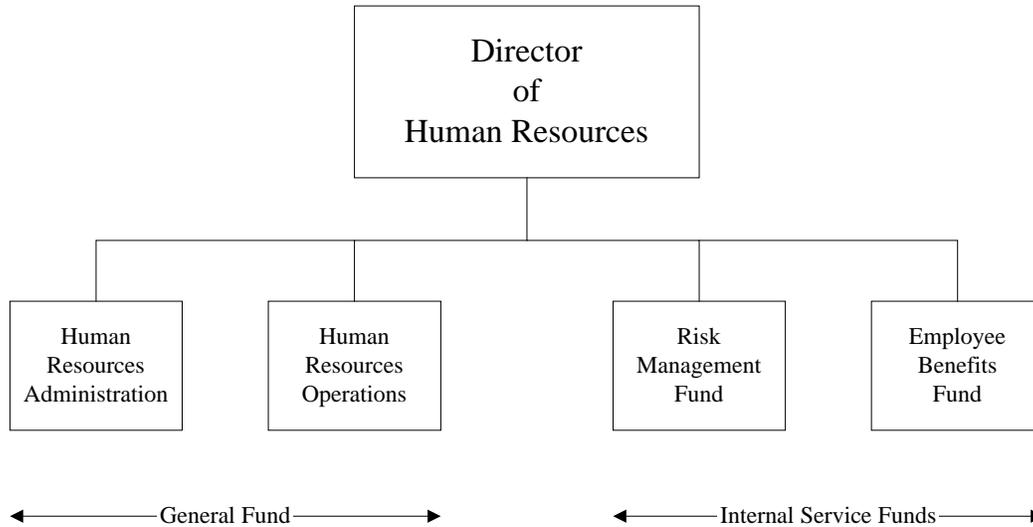
Projection Method Estimate

Comments Fines are reviewed each year and compared to fines imposed in surrounding municipalities before determined by Judge. Beginning July, 1990, some fines (non - accidents) are paid at the violation bureau rather than Court. In mid 1990, this account was divided into Fines (non-parking) and Late Fees.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,111,289	\$ 945,833	\$ 842,479	\$ 955,546	\$ 917,877	\$ 975,000	\$ 975,000
% Change	19.07%	-14.89%	-10.93%	13.42%	-3.94%	6.22%	0.00%



Department Human Resources
Fund General



Description The Human Resources Department partners with departments to strategically manage employment functions for the City of Englewood.

Human Resources staff administer the following services:

- Compensation
- Employee Benefits
- Employee Relations
- Employee Wellness Programs
- Employee Recognition
- Labor Relations and Negotiations
- Recruitment and Selection
- Risk Management
- Training and Development

Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2014 Major Department Initiatives Planned

2015 Major Department Initiatives Planned

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2013 Major Department Initiatives Planned

2013 Major Department Initiatives Accomplished

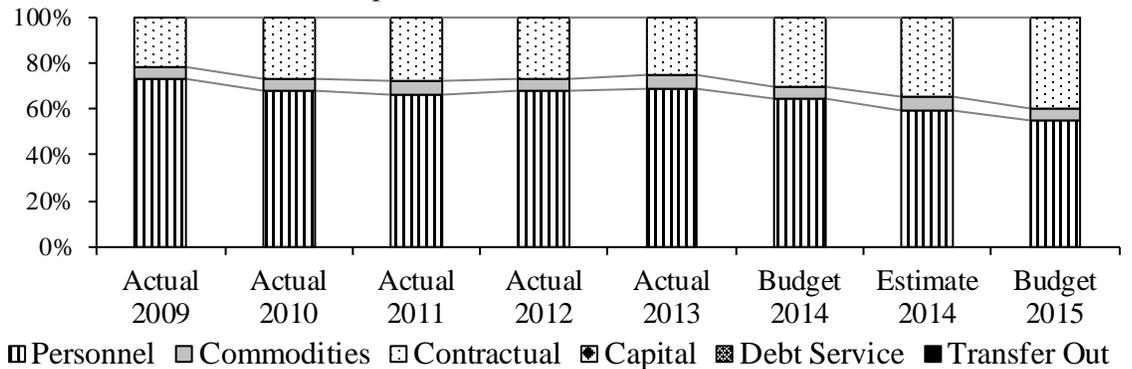
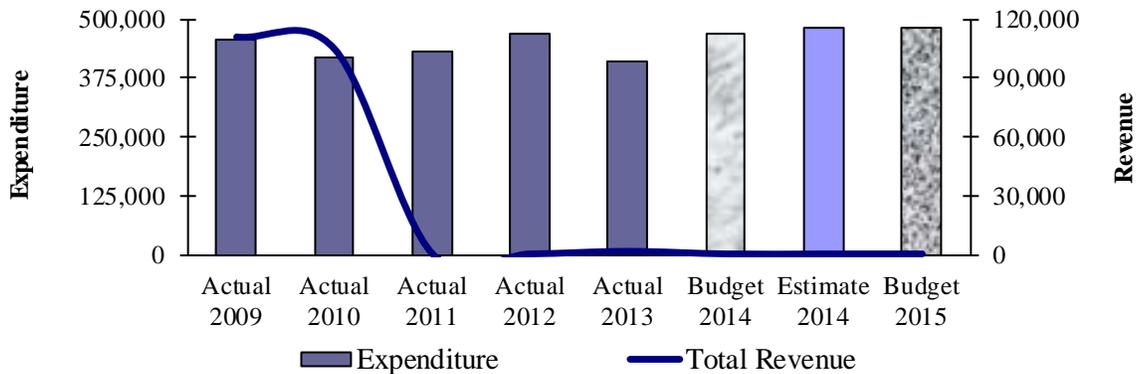
- Lead full contract negotiations with Englewood Employees Association and Englewood Firefighters Association.
- Implement Oracle Standard Benefits (OSB). Lack of technical staffing resources postponed implementation in 2012.
- Build upon the successful “Wellness Counts” program implemented in 2011-2012 through the intra departmental committee “Wellness @ Englewood”
- Finalize development of a Citywide model for succession planning begun in 2012.
- Complete preparations for 2014 implementation of the Affordable Care Act..

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Department Human Resources
Fund General

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	110,647	104,409	-	-	1,320	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	110,647	104,409	-	-	1,320	-	-	-
Percent Change		-5.64%	-100.00%	----	----	-100.00%	----	----
Expenditure								
Personnel	333,149	285,093	286,578	320,450	281,071	302,158	287,261	264,546
Commodities	22,834	21,569	23,694	22,173	25,844	24,007	26,507	26,507
Contractual	100,293	112,759	120,521	126,720	101,637	142,661	168,858	191,840
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	456,276	419,421	430,793	469,343	408,552	468,826	482,626	482,893
Percent Change		-8.08%	2.71%	8.95%	-12.95%	14.75%	2.94%	0.06%
Employees FTE	3.770	3.543	2.729	3.513	3.513	3.513	3.013	2.813
Percent Change FTE		-6.03%	-22.98%	28.73%	0.00%	0.00%	-14.23%	-6.64%



Department Human Resources

Fund General

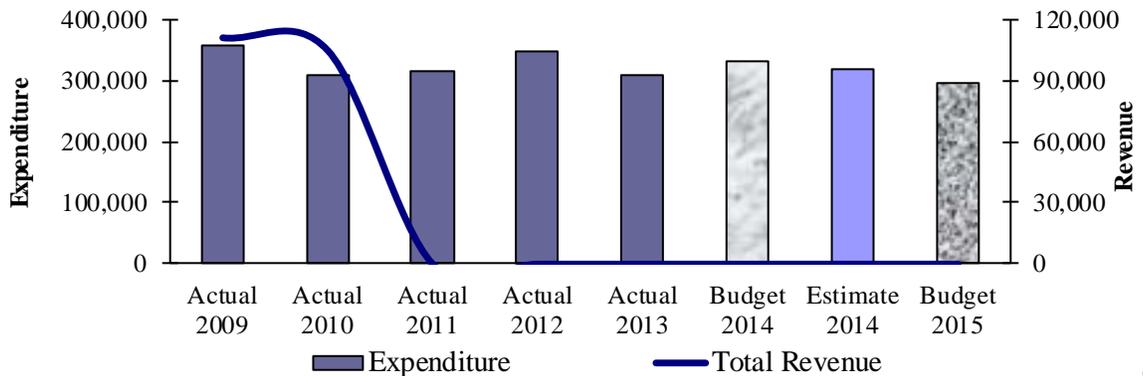
Division Administration

Account 02.0501

Description To act as a strategic partner with City departments by working with employees to achieve organization goals and create opportunities for success through the effective administration of human resources functions - - compensation, recruitment/employment, organizational training, employee relations, labor negotiations, employee benefits and risk management.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	110,647	104,409	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	110,647	104,409	-	-	-	-	-	-
Percent Change		-5.64%	-100.00%	----	----	----	----	----
Expenditure								
Personnel	333,149	285,093	286,578	320,450	281,071	302,158	287,261	264,546
Commodities	10,160	9,738	11,058	10,072	11,968	11,007	11,507	11,507
Contractual	12,667	15,250	16,736	17,326	14,156	18,061	18,258	19,240
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	355,976	310,081	314,372	347,848	307,195	331,226	317,026	295,293
Percent Change		-12.89%	1.38%	10.65%	-11.69%	7.82%	-4.29%	-6.86%
Employees FTE	3.770	3.543	2.729	3.513	3.513	3.513	3.013	2.813
Percent Change FTE		-6.03%	-22.98%	28.73%	0.00%	0.00%	-14.23%	-6.64%



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Department Human Resources

Fund General

Division Administration

Account 02.0501

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Ensure asset management via leadership role in the recruitment and retention of appropriate maintenance staff.	
A safe, clean, healthy and attractive City	2. Provide support to Safety Services by continuously testing police and fire applicants in order to maintain a pool of qualified candidates from which vacancies can be quickly filled.	
A progressive City that provides responsive and cost efficient services	3. Promote the acquisition and maintenance of a well trained and productive City staff by upholding City Charter “Merit Principles” (<i>Chapter 35: 138:2</i>) which require: <ul style="list-style-type: none"> • “The establishment and maintenance of a classification plan...” • “The establishment and maintenance of an employee training program...” “The establishment and maintenance of a job related employee performance appraisal system...”	
A City that is business-friendly and economically diverse	4. Contribute to a positive image of the City through the promotion of “harmonious, peaceful and cooperative relationships” between City employees and management as mandated by City Charter and accomplished through successful, interest –based labor relations and negotiations with the various City unions.	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Support City departments and staff with primary responsibility for this outcome through the activities listed in #3 and #4 above.	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Human Resources

Fund General

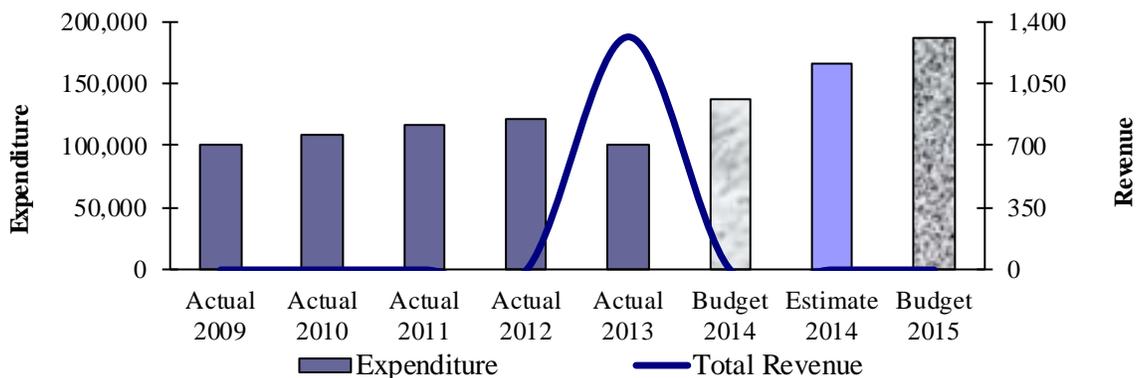
Division Operations

Account 02.0502

Description The City recognizes that the vitality of our organization in delivering excellent public services to our community is dependent upon our employees. Human Resources is committed to work with all employees to create an environment that will enhance career development, recognize talent and achievement, and expand the scope of individual and team contributions to achieve quality results.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	1,320	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	1,320	-	-	-
Percent Change		----	----	----	----	-100.00%	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	12,674	11,831	12,636	12,101	13,876	13,000	15,000	15,000
Contractual	87,626	97,509	103,785	109,394	87,481	124,600	150,600	172,600
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	100,300	109,340	116,421	121,495	101,357	137,600	165,600	187,600
Percent Change		9.01%	6.48%	4.36%	-16.58%	35.76%	20.35%	13.29%
Employees FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percent Change FTE		----	----	----	----	----	----	----



Department Human Resources

Fund General

Division Operations

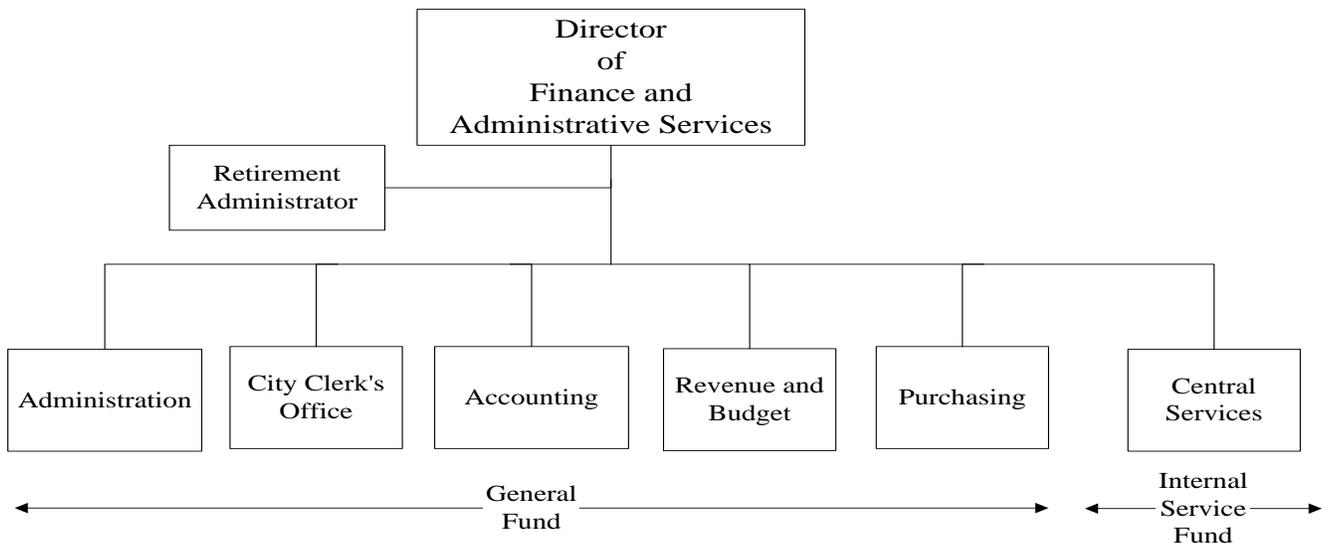
Account 02.0502

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Recruitment advertising / job fairs / pre-employment physicals & background investigations	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Finance and Administrative Services

Fund General



Description The Finance and Administrative Services Department oversees all aspects of the City of Englewood's financial management. The following divisions are under the department's purview: Administration, City Clerk's Office, Accounting, Revenue and Budget and Purchasing.

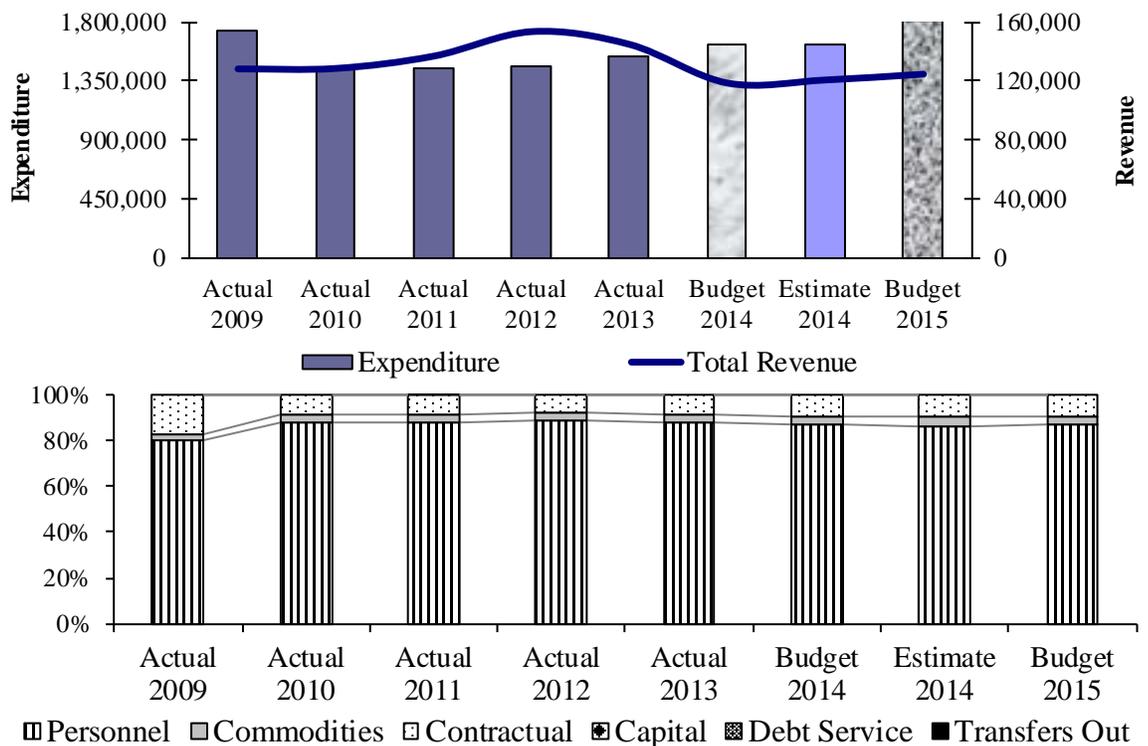
Mission To meet the needs of City staff, legislative bodies, citizens, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Work through legislative changes, working with Arapahoe County for a successful 2014 Election. The City will be a Drop-off site, as well as a Vote Center in 2014. • Work through processes and procedures reflecting changes to marijuana industry, including medical & retail (if Council lifts the ban on retail). 	<ul style="list-style-type: none"> • Conduct the 2015 General Municipal Election. • Work through processes and procedures reflecting changes to marijuana industry, including medical & retail (if Council lifts the ban on retail).
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Award contract to successful vendor, and began implementing the integrated Tax Collection and Business Licensing System. • Conduct the 2013 General Municipal Election. 	<ul style="list-style-type: none"> • Contract was awarded to MUNIREvs, LLC and implementation began in June 2013. Businesses were able to submit online license applications and returns as of September 1, 2013.

Department Finance and Administrative Services
Fund General

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	64,270	64,443	72,471	89,006	81,755	64,030	66,143	70,079
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	25	53	297	435	1,113	300	300	300
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	64,200	64,329	64,356	64,200	62,123	54,600	54,600	54,600
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	128,495	128,825	137,124	153,641	144,991	118,930	121,043	124,979
Percent Change		0.26%	6.44%	12.05%	-5.63%	-17.97%	1.78%	3.25%
Expenditure								
Personnel	1,388,496	1,270,232	1,269,589	1,303,539	1,347,130	1,411,460	1,412,399	1,566,499
Commodities	49,254	49,063	47,606	44,654	47,244	59,800	61,691	63,826
Contractual	303,151	126,302	127,082	116,112	138,685	153,890	162,427	174,727
Capital	-	-	2,035	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Total Expenditure	1,740,901	1,445,597	1,446,312	1,464,305	1,533,059	1,625,150	1,636,517	1,805,052
Percent Change		-16.96%	0.05%	1.24%	4.70%	6.01%	0.70%	10.30%
Employees FTE	17.900	17.762	17.632	17.900	17.900	17.900	17.900	18.900
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	5.59%



Department Finance and Administrative Services

Fund General

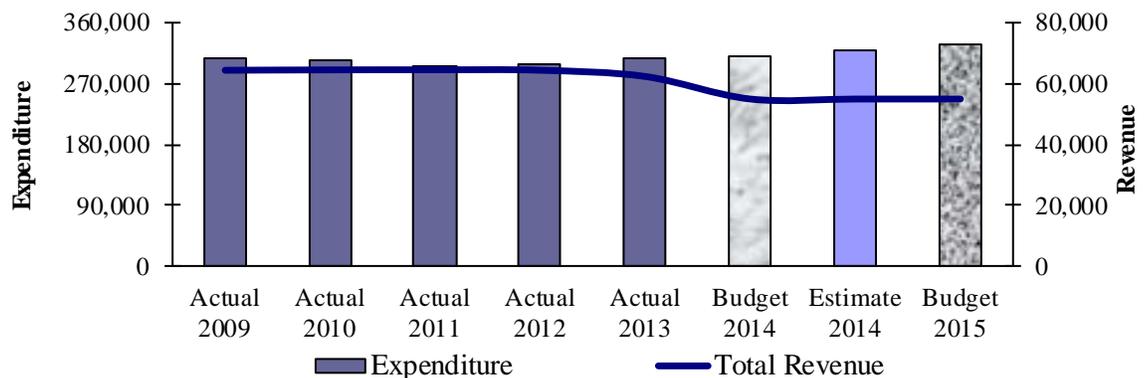
Division Administration

Account 02.0601

Description The Administrative Division develops financial and budgetary policies, manages and directs revenue and accounting activities. Pension administration and investment of all City funds are specific functions of Financial Services Administration.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	64,200	64,329	64,356	64,200	62,123	54,600	54,600	54,600
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	64,200	64,329	64,356	64,200	62,123	54,600	54,600	54,600
Percent Change		0.20%	0.04%	-0.24%	-3.24%	-12.11%	0.00%	0.00%
Expenditure								
Personnel	251,134	251,132	244,381	249,713	257,982	263,829	262,408	271,406
Commodities	3,497	3,877	3,391	2,452	4,146	2,620	3,792	3,792
Contractual	52,936	49,956	48,876	45,278	44,382	44,832	51,732	50,832
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	307,567	304,965	296,648	297,443	306,510	311,281	317,932	326,030
Percent Change		-0.85%	-2.73%	0.27%	3.05%	1.56%	2.14%	2.55%
Employees FTE	2.000	1.985	1.970	2.000	2.000	2.000	2.000	2.000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Administration Division supports this activity by providing financial analysis and financing options for the various City departments that acquire, construct, and	The Administrative Division creates (and continually improves) monthly reports detailing revenues, expenditures, and projected ending fund balance to the various

Department Finance and Administrative Services

Fund General

Division Administration

Account 02.0601

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	maintain City infrastructure. The Division supports the City's employees who construct, maintain, and acquire the City's infrastructure.	departments to facilitate infrastructure decision making and long-term planning.
A safe, clean, healthy and attractive City	2. Administration Division supports this activity indirectly by coordination the efforts that support those that keep the City safe, clean, healthy, and attractive. The Division supports the City's employees who construct, maintain, and acquire the City's infrastructure.	Finance and Administrative Services tracks revenues and expenditures to ensure infrastructure maintenance and construction projects are within budgets.
A progressive City that provides responsive and cost efficient services	3. Administration Division works with the City Manager's Office and the other departments to analyze and make recommendation to provide the best services in the least costly manner. Administration Division supports this activity indirectly by coordination the efforts that support those that keep the City safe, clean, healthy, and attractive.	Administration Division gathers data and creates various standard and ad hoc reports for the City Manager and department directors regarding current/past staffing, expenditure history and expenditure composition. Monthly financial reports aid the City Manager and department directors determine if period-to-date expenditures are reasonable.
A City that is business-friendly and economically diverse.	4. Administration Division has direct contact with the majority of the City's business either through licensing or sales tax auditing and seminars.	Administration Division discusses sales tax licensing, issues, and reporting with the business community. Also, miscellaneous license issues/requests are coordinated with interested/impacted businesses, City Council, and staff.
A City that provides diverse cultural, recreational and entertainment opportunities	5. Administration Division supports the employees that provide these services to the community.	Administrative Division coordinates pension activities, works with Accounting on payroll issues, and manages travel issues.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Finance and Administrative Services

Fund General

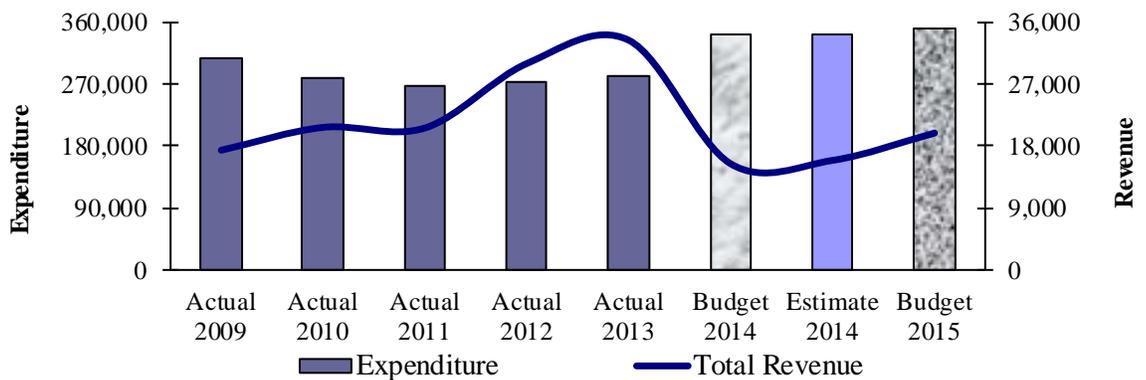
Division City Clerk's Office

Account 02.0602

Description Preservation of all official City records; administration of liquor and medical marijuana licensing; clerk to City Council. Conduct regular and special Englewood municipal elections under auspices of the Election Commission.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	17,408	20,706	20,599	29,821	32,895	15,140	15,643	19,579
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	3	22	110	388	300	300	300
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	17,408	20,709	20,621	29,931	33,283	15,440	15,943	19,879
Percent Change		18.96%	-0.42%	45.15%	11.20%	-53.61%	3.26%	24.69%
Expenditure								
Personnel	224,168	225,964	225,080	227,736	224,463	261,017	260,143	270,325
Commodities	12,525	12,375	12,432	12,500	12,570	15,580	16,213	16,213
Contractual	71,894	41,112	31,361	33,549	45,569	65,300	65,300	65,300
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	308,587	279,451	268,873	273,785	282,602	341,897	341,656	351,838
Percent Change		-9.44%	-3.79%	1.83%	3.22%	20.98%	-0.07%	2.98%
Employees FTE	3.000	2.977	2.955	3.000	3.000	3.000	3.000	3.000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Provide optimum Customer Service.	1. Continue to work with other departments (within the City and with outside agencies). Direct citizens to appropriate person, department or agency that can best meet their needs. Continue to assess methods of

Department Finance and Administrative Services

Fund General

Division City Clerk's Office

Account 02.0602

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
		operation to ensure the most effective and efficient work processes are used and apply electronic technology where applicable.
	2. Provide current WEB access to Election, Liquor Licensing and Medical Marijuana information.	2. A City Clerk webpage has been set up, with specific information and links to the outside entities.
	3. Establish an electronic repository of City documents.	3. The City Clerk's Office is working with the Information Technology Department to implement the City-wide Enterprise Content Management (ECM) Solution, updating and modifying to best fit the City's needs.
	4. Assist citizens, candidates and issue committees with election processes.	4. Staying on top of election laws and participating in election training. Continue HAVA training in order to maintain Election Official Certification.
	5. Continue to evaluate and refine Records Disaster Recovery Plan.	5. Training/education enables us to keep up with the latest ideas/procedures/processes and contact information. Attend NARA & FEMA training when offered.
	6. Develop a well-trained and productive staff.	6. Training is a high priority and is encouraged. Provide market-based compensation for appropriate work efforts. Cross-train within the City Clerk's Office.
A City that is business-friendly and economically diverse.	7. Provide quality customer service to all of our liquor and medical marijuana licensees. And, eventually, retail marijuana licensees if ban is lifted.	7. City Clerk staff will attend various applicable meetings/programs/classes to maintain the necessary training to stay up-to-date with current laws and procedures (and keep licensees and the Authority informed on any new information).
	8. Facilitate Open Record's Requests.	8. Use established Open Records Request Policy to respond to Open Record's Requests city-wide, from initial request to final closure.
	9. Update meeting recording system.	9. Work with the various departments to upgrade the digital recording system, keeping current with the latest release version. Continue training with the recording secretaries. Work with IT to resolve issues as they arise with hardware & software upgrades and replacements.

	Goals /							
Performance Measure	Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Finance and Administrative Services

Fund General

Revenue Item City Clerk's Office

Account / Source 02.0602.32101 / Licenses & Permits

Authorization EMC Title 5 Chapters 3 and 3D

Description License Application Fees for Liquor and Medical Marijuana (MMJ) Establishments

Fee Schedule

Liquor License Fees

Medical Marijuana License Fees

Liquor License (new)	\$1,000	MMJ Business/Vendor Registration	\$ 100
Liquor License (renew)	100	MMJ License (new) all types	1,000
Liquor License (transfer)	1,000	MMJ License (renew) all types	1,000
Special Event Permit (Vinous Spirits)	100	MMJ License (transfer)	1,000
Special Event Permit (3.2 Beer)	100	MMJ Inspection permit	100
		MMJ Modification of premises permit	100

Date Last Changed 2012

Previous Fee Schedule

Liquor License Fees

Liquor License (new)	\$500
Liquor License (renew)	50
Liquor License (transfer)	500
Special Event Permit (Vinous Spirits)	25
Special Event Permit (3.2 Beer)	10

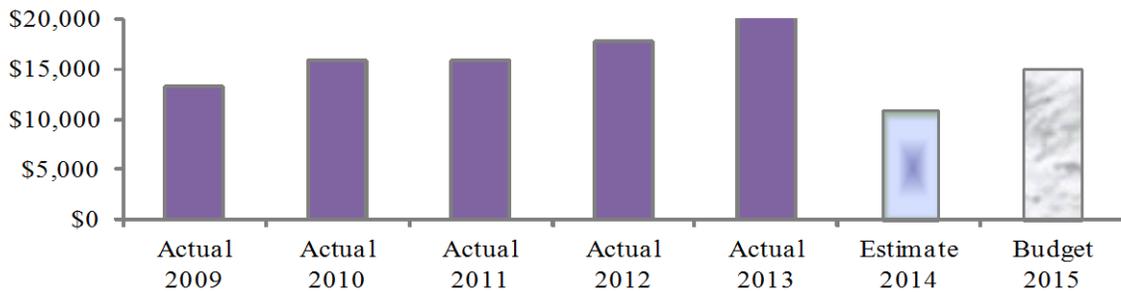
Previous Fee Schedule Estimate based on previous collections and assessment of future activity.

Formula Method N/A

Projection Method N/A

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 13,275	\$ 15,870	\$ 15,900	\$ 17,803	\$ 23,955	\$ 11,000	\$ 15,000
% Change	-17.67%	19.55%	0.19%	11.97%	34.55%	-54.08%	36.36%



Department Finance and Administrative Services

Fund General

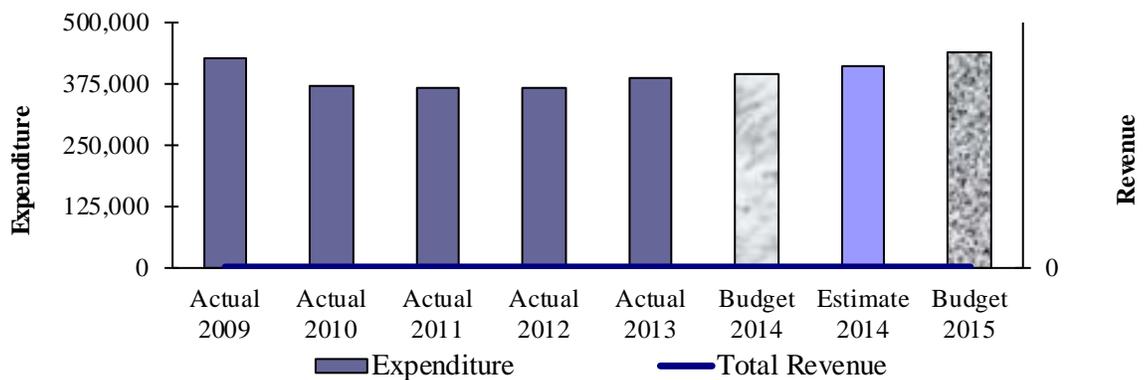
Division Accounting

Account 02.0603

Description The Accounting division maintains the City's financial records; completes the annual audit; writes the annual financial reports for the City, the Urban Renewal Authority, and the Littleton/Englewood Wastewater Treatment Plant; and maintains the accounts payable and payroll functions.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	392,130	346,492	335,268	340,492	352,371	361,158	382,393	396,825
Commodities	15,883	15,064	12,758	14,765	12,672	20,150	18,315	20,450
Contractual	20,244	9,486	19,118	9,713	19,500	14,300	9,900	23,100
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	428,257	371,042	367,144	364,970	384,543	395,608	410,608	440,375
Percent Change		-13.36%	-1.05%	-0.59%	5.36%	2.88%	3.79%	7.25%
Employees FTE	4.900	4.862	4.827	4.900	4.900	4.900	4.900	4.900
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assist Departments in compiling and analyzing financial needs of long-term assets.	The Accounting Division creates (and continually improves) monthly reports detailing revenues, expenditures, and projected ending fund balance to the various

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Assist Departments in preparing financial information for grants, leasing and bonding for projects related to maintaining the safety and beautification of the City.	departments to facilitate infrastructure decision making and long-term planning. Accounting tracks revenues and expenditures to provide departments with the necessary information required for grant applications or debt issuances.
A progressive City that provides responsive and cost efficient services	3. Provide historic and current financial information for analysis. 4. Provide accounts payable and payroll services.	The Accounting Division creates monthly financial reports to aid departments to determine if period-to-date expenditures are reasonable. Accounting processes accounts payable and payroll in an accurate and timely manner to ensure that the City's flow of services is not interrupted.
A City that is business-friendly and economically diverse.	5. Work with Departments on the analysis on incentive packages to attract new business. 6. Provide financial information to aid data gathering and analysis projects. 7. Provide historic financial information to aid decision making. 8. Provide financial information to aid data gathering and analysis projects.	The Accounting Division maintains historical detailed revenue and expenditure data to support the various departments when assisting the business community.
A City that provides diverse cultural, recreational and entertainment opportunities	9. Provide financial information for decision making (e.g. tax incentives)	The Accounting Division maintains historical detailed revenue and expenditure data to support the parks and recreation department in assessing the financial condition of their unique programs.

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Actual annual City requirements accounted for (expenditures and transfers) (in Millions of Dollars)		\$104.50	\$106.06	\$104.95	\$114.20	\$109.55	\$109.55	\$109.55
Number of payment transactions processed for departments		8,000	8,000	8,000	8,000	8,000	8,000	8,000
Number of payroll payments per year		27,000	27,000	27,000	27,000	27,000	27,000	27,000
Number of payrolls not met		0	0	0	0	0	0	0
Awarded Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report (CAFR) awarded "clean opinion"		Yes	Yes	Yes	Yes	Yes	Yes	Yes

Department Finance and Administrative Services

Fund General

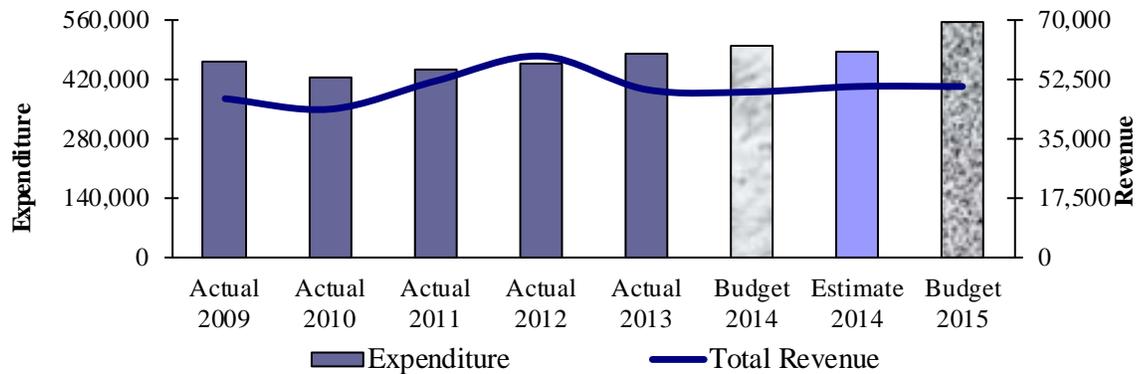
Division Revenue and Budget

Account 02.0604

Description The Revenue & Budget Division's function is to ensure compliance with the Sales & Use tax ordinance and other revenue-applicable sections of the Englewood Municipal Code. The division is also responsible for the compilation and monitoring of the City's annual budget, collection and deposit of all City funds, and switchboard/ receptionist functions. All sales and use tax and miscellaneous business licenses are issued through this division.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	46,862	43,737	51,872	59,185	48,860	48,890	50,500	50,500
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	25	50	275	325	725	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	46,887	43,787	52,147	59,510	49,585	48,890	50,500	50,500
Percent Change		-6.61%	19.09%	14.12%	-16.68%	-1.40%	3.29%	0.00%
Expenditure								
Personnel	418,337	381,258	397,174	415,452	436,448	448,836	428,562	499,992
Commodities	15,732	16,804	17,754	14,460	16,658	20,000	21,710	21,710
Contractual	27,645	24,595	25,307	26,467	26,919	27,458	33,495	33,495
Capital	-	-	2,035	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	461,714	422,657	442,270	456,379	480,025	496,294	483,767	555,197
Percent Change		-8.46%	4.64%	3.19%	5.18%	3.39%	-2.52%	14.77%
Employees FTE	7.000	6.946	6.895	7.000	7.000	7.000	7.000	7.000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Finance and Administrative Services

Fund General

Division Revenue and Budget

Account 02.0604

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	1. Provide assurance to citizens and customers to the City that workers operating in the City are properly qualified. Some licenses require a deposit to ensure proper clean-up.	1. Issue sales and use tax and miscellaneous licenses for various types of businesses upon completion of the application process.
A progressive City that provides responsive and cost efficient services	2. Provide quality customer service through immediate or soon thereafter response to inquiries at the cashier window and/or switchboard. 3. Provide cost effective and efficient services in the processing of high volume transactions for sales and use tax and utility payments. 4. Provide citizens, council members, employees, and other stakeholders an annual balanced budget that outlines the financial plan of the City.	2. Cross-train employees within division to ensure better understanding of the various services performed within the division, department and the City at large. 3. Provide credit card and ACH payment types as well as "lockbox" processing for high volume transactions provided by sales and use tax and utility payments. 4. Prepare the budget at a department and division level that identifies programs and services provided for the given funds available.
A City that is business-friendly and economically diverse.	5. Ensure understanding and compliance with the Englewood Municipal Code for businesses located and operating in the City.	5a. Provide monthly taxpayer education classes and one-on-one sessions as needed, assist with preparing tax forms, process taxpayer refunds, and respond to taxpayer inquiries. 5b. Audit taxpayers to ensure the understanding and compliance of sales and use tax remittance.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Audit Revenue and Collections on Account Balance Received	5	363,711	350,606	156,855	135,924	153,613	300,000	300,000
Audits Completed	5	27	44	31	26	23	72	72
Received the GFOA's Distinguished Budget Presentation Award	4	Yes	Yes	Yes	Yes	Yes	Yes	TBD

Department Finance and Administrative Services

Fund General

Revenue Item Miscellaneous Business License Application Fees

Account / Source 02.0604.32105 / Licenses & Permits

Authorization EMC Title 5

Description Fees charged to businesses applying for miscellaneous business license.

Fee Schedule See schedule on next page.

Date Last Changed Various

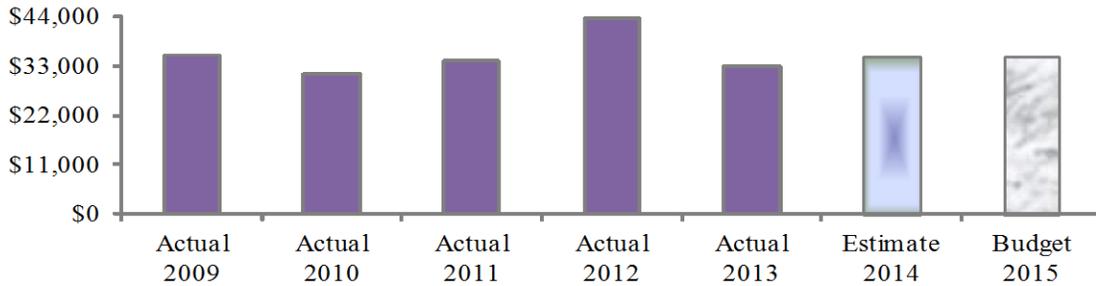
Previous Fee Schedule Various

Formula Method Estimated number of licenses X Fee.

Projection Method Flat growth expected for the foreseeable future.

Comments Fees are established by resolution.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 35,397	\$ 31,362	\$ 34,167	\$ 43,365	\$ 32,870	\$ 35,000	\$ 35,000
% Change	-0.29%	-11.40%	8.95%	26.92%	-24.20%	6.48%	0.00%



Department Finance and Administrative Services

Fund General

Revenue Item Miscellaneous Business License Application Fees

Account / Source 02.0604.32105 / Licenses & Permits

Type of License	License Fee 2014	Renewal Basis	No. of Licenses 2015	No. of Licenses 2014	Budget 2015
Adult Entertainment Establishment	\$ 2,000.00	Annual	1	1	\$ 2,000.00
Amusement/Public Dances	\$ 60.00	Annual	9	9	\$ 540.00
	\$ 25.00	Annual per machine, lane and/or table	183	183	\$ 4,575.00
Arborist	\$ 60.00	Annual	39	39	\$ 2,340.00
Auctioneer	\$ 25.00	Resident: Annual			\$ -
	\$ 50.00	Itinerant: Annual	2	2	\$ 100.00
Auto Salvage/Recycling Yards	\$ 100.00	Annual	2	2	\$ 200.00
Body Piercing Establishment	\$ 100.00	Annual	3	3	\$ 300.00
Canine & Feline Breeders	\$ 50.00	Initial Fee	0	0	\$ -
	\$ 50.00	Annual	2	2	\$ 100.00
Pet Store	\$ 250.00	Annual	0	0	\$ -
Kennel	\$ 250.00	Annual	0	0	\$ -
Christmas Tree Dealers	\$ 25.00	Annual	0	0	\$ -
Direct Sellers	\$ 5.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	6	6	\$ 450.00
Food Vendors	\$ 10.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	2	2	\$ 150.00
Guard/Attack Dog	\$ 100.00	Annual	0	0	\$ -
Pawnbroker/Auto Pawn	\$ 2,500.00	Initial Fee	0	0	\$ -
	\$ 1,250.00	Annual	8	8	\$ 10,000.00
Purchaser of Valuable Articles	\$ 250.00	Annual	10	10	\$ 2,500.00
Reflexology	\$ 100.00	Annual	3	3	\$ 300.00
Tattoo Establishments	\$ 100.00	Annual	4	4	\$ 400.00
Special Events	\$ 40.00	Per Event	18	18	\$ 720.00
Telecommunications	\$ 200.00	Tower: Initial Fee	0	0	\$ -
	\$ 50.00	Tower: Annual	8	8	\$ 400.00
	\$ 100.00	Facility: Initial Fee	0	0	\$ -
	\$ 50.00	Facility: Annual	0	0	\$ -
Temporary Employment Services	\$ 100.00	Annual	0	0	\$ -
Trash Hauling	\$ 75.00	Annual Per Truck	8	8	\$ 600.00
Totals			308	308	\$ 25,675.00

Department Finance and Administrative Services

Fund General

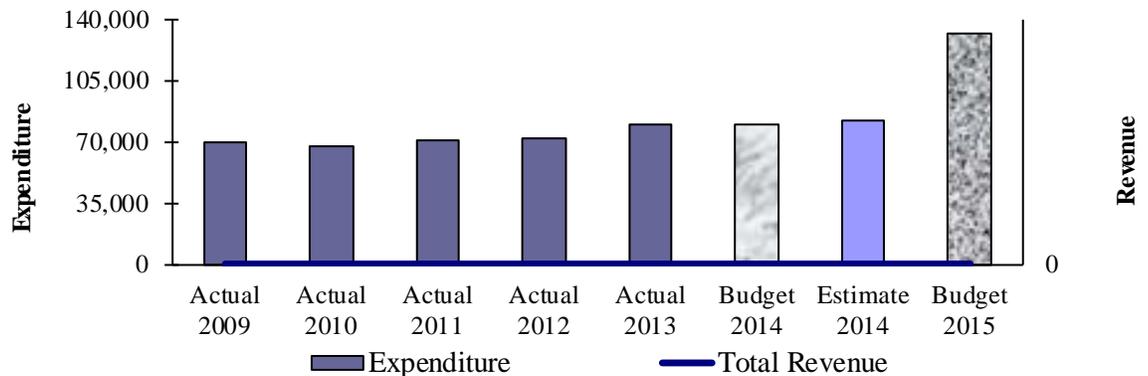
Division Purchasing

Account 02.0605

Description To provide responsive customer service to all City departments in areas of procurement. Ensure that support to customers is of the highest quality and the products and services provided are cost effective.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	65,002	65,386	67,686	70,146	75,866	76,620	78,893	127,951
Commodities	1,617	943	1,271	477	1,198	1,450	1,661	1,661
Contractual	3,180	1,153	2,420	1,105	2,315	2,000	2,000	2,000
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	69,799	67,482	71,377	71,728	79,379	80,070	82,554	131,612
Percent Change		-3.32%	5.77%	0.49%	10.67%	0.87%	3.10%	59.43%
Employees FTE	1.000	0.992	0.985	1.000	1.000	1.000	1.000	2.000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	100.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Improve Procurement efficiency & effectiveness strategies. <ul style="list-style-type: none"> Ensure The City acquires the highest quality goods and services in the most cost effective manner within guidelines contained In The City's Purchasing Policies 	The Purchasing Division is constantly striving to work with departments to make purchasing processes easier both in the purchasing of products & services and competitive bid processes while still protecting the tax payer's funds

Department Finance and Administrative Services

Fund General

Division Purchasing

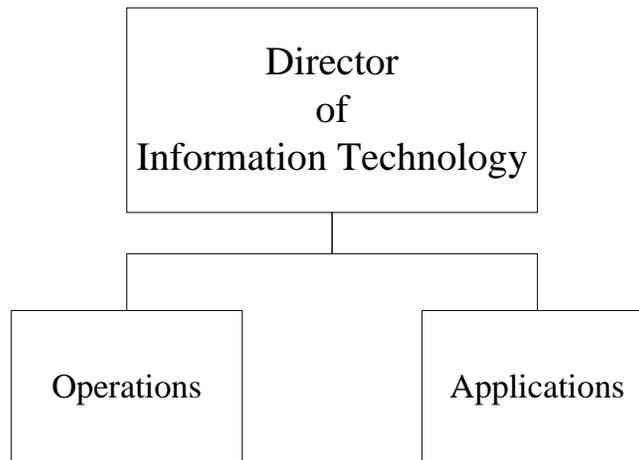
Account 02.0605

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal Activity
	<ul style="list-style-type: none"> • Continue to utilize web resources for procurement • Develop a comprehensive vendor database • Maintain good/effective vendor relations by employing fair and impartial Purchasing Procedures and keeping vendors informed of changing requirements • Keep departments informed of new Purchasing opportunities, procedures and methods 	
A safe, clean, healthy and attractive City	2. Send out bid opportunities for improvements at various locations throughout the City as required.	The Purchasing Division is constantly striving to work with departments to make purchasing processes easier both in the purchasing of products & services and competitive bid processes while still protecting the tax payer's funds
A progressive City that provides responsive and cost efficient services	3. To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchasing requirements, at the best possible price, and the best delivery. To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchase order placement, at the best possible price, and the best delivery. 4. To ensure that the City's purchasing policies as prescribed by both Charter and City Management are followed. 5. Monitor compliance to purchasing policies. 6. To ensure that all City owned vehicles are properly licensed. 7. To ensure that the City's policies regarding the disposition of assets are followed.	The Purchasing Division works with Accounting, City Departments and the City Manager to insure Purchasing policies are being followed. It is the goal of the Purchasing Division to consider best value of a product or service and to minimize the overall total cost. The Purchasing Division subscribes to the National Institute of Governmental Purchasing (NIGP) Code of Ethics
A City that is business-friendly and economically diverse.	8. Expand the City's' formal bidding process for the procurement of capital, enterprise, equipment, commodities, and contract services, and to insure opportunities are available fairly and equally to vendors and contractors.	The Purchasing Division continually improve the electronic bidding processes for construction, services and commodities in cooperation with other local agencies thereby offering more opportunities and value for proposing firms.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Information Technology

Fund General



Description Englewood's Department of Information Technology is responsible for the efficient and effective operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department helps identify and implement City-wide information systems and manages technology training programs.

Mission **The Information Technology Department is responsible for the efficient, effective and secure operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department evaluates, integrates and supports innovative technologies to help internal and external customers achieve their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the City.**

2014 Major Department Initiatives Planned

- Upgrade Network Infrastructure
- Complete CJIS Technical requirements
- Upgrade Telephone software

2015 Major Department Initiatives Planned

- Complete online and iPad permitting and access.
- Cloud email
- Complete disaster recovery procedures

2013 Major Department Initiatives Planned

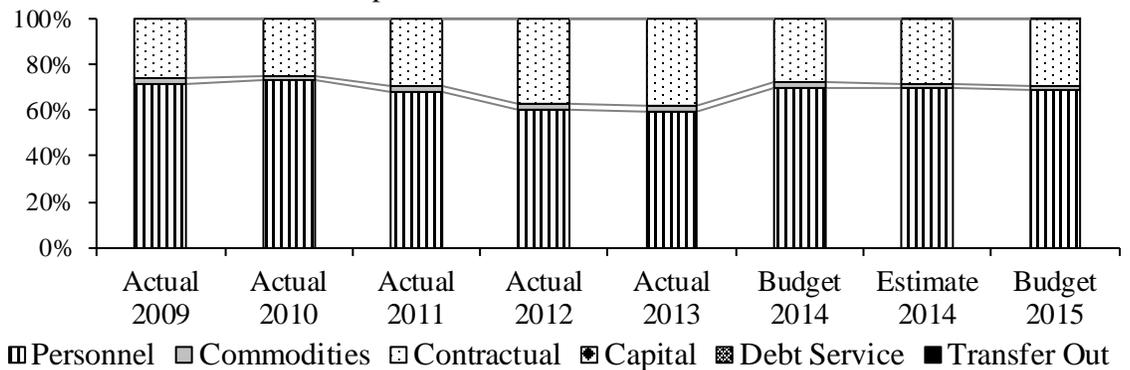
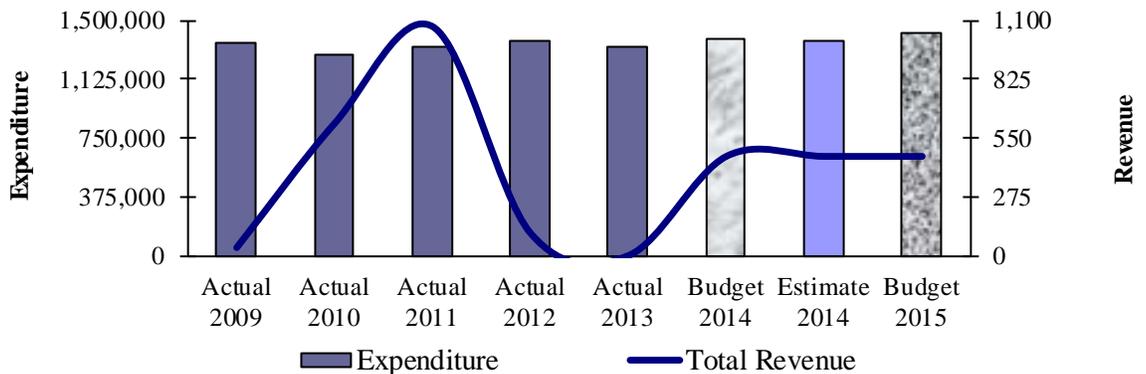
- Restructure security software
- Replace Sales Tax System Software
- Replace Mortgage Loan program

2013 Major Department Initiatives Accomplished

- Online Sales Tax Software System
- Replaced Mortgage Loan software
- Implemented Microsoft System Management

Department Information Technology
Fund General
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	37	617	1,069	105	-	463	463	463
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	37	617	1,069	105	-	463	463	463
Percent Change		1567.57%	73.26%	-90.18%	-100.00%	----	0.00%	0.00%
Expenditure								
Personnel	969,456	936,666	907,035	830,229	797,895	962,486	947,184	981,121
Commodities	32,123	26,360	36,409	37,042	26,592	29,368	29,368	29,368
Contractual	358,659	317,634	389,323	506,673	512,103	387,088	387,688	414,266
Capital	-	-	-	-	-	-	634	634
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,360,238	1,280,660	1,332,767	1,373,944	1,336,590	1,378,942	1,364,874	1,425,389
Percent Change		-5.85%	4.07%	3.09%	-2.72%	3.17%	-1.02%	4.43%
Employees FTE	11.500	10.419	10.343	10.500	10.500	10.500	10.500	10.500
Percent Change FTE		-9.40%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Information Technology

Fund General

Division Administration, Operations and Applications

Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

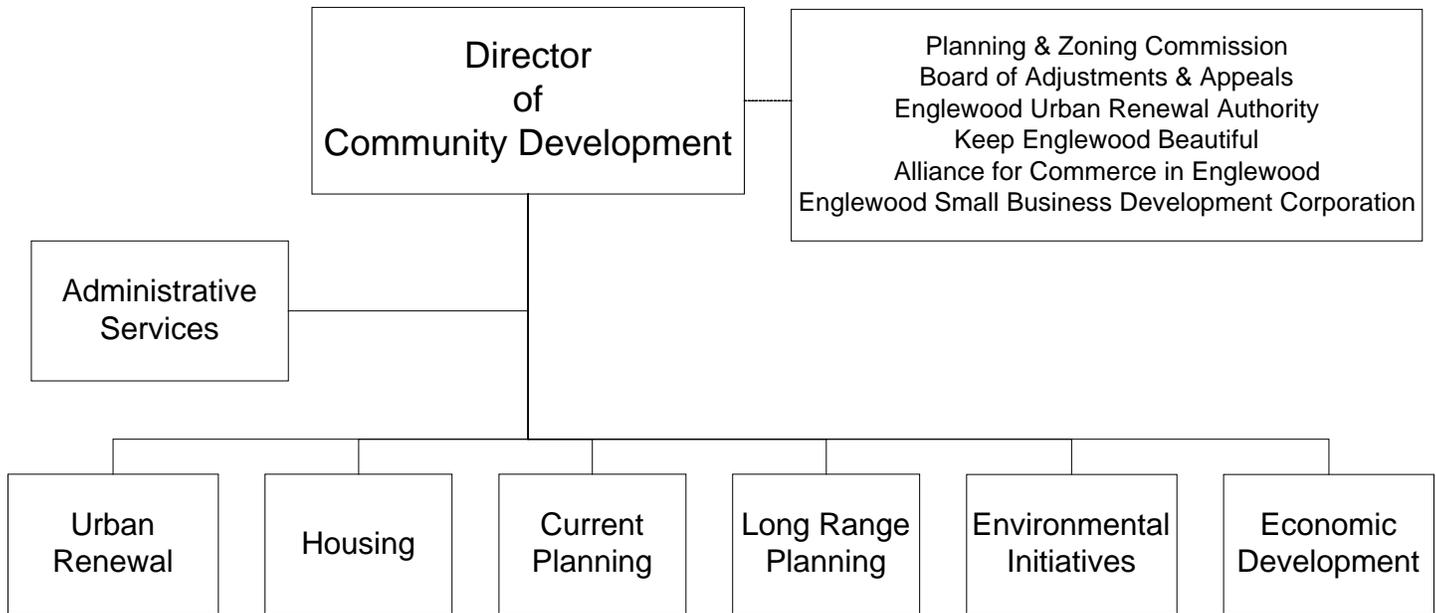
Description The Department coordinates the identification, implementation and administration of new and innovative automation tools throughout the City. These include computer, voice and data communication systems, as well as office automation technologies to meet the short and long-term information goals of the organization and the community.

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Ensure that the Information Technology Department provides the proper technological and telecommunication infrastructure as well as software to allow electronic access for City employees and Constituents in the most efficient and secure environment.	Establish and adhere to enterprise-wide technology standards to help provide a high level of system administration and application support as well as facilitate vendor support for appropriate systems.
A safe, clean, healthy and attractive City	2. Ensure technology support for those City Departments that interact with Constituents which provide safety, maintenance, and City planning in a timely, efficient, and effective manner.	Provide 24x7 support for all Police and Fire systems and infrastructure as well as continued superior support for all other City Department software and technology.
A progressive City that provides responsive and cost efficient services	3. Ensure that technology is monitored and evaluated on a timely basis for efficiency and effectiveness in terms of cost, business process interaction, and proper electronic safeguarding of assets.	Provide an achievable and realistic strategic technology plan that is centered on the goals of the City and each department. This plan must insure that all reasonable alternatives are thoroughly investigated.
A City that is business-friendly and economically diverse	4. Ensure that electronic information that is required by City staff and Constituents is provided in the most reasonably efficient, effective, and timely manner. This would include the technological support of those City departments that are directly involved with the economical and business future of the City.	Provide a high level of system administration and application support for those systems in Community Development and Finance and Administration departments.
A City that provides diverse cultural, recreational and entertainment opportunities	5. Ensure that electronic information and the need for electronic transactions that are necessary for City staff and Constituents are provided in the most reasonably efficient, effective, and timely manner. This would include the technological support of those City departments that are directly involved with the cultural, recreational, and entertainment future of the City	Provide a high level of system administration and application support for those systems in Parks and Recreation as well as the City Manager's Office.

Performance Measure	Goals / Activities	2009	2010	2011	2012	2013	2014	2015
	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Community Development

Fund General



Description The Community Development Department oversees planning, zoning, environmental, neighborhood, urban renewal, economic development and housing initiatives in the City of Englewood.

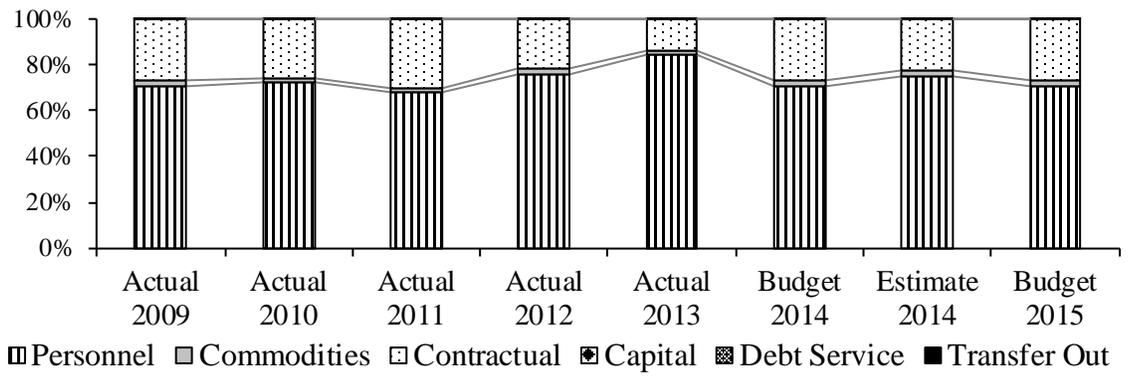
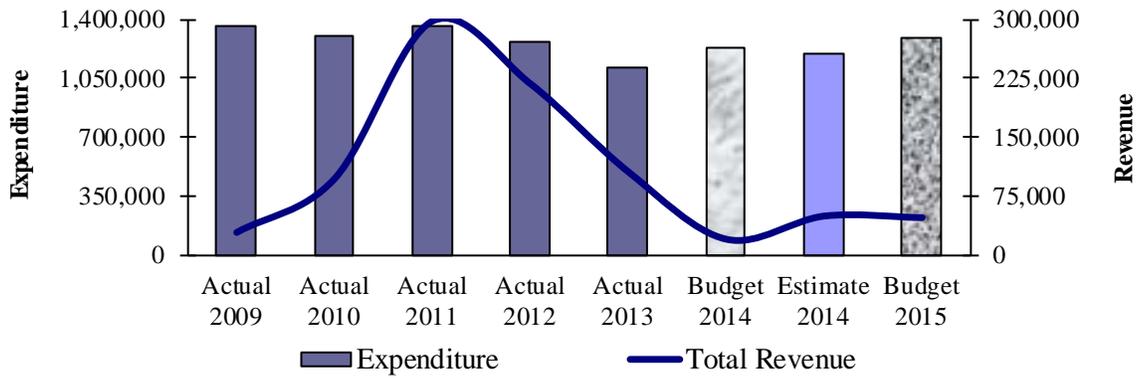
Mission **Community Development provides and coordinates professional level service for community planning, economic development, and development review and environmental functions. This department also provides the staff support services to various boards, commissions, and citizen groups.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> Englewood Light Rail Corridor Next Steps Study -- Feasibility and Alternatives Analyses of Rail Trail, Protected Bikeways and Floyd Extension. Light Rail Corridor Plan Implementation -- Zoning Reforms UDC Amendments – Parking, Design Standards, Limited Use Kaiser Permanente Englewood Walk and Wheel Master Plan and Program Initiate Comprehensive Plan Update Approval of Redevelopment Agreement for Acoma Property 	<ul style="list-style-type: none"> UDC Amendments – Bulk Plane, Retail Requirement in MU-B-1 and MU-B-2, Parking, Accessory Dwelling Units Broadway/Acoma Lofts Approval of Plans and Construction Commencement Construction of Logan Street Residences Continue Light Rail Corridor Next Steps Study Continue Kaiser Walk and Wheel Master Plan and Program Continue Comprehensive Plan update process; present for adoption
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> E³ - Energy Efficient Englewood (CDBG) UDC Amendments – PUDs, Distilleries and Breweries, Home Occupations, Floodplain, Small Lots Comprehensive Plan – Planning & Zoning Commission and City Council Review Englewood Light Rail Corridor Station Area Master Plan 	<ul style="list-style-type: none"> E³ – Energy Efficient Englewood (CDBG) UDC Amendments – Distilleries and Breweries, Floodplain Processing and approval of major development projects: King Soopers, Alta Cherry Hills, Navajo Apartments, Logan Street PUD, Sprouts Initiation of RFP Process for Acoma Property

Department Community Development
Fund General
Account 02.0801

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	9,475	8,950	8,075	14,770	12,280	6,750	11,100	11,100
Intergovernmental	17,773	2,208	175,599	75,535	4,500	3,125	19,425	19,425
Charges for Services	374	85,311	113,857	127,128	88,338	4,300	18,100	16,100
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	193	-	-	-	-	5,000	100	100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	27,815	96,469	297,531	217,433	105,118	19,175	48,725	46,725
Percent Change		246.82%	208.42%	-26.92%	-51.65%	-81.76%	154.11%	-4.10%
Expenditure								
Personnel	966,654	938,572	926,915	952,294	936,928	872,526	901,438	913,063
Commodities	30,878	24,128	19,423	33,924	25,313	27,002	27,002	27,002
Contractual	366,985	336,954	410,987	274,355	148,438	333,243	268,243	345,685
Capital	1,920	1,818	1,939	1,878	3,031	3,031	3,031	3,031
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,366,437	1,301,472	1,359,264	1,262,451	1,113,710	1,235,802	1,199,714	1,288,781
Percent Change		-4.75%	4.44%	-7.12%	-11.78%	10.96%	-2.92%	7.42%
Employees FTE	11.000	10.915	10.835	11.000	11.000	10.500	11.000	10.500
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	-4.55%	4.76%	-4.55%



Department Community Development

Fund General

Account 02.0801

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Develop and implement programs to assist the public with maintaining and improving the City's housing stock. Develop and implement programs to plan, design, and finance public improvements	1. Administer and manage CDBG funds to preserve and improve housing stock. 2. Assist with four 1st-time homebuyer classes and four consumer credit classes 3. Conduct feasibility and alternatives analyses for key infrastructure improvements identified in the Light Rail Corridor Plan
A safe, clean, healthy and attractive City	Develop and implement programs to promote improvements to City-wide environmental, neighborhood, and housing quality.	4. Support city environmental efforts through KEB: Leaf/Tire drop-off program, HH waste collection program, Community Appearance Index 5. Promote residential and commercial beautification through catalyst program, Energy Efficiency grants, sidewalks & trails improvements, art shuttle/shuttle corridor pedestrian improvements. 6. Initiate Comprehensive Plan update
A progressive City that provides responsive and cost efficient services	Develop and implement projects and partnerships that respond to citizen needs and deliver city services as efficiently as possible.	7. Leverage limited city resources through partnerships. 8. Increase access to governmental services and resources through GIS support for PermitTrak system, and available property data base website. 9. Develop and improve printed and web-accessed materials that assist customers in obtaining information and understanding processes. 10. Continue to explore ways to reduce turn-around times for permit and development approvals.
A City that is business-friendly and economically diverse	Develop and implement economic and community development projects that address business needs and promote a sustainable and diverse local economy.	11. Continue to administer Council's incentive policy to attract desirable development at key redevelopment/revitalization locations such as the Medical District, Englewood LRT station, Broadway, and various shopping centers. 12. Support redevelopment/revitalization through catalyst program, housing rehab program, retailing workshops, ED strategy implementation, and marketing. 13. Support redevelopment/revitalization through Arapahoe County Enterprise Zone administration, business retention & expansion program. 14. Develop policy documents and Unified Development Code amendments that are supportive of new infill development.
A City that provides diverse cultural, recreational and entertainment opportunities	Develop and implement programs and projects that expand opportunities for public engagement in and enjoyment of cultural, recreational and entertainment events and programs.	15. Support and enhance cultural, recreational, and entertainment programs and facilities through public art with development and the art shuttle program.

Department Community Development

Fund General

Account 02.0801

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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The **Housing Division** provides a number of housing programs, all with the goal of promoting a mix of housing opportunities through the provision of affordable housing, expandable housing for different life-cycle stages, workforce housing opportunities, and housing for special needs. The primary program offers housing rehabilitation services to the community through low interest loans and grants and construction management.

Number and Value Rehab Projects by Year	23	13	19	37	25	30	20
	\$549,864	\$490,748	\$140,232	815,8947	225,825	\$340,000	\$300,000

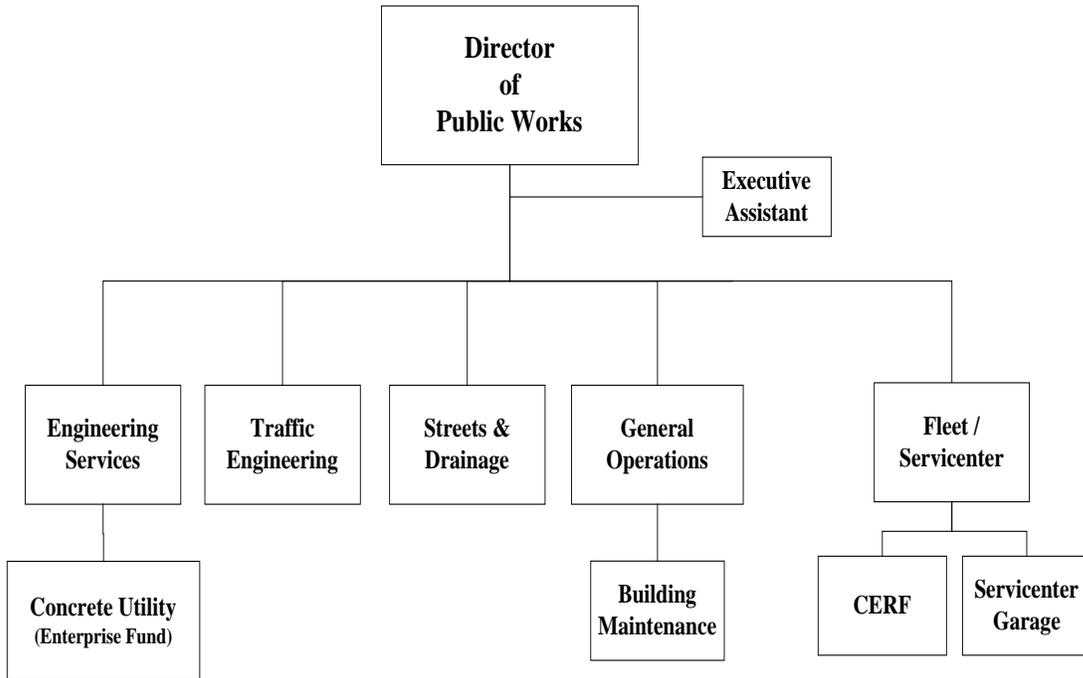
The **Planning Division** provides both current and long range planning services to the community. Administration of the Unified Development Code (UDC), adopted in 2004, is the principal responsibility of the current planning function. The UDC, the City's zoning and subdivision regulations, directly impact the type and quality of development in the community. To ensure quality development and maintain the effectiveness of the UDC, ongoing monitoring of the UDC is carried out. This monitoring is critical as it is the foundation for necessary modifications to the UDC and the increased effectiveness of the development regulations.

UDC Amendments	5	5	5	5	7	6	4
	Signage, Landscaping, Medical Marijuana, Massage Therapy, Medical District	Signage, Landscaping, Floodplain, Medical Marijuana, Consignment Shops	Mailed Public Notices, Hard Surfaces, Medical District and 5, Medical Marijuana	Signage, PUD, Medical District SubArea 2 &3, Park Dedication Fee in Lieu	Floodplains, Light Rail Corridor Plan Implementation, Distilleries and Breweries, Home Occupations, Small Lots, PUDs, Site Plans	PUDs, Light Rail Corridor Plan Implementation, Design Standards, Bulk Plane, Home Occupations, Site Plans	Light Rail Corridor Plan Implementation, Limited Use, Design Standards, MU B-1/MU-B-2 First Floor Requirements

The **Economic Development Division** is responsible for business recruitment, retention, and development. One of the programs that provide a direct benefit to the business community is the Commercial Catalyst program. The Englewood Commercial Catalyst Program is designed to enhance the business districts of Englewood through a public/private partnership. This program provides a matching grant to assist with exterior building improvements and signage and is open to commercial property owners, business owners and/or tenants on Englewood's commercial districts.

Commercial Catalyst Projects:						(est.)	(est.)
Number	10	10	6	6	5	10	10
Grant Value	\$100,087	\$95,721	\$60,000	\$60,000	\$44,900	\$110,000	\$100,000
Leveraged Value	\$213,360	\$381,620	\$126,000	\$126,000	\$124,900	\$250,000	\$250,000
Leverage Ratio	2.1:1	4.1:1	2.1:1	2.1:1	2.8:1	2.3:1	2.5:1

Department Public Works
Fund General



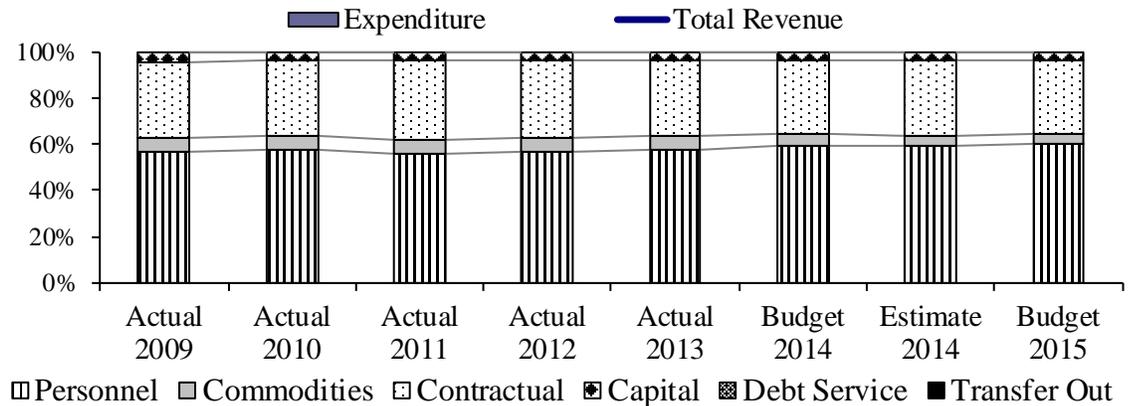
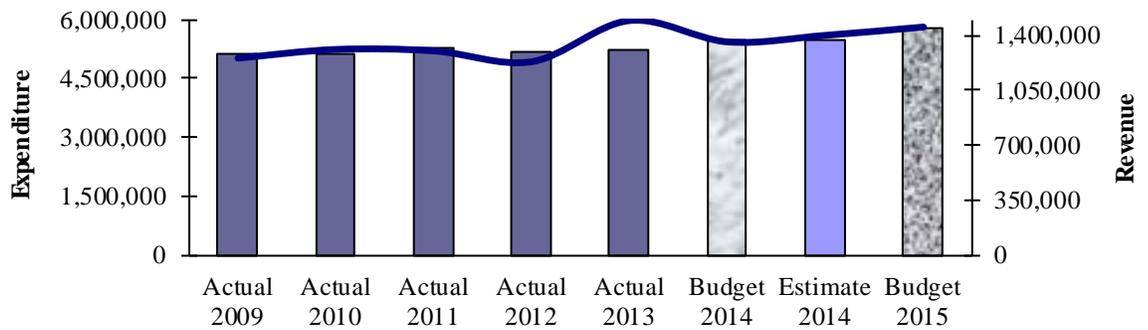
Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. Public Works provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, and the Concrete Utility Fund and Open Space Fund.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing. 	<ul style="list-style-type: none"> • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing.
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing. 	<ul style="list-style-type: none"> • Administered EEFI Common Area Maintenance Agreement, ongoing. • Optimized EMRF development to maximum long term financial return to City, ongoing.

Department Public Works
Fund General
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	92,895	81,795	93,819	34,334	202,028	63,200	101,343	101,343
Intergovernmental	974,814	1,054,188	1,021,623	1,018,972	1,046,194	1,009,601	1,009,601	1,059,914
Charges for Services	183,889	173,499	185,351	179,747	242,399	282,994	285,871	287,748
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	2,471	-	-	-	-	946	946	946
Other	1,315	202	-	-	-	226	226	226
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,255,384	1,309,684	1,300,793	1,233,053	1,490,621	1,356,967	1,397,987	1,450,177
Percent Change		4.33%	-0.68%	-5.21%	20.89%	-8.97%	3.02%	3.73%
Expenditure								
Personnel	2,919,607	2,968,886	2,929,065	2,957,417	3,022,941	3,276,988	3,241,485	3,499,263
Commodities	335,468	307,952	329,032	320,579	297,571	251,209	256,392	258,249
Contractual	1,670,825	1,667,684	1,795,604	1,724,468	1,708,832	1,771,113	1,779,148	1,817,640
Capital	226,991	192,842	206,174	200,437	205,038	205,359	206,209	214,939
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5,152,891	5,137,364	5,259,875	5,202,901	5,234,382	5,504,669	5,483,234	5,790,091
Percent Change		-0.30%	2.38%	-1.08%	0.61%	5.16%	-0.39%	5.60%
Employees FTE	46.334	44.175	42.864	43.509	44.259	43.509	44.509	45.509
Percent Change FTE		-4.66%	-2.97%	1.50%	1.72%	-1.69%	2.30%	2.25%



Department Public Works

Fund General

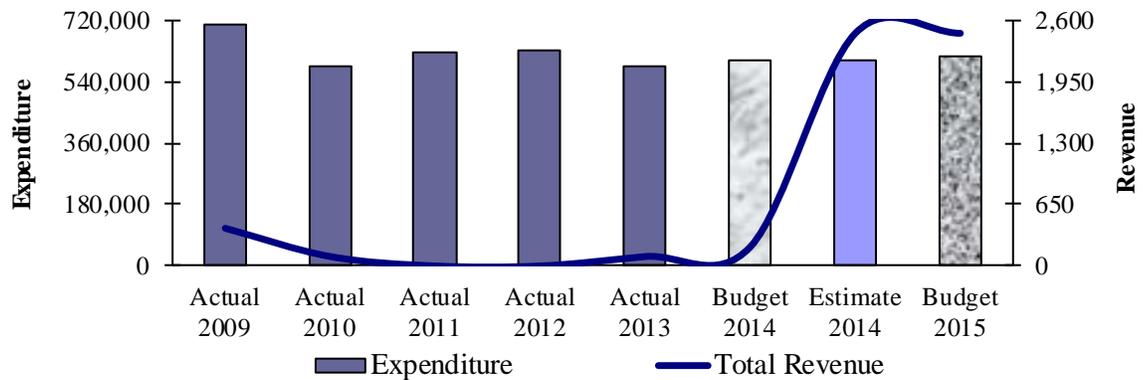
Division Administration

Account 02.1001

Description Public Works Administration provides direction and guidance to Engineering Services, Traffic Engineering, General Operations, Streets Maintenance, Fleet Maintenance and Servicenter.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	400	100	-	-	100	200	200	200
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	3	2,270	2,270
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	400	100	-	-	100	203	2,470	2,470
Percent Change		-75.00%	-100.00%	----	----	103.00%	1116.75%	0.00%
Expenditure								
Personnel	197,922	193,863	198,157	196,741	204,193	209,004	209,010	217,693
Commodities	2,059	2,594	3,009	4,010	2,858	2,635	2,635	2,635
Contractual	504,661	386,065	422,824	431,528	375,917	390,620	390,787	391,268
Capital	-	-	-	-	-	50	50	50
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	704,642	582,522	623,990	632,279	582,968	602,309	602,482	611,646
Percent Change		-17.33%	7.12%	1.33%	-7.80%	3.32%	0.03%	1.52%
Employees FTE	2.000	1.985	1.978	2.000	2.000	2.000	2.000	2.000
Percent Change FTE		-0.77%	-0.36%	1.14%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Support/assist the Engineering Services, Streets, Traffic Engineering, Fleet/Servicenter and Operations Divisions.	1. Provide direction and guidance to staff for maintenance and construction activities.

Department Public Works

Fund General

Division Administration

Account 02.1001

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Provide a safe, clean, attractive City and CityCenter facility.	2. Provide direction and guidance to staff for street and traffic activities, and administer CAM functions for CityCenter.
A progressive City that provides responsive and cost efficient services	3. Included in #1 and #2.	
A City that is business-friendly and economically diverse	4. Included in #1 and #2	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1 and #2	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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Refer to the individual Divisions for Departmental Performance indicators. In addition to the listed indicators, the Public Works Director serves as the President of the Englewood Environmental Foundation, serves on the board of the Englewood McLellan Reservoir Foundation, and serves on the Supervisory Committee for Littleton/Englewood Wastewater Treatment Plant.

Department full-time employees (including ServiCenter and Concrete Utility)	62	60	58	58	58	57	58
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Department Public Works

Fund General

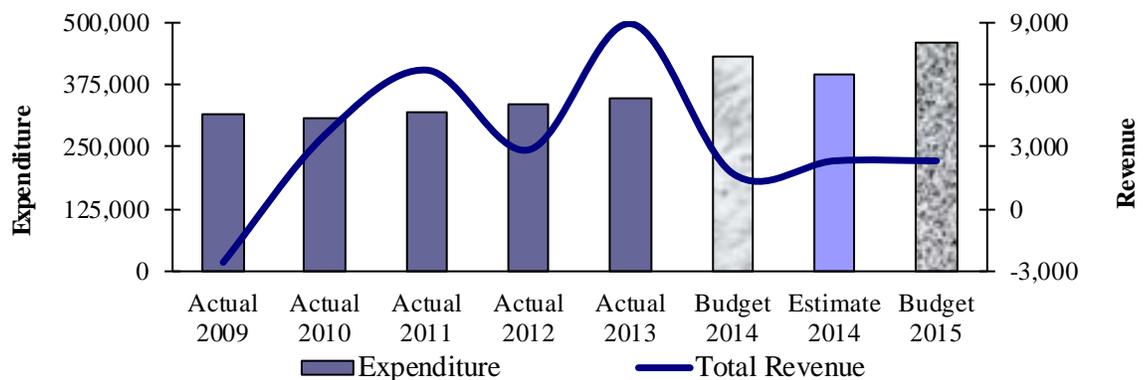
Division Engineering Services

Account 02.1002

Description The Engineering Services Division insures the integrity of new public improvement projects and maintenance of existing infrastructure. The division is responsible for engineering services related to Public Works and project management services for other departments. Technical support and information is provided to the public, contractors, architects, and engineers. Engineering issues permits for public right of way work, and supports the Public Works office administration.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	(2,602)	3,555	6,668	2,827	8,906	1,684	2,294	2,294
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	(2,602)	3,555	6,668	2,827	8,906	1,684	2,294	2,294
Percent Change		-236.63%	87.57%	-57.60%	215.03%	-81.09%	36.22%	0.00%
Expenditure								
Personnel	286,453	285,469	286,965	297,619	310,141	393,409	352,695	416,265
Commodities	7,210	8,667	6,933	11,712	8,599	10,874	10,874	10,874
Contractual	19,811	11,461	24,892	23,081	24,767	23,200	31,080	31,080
Capital	2,265	2,265	2,265	2,265	2,464	2,464	2,464	2,464
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	315,739	307,862	321,055	334,677	345,971	429,947	397,113	460,683
Percent Change		-2.49%	4.29%	4.24%	3.37%	24.27%	-7.64%	16.01%
Employees FTE	3.134	2.986	2.964	3.009	3.759	4.009	5.009	4.009
Percent Change FTE		-4.73%	-0.74%	1.52%	24.93%	6.65%	24.94%	-19.96%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure.	<ul style="list-style-type: none"> Supervise the design and construction of public improvement projects and provide in-house project management services.

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	2. Provide technical support and information to contractors, engineers, architects, and the general public to assure development and public infrastructure repairs meet standards.	<ul style="list-style-type: none">• Issue right-of-way permits (concrete, excavation, occupancy) and inspects work for compliance.• Review and comment on development plans.• Disseminate technical information related to property records, land surveying, and engineering standards.
A safe, clean, healthy and attractive City	3. Provide public infrastructure repairs to sidewalks and construction of multi-modal transportation facilities (pedestrian/bike trails) providing facilities meeting AASTO and ADA standards.	<ul style="list-style-type: none">• Administer the annual concrete utility program to repair sub-standard concrete.• Construct “sidewalk missing links” and trail systems approved by City Council.
A progressive City that provides responsive and cost efficient services	4. Provide effective, cost efficient project management services and timely response to inquiries regarding Public Works issues and concerns.	<ul style="list-style-type: none">• Maintain minimal full time staff by utilizing consultants and temporary staff to provide services when needed and as project load requires.• Coordinate services with outside agencies including Urban Drainage District, DRCOG, CDOT, and other cities.• Leverage City dollars by aggressively pursuing grants for transportation projects.
A City that is business-friendly and economically diverse	5. Coordinate construction and maintenance activities with businesses concerns to minimize impacts, while providing required cost efficient services.	<ul style="list-style-type: none">• Administer the Common Area Maintenance for CityCenter, coordinating with retail/office tenants.• Provide open line of communication with businesses regarding major capital improvement project schedules.
A City that provides diverse cultural, recreational and entertainment opportunities	6. Provide assistance, via the Englewood Environmental Foundation, Inc. (EEFI) to CityCenter Cultural activities and displays.	<ul style="list-style-type: none">• Assist with coordination and staffing for special events at CityCenter including coordination with the Museum of Outdoor Arts and the Parks and Recreation Department.

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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Capital Projects Administration is one of the key functions of the Engineering Division. Performance indicators include the number of projects and dollar amount. These indicators will vary from year to year based on annual appropriations. Engineering Services maintains a small staff, utilizing consultants or temporary employees as work load dictates.

These indicators are for major budgeted capital projects. Routine or miscellaneous projects are not included.

Division Full time employees		3.33	3.00	3.00	3.00	3.00	4.00	4.00
Number of Capital Projects in design/ construction phase		18	11	7	10	13	15	TBD
Value of Capital Projects (includes grant monies)		5,064,000	1,985,000	950,000	1,100,000	1,200,000	2,600,000	TBD

Administration of the Concrete Utility Program is a major function of the Engineering Division. The Concrete Utility requires year round data base management, citizen response, and an annual construction program. One performance indicator is the total square footage of concrete sidewalk and curb/gutter removed and replaced. This indicator will vary from year to year based on the unit price of concrete.

FTE's for the Concrete Utility are separated from the Engineering Division Budget. The proposed 2010 Concrete Utility budget is \$ 699,790.

Concrete Utility Full time employees		3.92	3.92	3.92	3.92	3.92	2.92	2.92
Square feet of concrete removed and replaced.		44,303	37,426	39,000	35,000	45,000	43,000	43,000

Department Public Works

Fund General

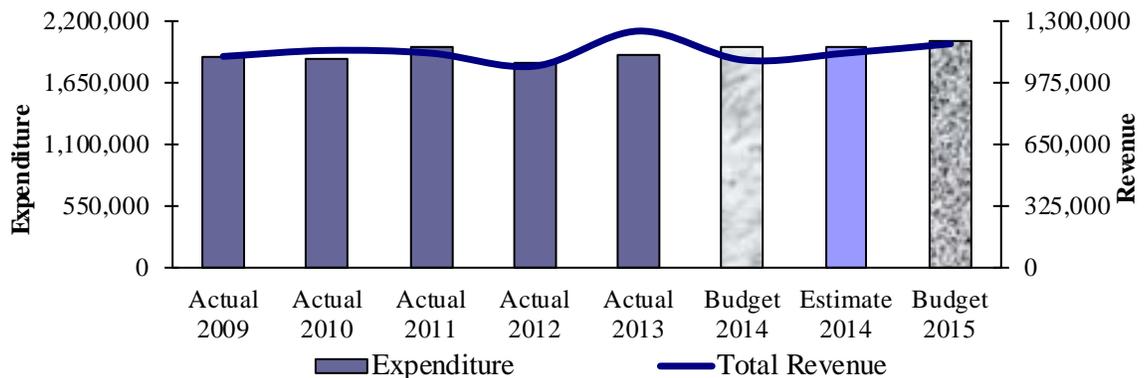
Division Streets and Drainage

Account 02.1003

Description The Streets Division provides and maintains quality infrastructure for the City's 120 miles of roadways and 51 miles of alleys. The Division is responsible for monitoring compliance with City, State and Federal regulations. The Streets Division is also responsible for making sure the streets are safe during winter snowstorms and that the streets are kept clean and adhere to Air Quality standards.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	87,596	78,586	89,120	27,990	195,888	60,000	98,143	98,143
Intergovernmental	974,814	1,054,188	1,021,623	1,018,972	1,046,194	1,009,601	1,009,601	1,059,914
Charges for Services	45,612	11,898	18,751	11,588	8,361	21,310	21,310	21,310
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	2,471	-	-	-	-	946	946	946
Other	1,210	-	-	-	-	226	226	226
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,111,703	1,144,672	1,129,494	1,058,550	1,250,443	1,092,083	1,130,226	1,180,539
Percent Change		2.97%	-1.33%	-6.28%	18.13%	-12.66%	3.49%	4.45%
Expenditure								
Personnel	825,427	793,680	804,292	771,868	787,626	886,670	880,532	900,939
Commodities	207,392	174,237	176,028	163,571	167,181	106,800	108,570	109,990
Contractual	662,557	743,258	830,864	729,753	784,376	809,551	809,891	840,198
Capital	179,484	153,353	153,353	158,458	164,077	164,077	164,077	174,064
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,874,860	1,864,528	1,964,537	1,823,650	1,903,260	1,967,098	1,963,070	2,025,191
Percent Change		-0.55%	5.36%	-7.17%	4.37%	3.35%	-0.20%	3.16%
Employees FTE	13.000	10.915	10.835	11.000	11.000	11.000	11.000	11.000
Percent Change FTE		-16.04%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Public Works

Fund General

Division Streets and Drainage

Account 02.1003

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain a quality infrastructure for 120 miles of streets and 51 miles of alleys.	Accomplished by placing coats of overlays, different types of sealcoats and filling cracks with rubberized joint sealant. Alleys are kept in good condition by adding base and blade work as necessary. Trees in alleys kept trimmed.
A safe, clean, healthy and attractive City	2. Sanding streets and snow/ice removal 3. Sweeping and hauling sweepings	2. Accomplished by sanding, plowing and, in severe cases, removing and hauling off excess snow and ice. 3. Residential areas swept on rotating schedule so all areas get same service.
A progressive City that provides responsive and cost efficient services	4. Provide cost savings asphalt paving and other services for all other in-house departments: Utilities, ServiCenter, Parks, Golf Course and Safety Services	Roto-milling and paving done with Street Department personnel and contract trucking.
A City that is business-friendly and economically diverse	5. Included in #1 and # 4. Maintain infrastructure with the least impact on business.	Notify and seek scheduling input from all affected businesses before starting major maintenance projects.
A City that provides diverse cultural, recreational and entertainment opportunities	6. Included in #1 and # 4.	

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Public Works

Fund General

Revenue Item Street Cut Fee

Account / Source 02.1003.32201 / Licenses & Permits

Authorization EMC 11-3(c) Fees established by Resolution 93, 2000.

Description Fee to permit excavation in City right-of-way.

Fee Schedule Permit fee \$100
Field Re-Inspection Fee \$50
Gravel Alley Cut \$2 per square foot
Asphalt Patch \$6.90 per square foot
Work without permit Double Fee

Date Last Changed 2013

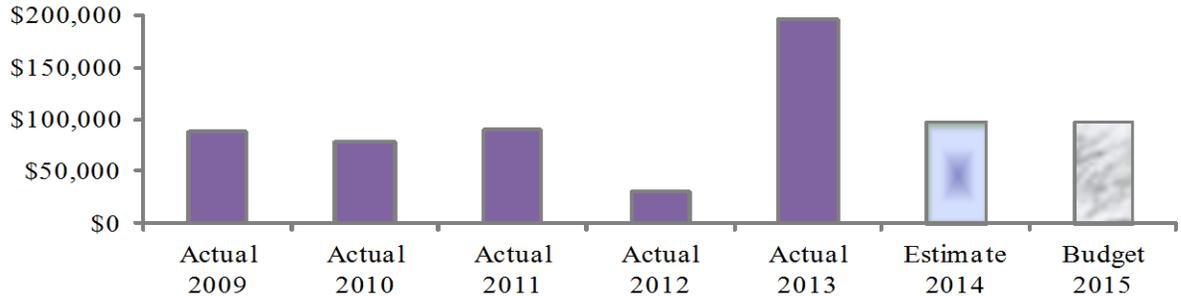
Previous Fee Schedule Gravel Alley Cut \$1 per square foot
Asphalt Patch \$4 per square foot
Work without permit \$200

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 87,596	\$ 78,586	\$ 89,120	\$ 29,521	\$ 196,522	\$ 98,143	\$ 98,143
% Change	9.40%	-10.29%	13.40%	-66.88%	565.71%	-50.06%	0.00%



Department Public Works

Fund General

Revenue Item State Motor Vehicle Registration Fee

Account / Source 02.1003.32561 / Intergovernmental

Authorization CRS 42-3-129

Description Fee charged at the time of vehicle registration. The fee ranges from \$1.50 to \$2.50 (for apportioned vehicles.)

Fee Schedule The apportionment of the fee is made on the 10th of each month based on record of rural and urban registrations in the county.

Date Last Changed N/A

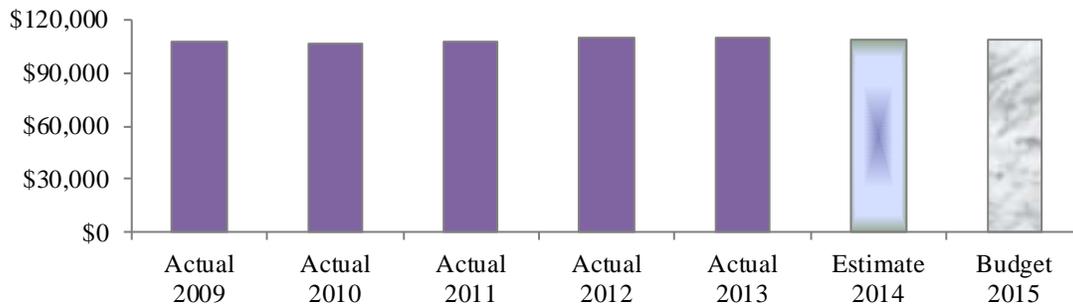
Previous Fee Schedule N/A

Formula Method Estimate based on past receipt of fee.

Projection Method Assume constant level of revenue.

Comments This source of income should be relatively static unless there is a change in fee structure. Fluctuation is due to timing of payments.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 107,535	\$ 106,240	\$ 107,340	\$ 109,533	\$ 110,022	\$ 109,000	\$ 109,000
% Change	-0.20%	-1.20%	1.03%	2.04%	0.45%	-0.93%	0.00%



Department Public Works

Fund General

Revenue Item State Highway User Tax

Account / Source 02.1003.32562 / Intergovernmental

Authorization CRS 43-4-201

Description Revenue received from: (A) excise tax on motor fuel; (b) registration fees on drivers, motor vehicles, trailers, etc.; (c) ton-mile/passenger mile tax apportioned monthly on 20th. Municipalities receive 9% of revenues of first seven cents per gallon of excise tax on motor fuel.

Fee Schedule 80% of money received is allocated based on adjusted urban motor vehicle registration in each city.

Date Last Changed N/A

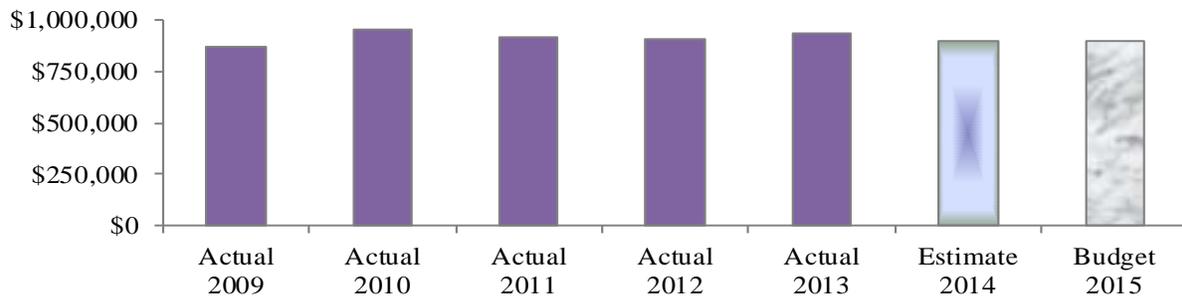
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Amount received is affected by changes in State fuel tax which currently is 10 cents per gallon. In 1983, the State Legislature passed legislation which caused a disruption and reduction in municipal revenues. A five (\$.05) cent per gallon increase went into effect on 1/1/1991.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 867,280	\$ 947,948	\$ 914,283	\$ 909,439	\$ 936,172	\$ 900,601	\$ 900,601
% Change	9.32%	9.30%	-3.55%	-0.53%	2.94%	-3.80%	0.00%



Department Public Works

Fund General

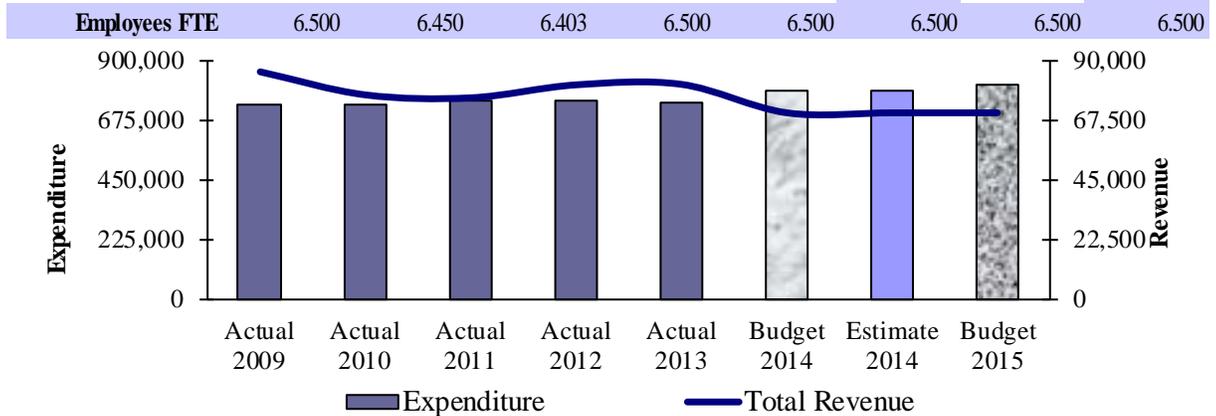
Division Traffic Engineering

Account 02.1004

Description The Traffic Engineering Division manages and maintains a quality traffic system infrastructure to provide a safe and efficient transportation system. The Division is responsible for design, installation, operation and maintenance of the City's system of traffic control devices.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	4,899	3,109	4,699	6,344	6,040	3,000	3,000	3,000
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	80,759	73,770	71,300	74,472	74,958	67,416	67,416	67,416
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	202	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	85,658	77,081	75,999	80,816	80,998	70,416	70,416	70,416
Percent Change		-10.01%	-1.40%	6.34%	0.23%	-13.06%	0.00%	0.00%
Expenditure								
Personnel	544,437	555,181	531,793	558,496	577,087	601,119	601,854	624,937
Commodities	53,399	48,742	64,354	56,250	34,229	44,000	44,000	44,000
Contractual	99,067	104,478	115,457	104,945	107,823	116,052	115,352	115,902
Capital	33,465	25,593	34,535	28,083	25,593	25,943	25,943	25,943
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	730,368	733,994	746,139	747,774	744,732	787,114	787,149	810,782
Percent Change		0.50%	1.65%	0.22%	-0.41%	5.69%	0.00%	3.00%



Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Provide and maintain quality transportation system supporting vehicle and pedestrian activities while servicing the needs of the community.	This activity includes various functions such as: <ul style="list-style-type: none"> managing the design, installation, operation and maintenance of all traffic control devices, including traffic signals, traffic signs and pavement markings

Department Public Works

Fund General

Division Traffic Engineering

Account 02.1004

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Provide a system of traffic control devices, operations, and engineering support that minimizes congestions, increases safety and improves the quality of life in the City.	• investigating citizen requests for safety and operational traffic concerns • conducting various traffic related studies and data collections • comment on development plans Accomplished by: • synchronizing traffic signals along the signal system corridors • installing, upgrading and modifying traffic signals, signs and pavement markings • participating in regional traffic operation management efforts • providing timely response to public requests on traffic related issues.
A progressive City that provides responsive and cost efficient services	3. Provide most effective, cost efficient traffic engineering services mandated by the State traffic laws, the Manual on Uniform Traffic Control Devices for Colorado Municipalities, and local policies.	Accomplished by: • maintaining of all traffic control devices in-house, including 24/7 on-call services • changing incandescent traffic signals to LED (light emitting diode) lights; this conversion leads to ongoing savings of energy and maintenance costs • utilizing and coordinating services with outside agencies including DRCOG, CDOT and other cities • pursuing grants for transportation projects and traffic equipment • sharing traffic infrastructure with other City Departments.
A City that is business-friendly and economically diverse	4. Included in #1, #2, and #3.	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1, #2, and #3.	

Department Public Works

Fund General

Division Traffic Engineering

Account 02.1004

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
The Traffic Engineering Division manages design, installation, operation and maintenance of the City's computerized traffic system, traffic signals, traffic signs and pavement markings to provide for safe and efficient movement of goods and people.								
Number of traffic signals		62	62	62	63	63	64	64
Percent of traffic signals and flashing beacons receiving preventive mtnc.		100	100	100	100	100	100	100
Number of School Speed Zones and other flashing beacons receiving preventive mtnc.		38	38	38	38	38	42	40
Percent of emergency signs replaced / repaired within 2 hours		100	100	100	100	100	100	100
Average % speed reduction in areas after traffic calming implementation		12	12.1	13.8	11.5	10	10 (estimate)	10 (estimate)

Department Public Works

Fund General

Revenue Item State Highway Maintenance – Traffic Control Devices

Account / Source 02.1004.33354 / Charges for Services

Authorization 42-4-502, 43-1-106, 43-2-102, 43-2-135 & 43-2-144 CRS 1973

Description Maintenance of traffic control devices (signing, striping and signals) on State Highways within the City.

Fee Schedule	Signing and striping	1.84 miles @ \$281.53/mi.	\$ 518.02
	Signal Locations	15 @ \$340.00/ea	\$ <u>5,100.00</u>
	Total		\$5,618.02

Date Last Changed December, 2009

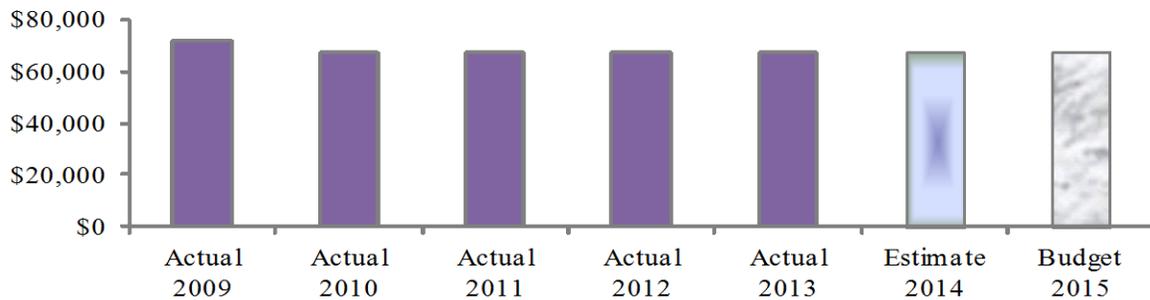
Previous Fee Schedule 10/1/1986

Formula Method	\$ 518.02	X 12	\$ 6,216.24
	<u>5,100.00</u>	X 12	<u>61,200.00</u>
	\$5,618.02	X 12	\$67,416.24

Projection Method N/A

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 71,670	\$ 67,474	\$ 67,416	\$ 67,416	\$ 67,416	\$ 67,416	\$ 67,416
% Change	-5.60%	-5.85%	-0.09%	0.00%	0.00%	0.00%	0.00%



Description The Operations/Maintenance Division provides the necessary services and maintains the quality and operational efficiency of all City Departments and 26 City buildings. The Division is responsible for maintaining and supporting City Departments by providing service in areas of building infrastructure, custodial maintenance, HVAC system upkeep, plumbing, and electrical systems and the general operating condition of the buildings.

Department Public Works

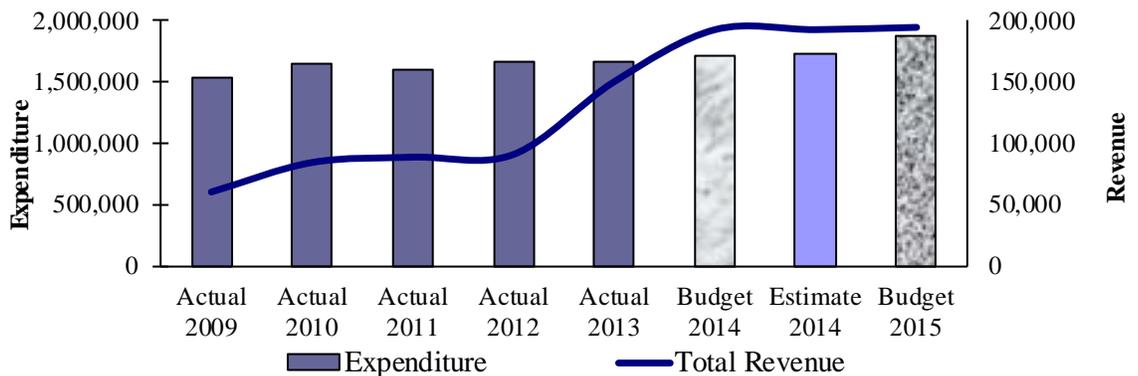
Fund General

Division General Operations and Maintenance

Account 02.1005

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	60,120	84,276	88,632	90,860	150,174	192,581	192,581	194,458
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	105	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	60,225	84,276	88,632	90,860	150,174	192,581	192,581	194,458
Percent Change		39.94%	5.17%	2.51%	65.28%	28.24%	0.00%	0.97%
Expenditure								
Personnel	1,065,368	1,140,693	1,107,858	1,132,693	1,143,894	1,186,786	1,197,394	1,339,429
Commodities	65,408	73,712	78,708	85,036	84,704	86,900	90,313	90,750
Contractual	384,729	422,422	401,567	435,161	415,949	431,690	432,038	439,192
Capital	11,777	11,631	16,021	11,631	12,904	12,825	13,675	12,418
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,527,282	1,648,458	1,604,154	1,664,521	1,657,451	1,718,201	1,733,420	1,881,789
Percent Change		7.93%	-2.69%	3.76%	-0.42%	3.67%	0.89%	8.56%
Employees FTE	21.700	21.839	20.685	21.000	21.000	20.000	20.000	22.000
Percent Change FTE		0.64%	-5.28%	1.52%	0.00%	-4.76%	0.00%	10.00%



Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Custodial Services <ul style="list-style-type: none"> Restroom/Lockers Floor Care Electrical HVAC Plumbing General Maintenance (General Fund) General Maintenance (CTF/MYCP) Xcel Energy Charges 	Accomplished with in – house personnel for custodial and maintenance functions, contracts with manufacturers, suppliers and service organizations. Monthly, quarterly and annual inspections and PM’s of buildings and facilities.
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> Maintain general appearance of buildings 	In house custodial program, quality staffing for high use buildings and facilities.

Department Public Works

Fund General

Division General Operations and Maintenance

Account 02.1005

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> 4. Custodial Service to Enterprise Fund. 5. Maintenance Services to Enterprise Funds. 6. Provide necessary service for City Meetings. 7. General maintenance services. 	<p>Preventative maintenance and repairs for building envelopes.</p> <p>Contract custodial service to WWTP, Golf Course and Service Center.</p> <p>Monitor Energy Savings Programs to insure actual savings exist on a monthly basis and manage repairs with a long term focus on efficiency and durability.</p>
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> 8. Utilize out-sourcing capabilities - General Maintenance 	Maintenance contracts with vendors and equipment suppliers and service oriented Companies.
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> 9. Provide Day Time Custodial Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Center 10. Provide Maintenance Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Senior Recreation Center 11. Pirates Cove 	<p>15 Custodial personnel including supervisor</p> <p>3 Maintenance Workers to maintain all City buildings and facilities</p> <p>3 Administration positions including F&O Manager, F&O Administrator, and Department Assistant</p> <p>Full Service maintenance provided to Pirates Cove during operating season</p>

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Number of Custodians (FTE)		17	16	16	15	15	14	14
Square Feet Maintained		295,222	295,222	295,222	295,222	295,222	295,222	295,222
	17	17,366	18,451	18,451	19,681	19,681	19,681	19,681

International Facility Managers Association (IFMA) standard is 56,000 square feet per maintenance personnel.

The result is to determine the need for additional maintenance technician.

Number of Maintenance Personne (FTE)	3	3	3	3	3	3	3	3
Square Feet Maintained	370,032	370,032	370,032	370,032	370,032	370,032	370,032	368,032
Square Feet per Maintenance Personnel	123,344	123,344	123,344	123,344	123,344	123,344	123,344	122,677

Department Public Works

Fund General

Revenue Item Littleton/Englewood Wastewater Treatment Plant Custodial Services

Account / Source 02.1005.33204 / Charges for Services

Authorization Contract

Description Agreement to provide custodial services to the L/E WWTP. This service is beyond the scope of the administrative fee (see 02.9999.33291).

Fee Schedule \$5,372/mo.

Date Last Changed 2012

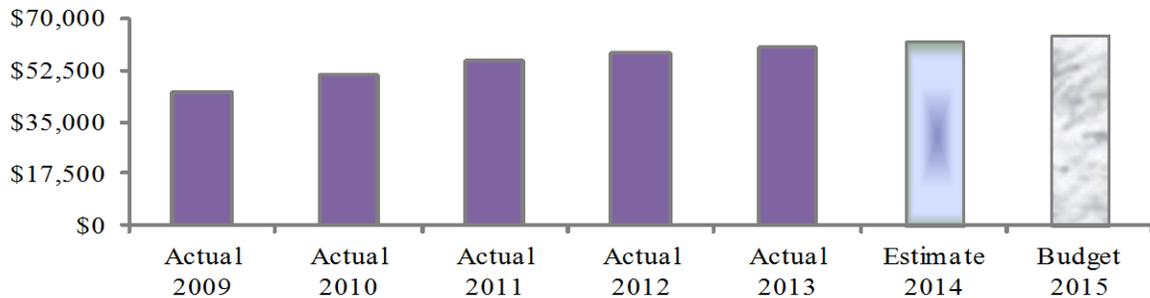
Previous Fee Schedule \$5,215.00/mo.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

Comments Included in custodial services are paper products and supplies provided to the L/E WWTP.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 45,000	\$ 51,276	\$ 55,632	\$ 57,860	\$ 60,174	\$ 62,581	\$ 64,458
% Change	8.19%	13.95%	8.50%	4.01%	4.00%	4.00%	3.00%



Department Public Works

Fund General

Revenue Item Golf Course Custodial Services

Account / Source 02.1005.33205 / Charges for Services

Authorization Contract

Description Agreement to provide custodial services to the Broken Tee Golf Course. This service is beyond the scope of the administrative fee (see 02.9999.33291).

Fee Schedule \$70,000/year.

Date Last Changed 2014

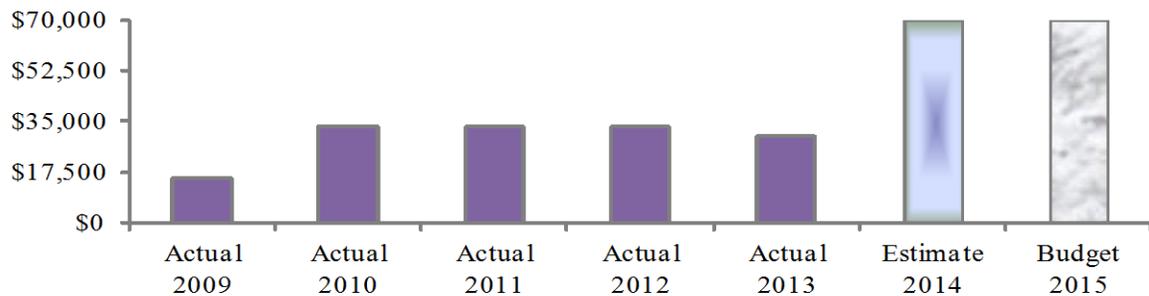
Previous Fee Schedule \$30,000/year.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

Comments Included in custodial services are paper products and supplies provided to the Broken Tee Golf Course. Maintenance costs are labor only, all materials are paid by Broken Tee Golf.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 15,120	\$ 33,000	\$ 33,000	\$ 33,000	\$ 30,000	\$ 70,000	\$ 70,000
% Change	14.44%	118.25%	0.00%	0.00%	-9.09%	133.33%	0.00%



Department Public Works

Fund General

Revenue Item Servicenter Building Custodial Services

Account / Source 02.1005.33209 / Charges for Services

Authorization Contract

Description Agreement to provide custodial and maintenance services to the Service Center Building.

Fee Schedule \$60,000/year.

Date Last Changed 2012

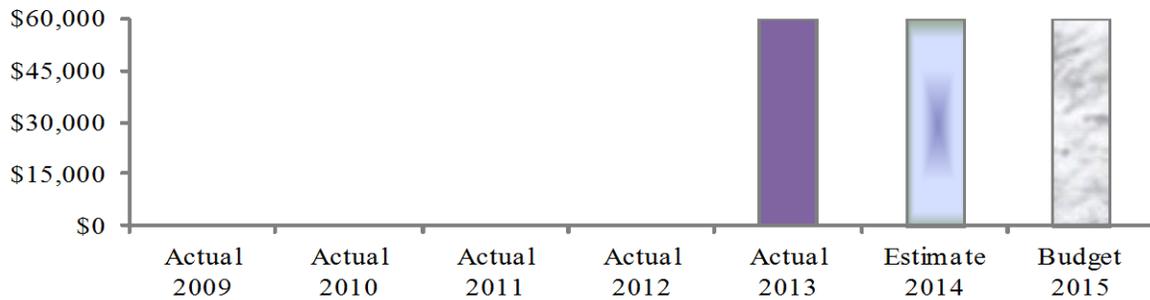
Previous Fee Schedule \$53,000/year.

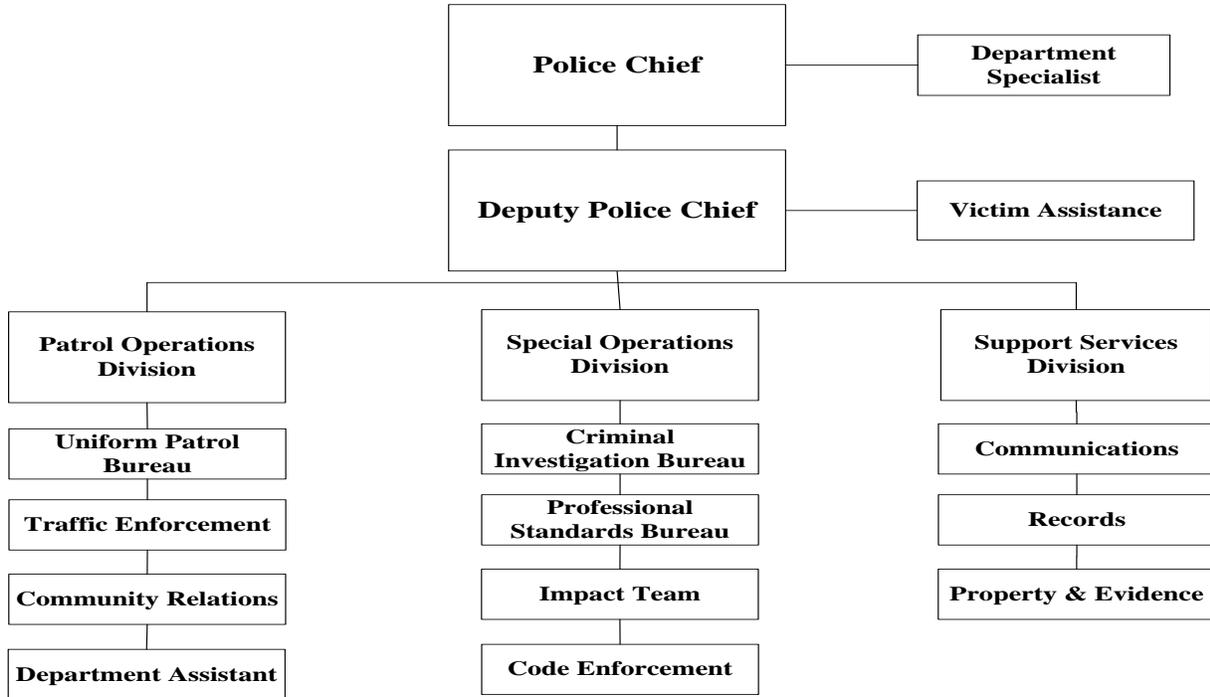
Formula Method Reimbursement of labor and materials.

Projection Method Increase in operating costs.

Comments Included in custodial services are paper products and supplies provided to the Service Center. Maintenance costs are labor only, all materials are paid by the Service Center.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 60,000
% Change	----	----	----	----	----	0.00%	0.00%





Description The Englewood Police Department provides the following services:

- Patrol Operations
- Investigative Services
 - Detective Bureau
 - Professional Standards Bureau
- Neighborhood Services
 - Code Enforcement
 - Impact Team
 - Traffic Enforcement
 - Community Relations
- Support Services
 - Communications
 - Records
 - Property & Evidence
- Victim Assistance
- Online Services
 - Crime Mapping / Crime Tip Reporting
 - Emergency Notification System
 - Online Accident Reports

Mission It is the mission of the Englewood Police Department to protect life and property; enforce the law in a fair and impartial manner; preserve the peace, order and safety of the community; safeguard rights guaranteed by the constitution; and to provide the highest quality of service to the community.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • The Police Department will continue allocate its resources that best serve the community. In 2014, there will be three full-time Traffic Enforcement Officers as well as an officer assigned to the Arapahoe County Impact Team. Modifications are planned to redistribute some supervisory responsibilities that will increase efficiencies. • The Department will now utilize Bair Analytics that will keep the community informed of criminal events in their neighborhoods. It will also serve as an internal tool that will direct our resources to the areas that are being impacted by crime and disorder. 	<ul style="list-style-type: none"> •

2014 Major Department Initiatives Planned

2015 Major Department Initiatives Planned

- The Police Department has purchased Leads On Line. It is a computer program that allows local pawn shop owners to input transactions into a State data base. This will alleviate the arduous and time consuming responsibilities that fell on police employees. .

2013 Major Department Initiatives Planned

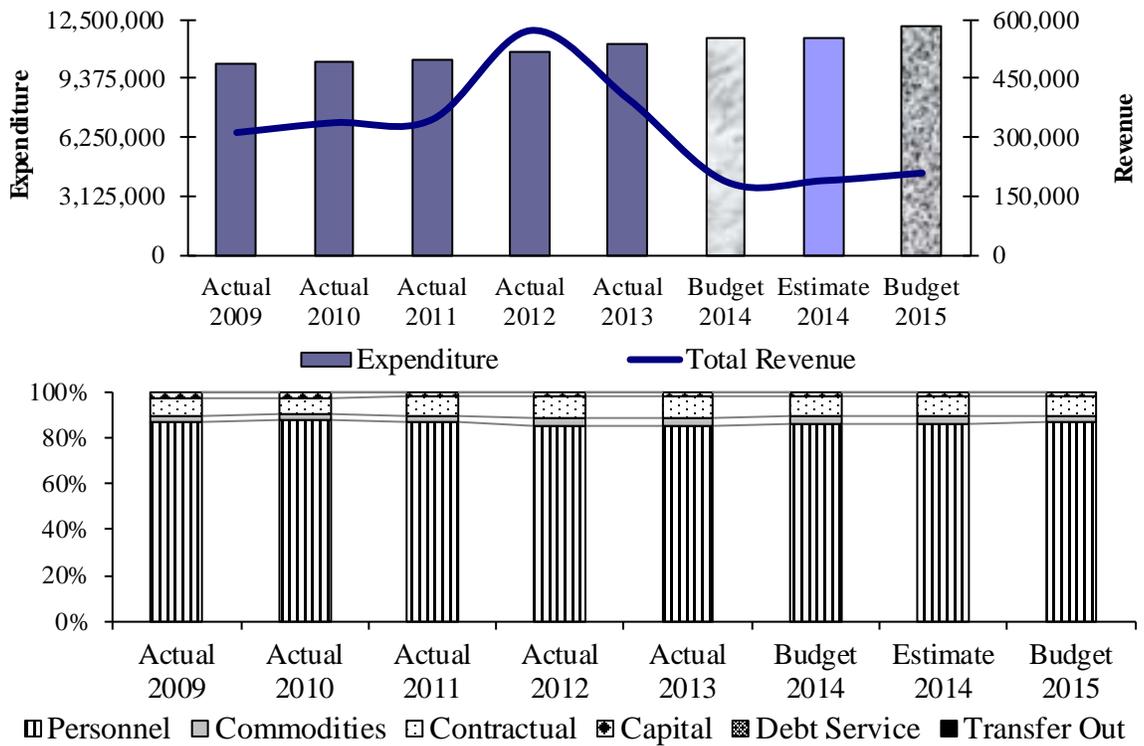
2013 Major Department Initiatives Accomplished

- The Police Department plans on maintaining full staffing levels of police officers in order to provide effective and timely response to the needs of the community.
- The Police Department will continue to develop its partnership with the business community by providing them with timely crime information via Business Watch.
- The Community Relations Specialist will continue with the organization's mission to foster community volunteerism.
- The Police Department will continue to pursue outside funding opportunities, such as federal grants, in order to purchase needed equipment and technology.
- In 2012, the Police Impact Team initiated the SEPP Program which is a partnership with our senior citizens. The program has flourished and we intend to build upon the current successes.

-

Department Police
Fund General
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	6,522	7,674	8,297	8,758	7,292	6,000	6,000	6,000
Intergovernmental	224,764	285,019	275,505	491,492	324,626	147,967	151,017	165,332
Charges for Services	78,116	42,373	52,200	51,174	44,059	30,000	30,000	35,000
Fines & Forfeitures	-	-	55	381	23	-	-	-
Investment Income	411	337	87	1,917	256	1,718	1,718	1,718
Other	2,586	2,179	9,940	18,939	21,426	1,124	1,124	1,124
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	312,399	337,582	346,084	572,661	397,682	186,809	189,859	209,174
Percent Change		8.06%	2.52%	65.47%	-30.56%	-53.03%	1.63%	10.17%
Expenditure								
Personnel	8,840,082	9,052,805	9,009,577	9,215,460	9,615,875	9,955,280	9,882,291	10,526,275
Commodities	255,318	247,047	306,272	357,330	341,575	387,069	380,425	399,597
Contractual	845,457	699,458	908,729	1,040,975	1,087,946	989,415	1,035,306	996,884
Capital	243,034	313,323	170,661	175,172	180,762	211,996	211,996	234,344
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	10,183,891	10,312,633	10,395,239	10,788,937	11,226,158	11,543,760	11,510,018	12,157,100
Percent Change		1.26%	0.80%	3.79%	4.05%	2.83%	-0.29%	5.62%
Employees FTE	100.700	101.417	99.485	101.600	102.200	100.000	101.000	104.000
Percent Change FTE		0.71%	-1.91%	2.13%	0.59%	-2.15%	1.00%	2.97%



Department Police
Fund General

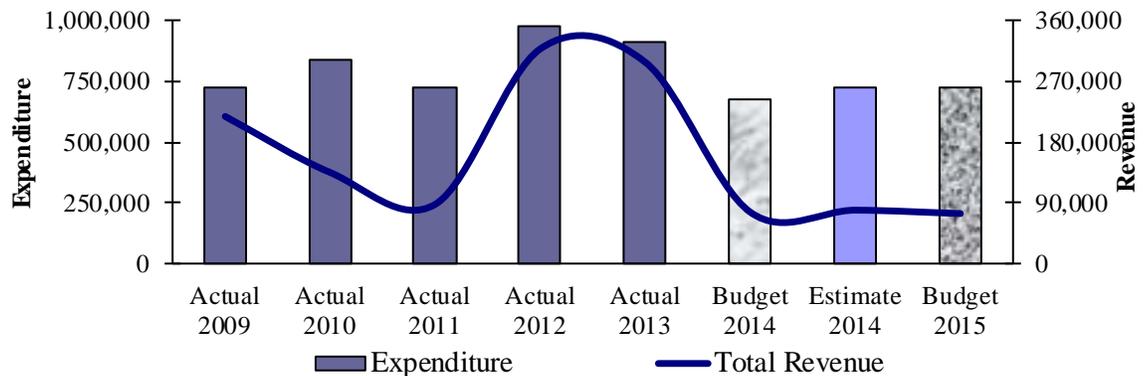
Division Administration

Account 02.1101

Description This division provides for the overall administration of police services to the community. It is responsible for all activities, associated programs and resources available for crime and natural disasters.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	6,522	7,674	8,297	8,758	7,292	6,000	6,000	6,000
Intergovernmental	161,421	82,561	21,565	249,591	243,005	38,507	41,557	31,557
Charges for Services	48,116	42,373	52,486	51,174	44,059	30,000	30,000	35,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	411	337	87	1,917	256	1,718	1,718	1,718
Other	1,044	1,839	5,444	5,696	2,828	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	217,514	134,784	87,879	317,136	297,440	76,225	79,275	74,275
Percent Change		-38.03%	-34.80%	260.88%	-6.21%	-74.37%	4.00%	-6.31%
Expenditure								
Personnel	504,512	544,722	548,404	561,167	512,502	515,943	522,533	540,855
Commodities	44,613	65,051	74,939	83,490	94,249	92,770	94,881	101,270
Contractual	63,419	78,718	104,008	327,617	302,997	68,087	102,285	81,884
Capital	107,497	149,274	-	1,408	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	720,041	837,765	727,351	973,682	909,748	676,800	719,699	724,009
Percent Change		16.35%	-13.18%	33.87%	-6.57%	-25.61%	6.34%	0.60%
Employees FTE	8.600	8.534	8.471	8.600	9.000	7.000	7.000	7.000
Percent Change FTE		-0.77%	-0.74%	1.52%	4.65%	-22.22%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. The Police Department's Administration is responsible for overseeing and managing the infrastructure for the Police Department. Approximately fifteen percent of the division's efforts are directed toward this outcome.	1. Preparation of the annual budget with an emphasis on maintaining and improving infrastructure such as technology and commodities.

Department Police
Fund General
Division Administration
Account 02.1101

Outcome	Goal / Activity Answers the <u>When, What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. The Community Relations Specialist is assigned to the Administration Division of the Police Department. A significant portion of the duties of that officer involves the proactive crime prevention education and services. Approximately thirty percent of the division's budget is directed toward this outcome.	2. The Community Relations Specialist has expanded her scope of duties to include preparation and implementation of the Police Department's Citizen's Academy as well as education of the community regarding code enforcement issues. A principle focus for the Community Relations Specialist will be Neighborhood Watch Program.
A progressive City that provides responsive and cost efficient services	3. Managing the overall department and insuring that the employees are aligned with organizational goals and objectives assures that the specifics of this outcome are achieved. Approximately thirty five percent of the division's budget is directed toward this outcome.	3. The department's Police Chief has designated his Deputy Chief of Police as the Budget Officer. Both routinely monitor budget trends. Department Command Staff meet weekly to discuss organizational issues to insure that employees are aligned to department goals and objectives.
A City that is business-friendly and economically diverse	4. The community relations component of the Administration Division works directly with the business community establishing a friendly relationship. Fifteen percent of the division's budget is directed toward this outcome.	4. The Community Relations Specialist actively pursues interaction with the business community by attending ACE, BID, or other such meetings for example.
A City that provides diverse cultural, recreational and entertainment opportunities	5. Approximately five percent of the division's budget is directed toward this outcome by providing services directly related to community activities related to entertainment, cultural, and recreational activities.	5. The Police Department fully supports the 4 th of July celebration and other community events by providing staff and developing a management plan for the event.

Performance Measure	Goals / Activities	2009	2010	2011	2012	2013	2014	2015
	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Police
Fund General

Revenue Item Police Fee

Account / Source 02.1101.33252 / Charges for Services

Authorization Policy

Description Fees charged for copies of police reports, finger-printing of citizens, photographs, and sexual offender registrations.

Fee Schedule Basic schedule is \$3.00 per report copy, \$15.00 research fee/hour if over 30 minutes. \$5.00 for resident finger printing, \$10.00 for non-resident. \$21.00 per audio tape. \$25.00 registration fees for sexual offenders.

Date Last Changed Report charges changed 6/1/1993. Fingerprint charges changed 4/2/1997. Sexual offender fees added 1/1/2005.

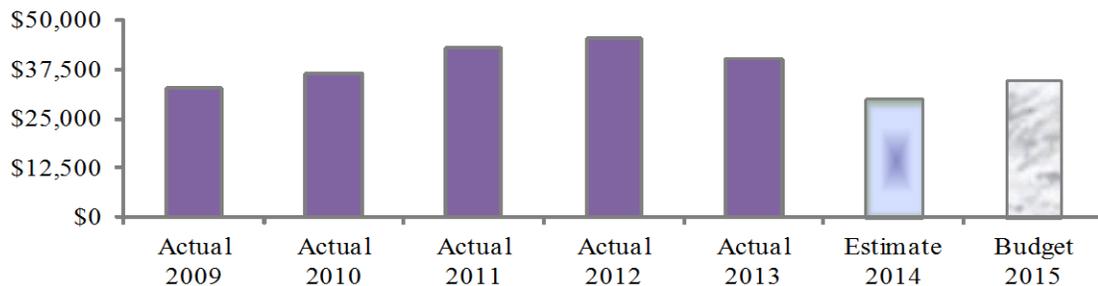
Previous Fee Schedule Basic schedule is \$1.00 per report copy. \$3.00 for resident finger printing. Photographs vary in price due to number, size, etc.

Formula Method Estimate based on past history

Projection Method Estimated to remain flat based on current fee structure.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 32,519	\$ 36,296	\$ 42,782	\$ 45,499	\$ 40,254	\$ 30,000	\$ 35,000
% Change	-11.72%	11.61%	17.87%	6.35%	-11.53%	-25.47%	16.67%



Department Police
Fund General

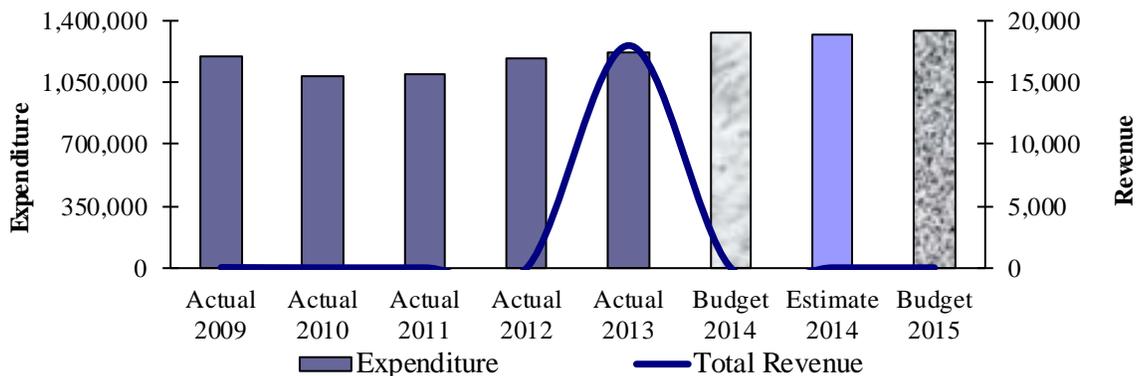
Division Communications and Records

Account 02.1104

Description This division provides the telecommunications link and radio coordination for Police, Fire and Public Works services to the community. The division also provides the community with records, crime analysis, and supporting computer systems.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	24	-	-	-	18,039	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	24	-	-	-	18,039	-	-	-
Percent Change		-100.00%	---	---	---	-100.00%	---	---
Expenditure								
Personnel	959,804	965,983	988,939	1,030,124	1,056,178	1,127,706	1,118,081	1,154,316
Commodities	19,774	15,791	22,912	29,693	16,176	29,310	26,846	26,846
Contractual	217,527	101,467	83,437	128,740	147,384	178,631	178,631	157,366
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,197,105	1,083,241	1,095,288	1,188,557	1,219,738	1,335,647	1,323,558	1,338,528
Percent Change		-9.51%	1.11%	8.52%	2.62%	9.50%	-0.91%	1.13%
Employees FTE	15.400	14.789	14.184	15.000	16.200	16.000	16.000	16.000
Percent Change FTE		-3.97%	-4.09%	5.75%	8.00%	-1.23%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Police Department.	1. In 2011, the entire Communications Center received significant operable upgrades which should enhance the

Department Police
Fund General
Division Communications and Records
Account 02.1104

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Approximately twenty percent of the budget for Communications and Records is dedicated to the dispatching of calls for service. This activity is specifically linked to an outcome of a safe community.	performance of employees assigned to this Division in 2012. 2. The division has achieved authorized staffing levels. Full-staffing will enhance individual performance resulting in a safer community.
A progressive City that provides responsive and cost efficient services	3. Dispatching of calls, maintenance of public records, and crime analysis are all functions of the Communications and Records Division and the division's efforts towards this outcome. Approximately fifty percent of the division's budget is aimed at provided efficient and responsive services.	3. The reorganization of the Department of Safety Services in 2008 designated that Communications and Records will be incorporated in the Police Budget. Communications and Records continue to provide the Fire Department with this service.
A City that is business-friendly and economically diverse	4. Assistance to businesses and property owners accounts for approximately ten percent of the division's budget.	4. The Communications Division maintains a data base of all businesses with personal contact numbers in case of emergencies.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Police
Fund General

Division Police Operations Division

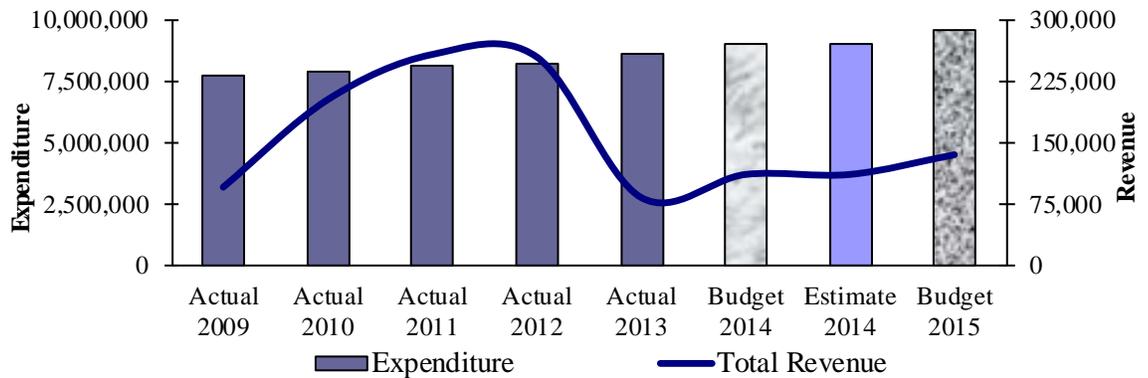
Account 02.1105

Description This division provides the patrol, traffic and preliminary investigative services for the community in the context of modern theories of law enforcement.

This division is also responsible for a variety of investigative and administrative functions for the Department of Safety Services including criminal investigations and emergency preparedness operations as it relates to issues of homeland security and anti-terrorism efforts

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	63,343	202,458	253,940	241,901	81,621	109,460	109,460	133,775
Charges for Services	30,000	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	55	381	23	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	1,518	340	4,496	13,243	559	1,124	1,124	1,124
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	94,861	202,798	258,491	255,525	82,203	110,584	110,584	134,899
Percent Change		113.78%	27.46%	-1.15%	-67.83%	34.53%	0.00%	21.99%
Expenditure								
Personnel	6,971,376	7,164,455	7,161,825	7,349,218	7,733,657	7,984,001	7,915,929	8,487,725
Commodities	175,568	149,977	194,186	231,889	216,501	244,658	238,367	251,150
Contractual	438,982	435,763	625,840	462,185	518,513	624,684	635,938	641,810
Capital	122,272	151,678	158,290	161,432	165,309	196,543	196,543	221,187
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	7,708,198	7,901,873	8,140,141	8,204,724	8,633,980	9,049,886	8,986,777	9,601,872
Percent Change		2.51%	3.02%	0.79%	5.23%	4.82%	-0.70%	6.84%
Employees FTE	70.700	72.141	71.905	73.000	72.000	72.000	73.000	76.000
Percent Change FTE		2.04%	-0.33%	1.52%	-1.37%	0.00%	1.39%	4.11%



Department Police
Fund General

Division Police Operations Division

Account 02.1105

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. The costs for the Police Operations Division are to maintain quality infrastructure, and are directed primarily to vehicle maintenance and CERF costs. Included are other building maintenance and facility expenses.	1. It is anticipated that the Police Department will acquire a new mug shot system in 2012. This will replace the equipment that is aged and outdated.
A safe, clean, healthy and attractive City	2. The Police Operations Division provides 24 hour a day, seven day a week police patrols in order to insure a safe community. Approximately 35% of the Police Operations Budget is dedicated to patrol related efforts. 3. The Police Support Services Division contributes to this outcome by conducting proactive criminal investigations, through participation in a number of metropolitan intelligence gathering groups, and through aggressive recruitment, selection and training of qualified employees. This effort accounts for approximately 35 % of the division's budget.	2. The Police Department maintains strong information sharing techniques amongst its divisions in order to direct Patrol activities to where they are most effective. The Division will be analyzing various work schedules that will enhance performance and safety. 3. The Investigative Services Division has upgraded its Intelligence function that provides Patrol Operation timely and pertinent intelligence information that officers' utilize in their day-to-day activities.
A progressive City that provides responsive and cost efficient services	4. Response to all calls for service (criminal and non-criminal), traffic enforcement, and accident investigations are among the services provided by the Police Operations Division. Approximately fifty percent of the division's overall budget is dedicated to providing responsive and efficient services.	4. The Police Department requires a response to all calls for service. The two Detective Sergeants have been educated with the Record's Management system which allows for timely assignment of cases. The sergeants conduct monthly audits of case management to insure that the Bureau is responsive to the needs of the community.

Performance Measure	Goals /	2009	2010	2011	2012	2013	2014	2015
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Police
Fund General

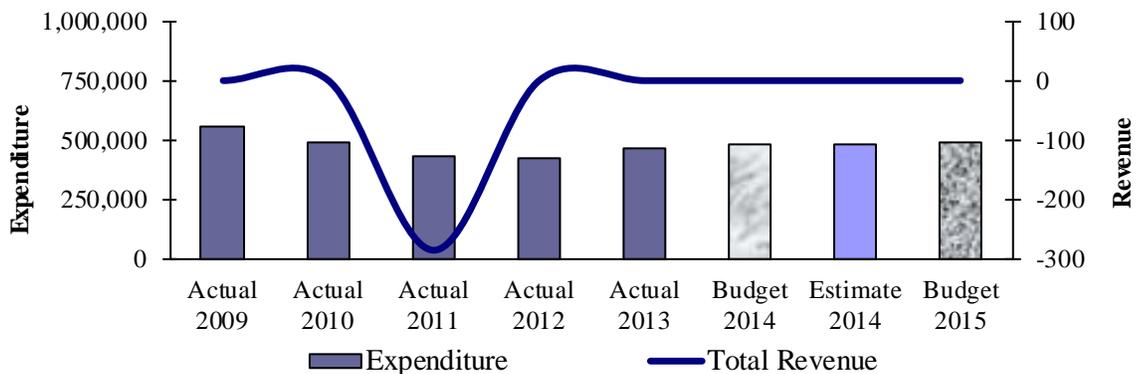
Division Neighborhood and Environmental Services

Account 02.1108

Description The Neighborhood and Environmental Services Division is responsible for helping to maintain the appearance of properties throughout the City of Englewood. In addition, this division also handles animal control issues.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	(286)	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	(286)	-	-	-	-	-
Percent Change		----	----	-100.00%	----	----	----	----
Expenditure								
Personnel	404,390	377,645	310,409	274,951	313,538	327,630	325,748	343,379
Commodities	15,363	16,228	14,235	12,258	14,649	20,331	20,331	20,331
Contractual	125,529	83,510	95,444	122,433	119,052	118,013	118,452	115,824
Capital	13,265	12,371	12,371	12,332	15,453	15,453	15,453	13,157
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	558,547	489,754	432,459	421,974	462,692	481,427	479,984	492,691
Percent Change		-12.32%	-11.70%	-2.42%	9.65%	4.05%	-0.30%	2.65%
Employees FTE	6.000	5.954	4.925	5.000	5.000	5.000	5.000	5.000
Percent Change FTE		-0.77%	-17.28%	1.52%	0.00%	0.00%	0.00%	0.00%



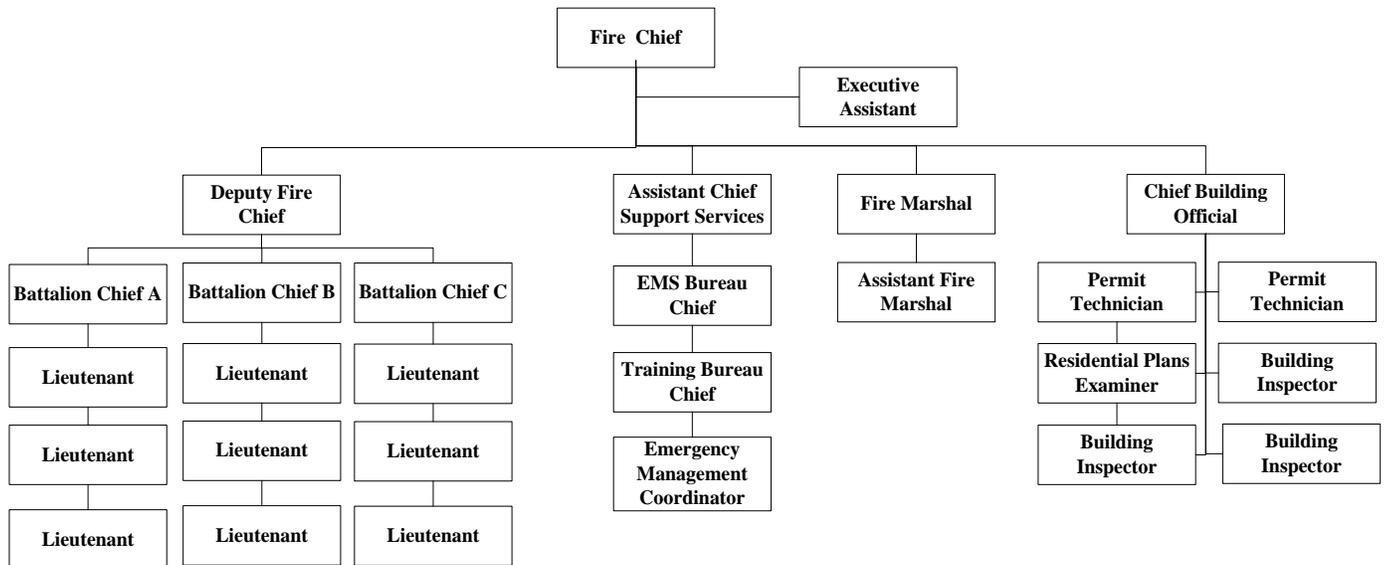
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Providing and maintaining a quality infrastructure for Neighborhood Services is accomplished through building and vehicle maintenance, repair, and CERF costs.	1. This goal is achieved through cooperation with the city's service center and its preventive maintenance plan.
A safe, clean, healthy and attractive City	2. The Neighborhood Services Group conducts routine patrol and self-initiated enforcement	2. The code officers' assigned areas of responsibility were realigned to match

Department Police
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	activities directed toward code enforcement issues contributes significantly to the city's efforts of providing a safe, clean, healthy, and attractive environment. Approximately 50% of the division's budget is spent on this specific outcome.	assigned districts that match the police patrol operations. In late 2011 a third code enforcement officer was hired. This should enhance our ability to better respond to calls for service and to provide proactive patrols in the neighborhoods.
A progressive City that provides responsive and cost efficient services	3. Being responsive to the needs of the community and providing cost efficient services is accomplished through efficient follow up investigation of code related complaints and by working in partnership with community members, groups, and other city departments at resolving code issues. This effort accounts for approximately 30 % of the Neighborhood Services budget.	Police patrol officers received training in the identification and enforcement of code related issues.
A City that is business-friendly and economically diverse	4. The Neighborhood Services Group provides public education in areas of code enforcement and engages in positive public and community relations with the business community whenever possible. Approximately 10% of the division's budget is directed toward this outcome.	The Community Relations Officer included a component of code enforcement education into the police department's citizen academy. A detailed brochure was also developed and included in various publications available to the community.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Fire
Fund General



Description The Fire Department strives to provide a safe and secure environment for the citizens of Englewood by minimizing the impact of fire, disaster, hazardous conditions, illness, and injury.

The Fire Department provides emergency response service 24 hours per day, 365 days a year. Firefighters are trained in fire suppression, fire prevention, Advanced Life Support emergency medical treatment and transport, hazardous materials abatement, advanced rescue techniques, disaster response, and fire and life safety education.

Mission Statement **The Englewood Fire Department is dedicated to the protection of life, property and the environment through a commitment to excellence in emergency response, training, public education, fire prevention, and the efficient utilization of resources.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> Restore an Assistant Fire Marshal position Implement a Fire Prevention Fee Schedule Evaluate fire service contract proposals from South Metro Fire Rescue Authority and Denver Fire Department Staff three Firefighter vacancies 	<ul style="list-style-type: none"> Complete a Standards of Cover and Risk Assessment Study Complete a Facilities Needs Assessment and Master Plan Complete a Strategic Plan Join the south-area regional fire computer aided dispatch (CAD) system for fire and EMS communications Replace the aerial fire truck Reinstate the position of Training Bureau Chief Adopt the 2015 Editions of the International Codes
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Hire a Fire Chief Hire a Fire Marshal Complete the “Cooperative Efforts Feasibility Study” for Englewood Fire Department and Littleton Fire Rescue 	<ul style="list-style-type: none"> Hired a Fire Chief Hired a Fire Marshal Hired a Fire Executive Assistant Completed the “Cooperative Efforts Feasibility Study” for Englewood Fire Department and Littleton Fire Rescue

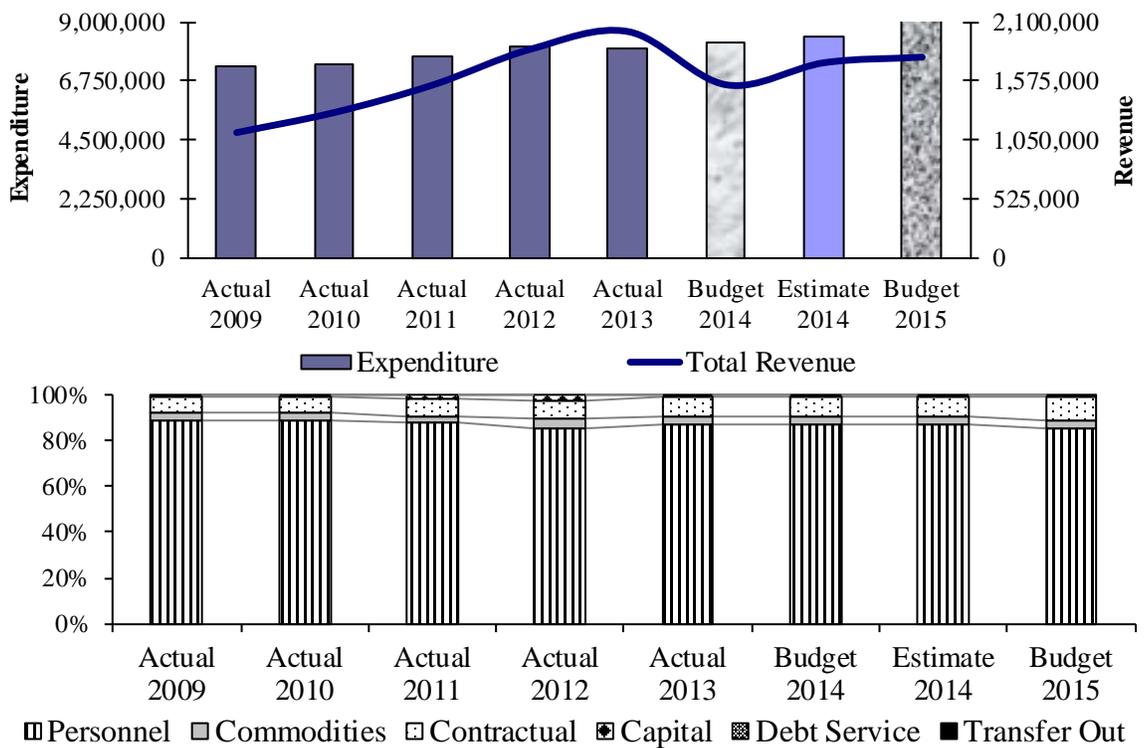
2013 Major Department Initiatives Planned

2013 Major Department Initiatives Accomplished

- Evaluated a proposal entitled “The Feasibility of Littleton Fire Protection District and Englewood Fire Department Joining the South Metro Fire Rescue Authority: Summary of Initial Analysis”
- Developed a proposal and received approval for the adoption of a new Fire Permit Fee Schedule to offset the cost of reinstating the position of Assistant Fire Marshal

Department Fire
Fund General
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	415,141	532,651	595,600	836,166	1,142,499	742,270	868,600	918,600
Intergovernmental	51,820	65,697	149,071	188,224	57,451	22,908	95,670	95,670
Charges for Services	644,678	691,721	794,392	837,410	820,160	726,298	726,298	726,298
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	365	3,160	235	-	-	50,081	50,081	50,081
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,112,004	1,293,229	1,539,298	1,861,800	2,020,110	1,541,557	1,740,649	1,790,649
Percent Change		16.30%	19.03%	20.95%	8.50%	-23.69%	12.91%	2.87%
Expenditure								
Personnel	6,471,866	6,605,800	6,699,924	6,922,795	6,976,450	7,136,707	7,330,004	7,806,520
Commodities	257,359	214,028	261,920	304,616	283,929	295,218	307,024	317,024
Contractual	526,748	549,356	553,790	680,632	672,105	694,417	757,084	946,133
Capital	64,295	56,718	151,208	192,512	70,192	75,977	75,977	70,157
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	7,320,268	7,425,902	7,666,842	8,100,555	8,002,676	8,202,319	8,470,089	9,139,834
Percent Change		1.44%	3.24%	5.66%	-1.21%	2.49%	3.26%	7.91%
Employees FTE	65.800	65.367	64.390	65.370	65.370	66.370	65.370	66.370
Percent Change FTE		-0.66%	-1.50%	1.52%	0.00%	1.53%	-1.51%	1.53%

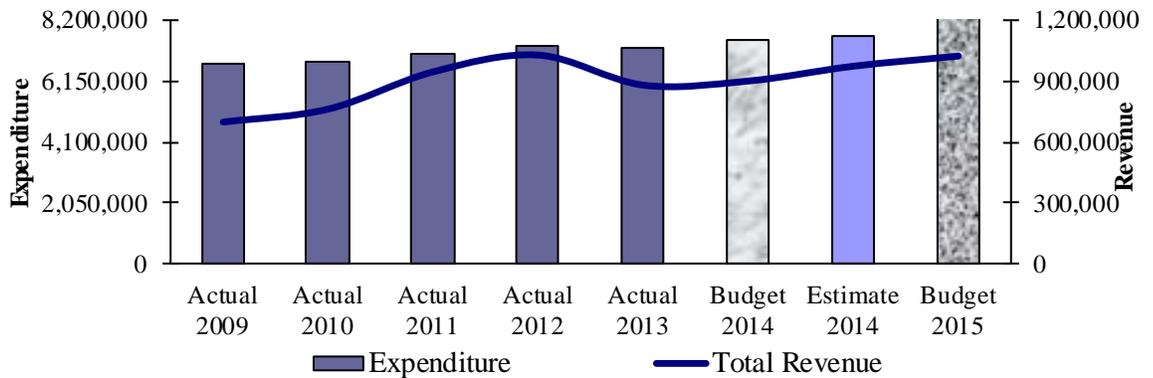


Department Fire
Fund General
Division Fire Operations
Account 02.1102

Description The Fire Operations Division of the Fire Department provides fire and rescue emergency response services to the City of Englewood. In addition, all emergency medical services, hazardous materials, heavy rescue, fire investigations, training, emergency management, and other special operations are functions of this Division. Operations personnel also contribute to non-emergency support activities including fire code inspections and enforcement, and fire and life safety education presentations.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	1,357	100,000	100,000	150,000
Intergovernmental	51,820	65,697	149,071	188,224	57,451	22,908	95,670	95,670
Charges for Services	644,668	691,691	794,372	837,410	819,110	725,228	725,228	725,228
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	2,830	4	-	-	50,000	50,000	50,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	696,488	760,218	943,447	1,025,634	877,918	898,136	970,898	1,020,898
Percent Change		9.15%	24.10%	8.71%	-14.40%	2.30%	8.10%	5.15%
Expenditure								
Personnel	5,928,677	6,028,902	6,148,564	6,353,010	6,403,070	6,592,608	6,717,509	7,179,975
Commodities	246,147	204,102	249,121	292,009	272,239	281,341	289,841	299,841
Contractual	475,940	489,000	493,756	527,534	533,188	563,835	606,502	795,381
Capital	59,243	51,666	146,156	185,835	61,195	68,957	68,957	61,237
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	6,710,007	6,773,670	7,037,597	7,358,388	7,269,692	7,506,741	7,682,809	8,336,434
Percent Change		0.95%	3.90%	4.56%	-1.21%	3.26%	2.35%	8.51%
Employees FTE	58.800	58.421	57.495	58.370	58.370	59.370	58.370	59.370
Percent Change FTE		-0.64%	-1.59%	1.52%	0.00%	1.71%	-1.68%	1.71%



Department Fire
Fund General
Division Fire Operations
Account 02.1102

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repair and maintenance of fire apparatus, facilities and equipment, including the Capital Equipment Replacement Fund (CERF), vehicle maintenance and oversight of all repair and maintenance costs related to the Fire Department's budget.	The Fire Department coordinates the maintenance of all police and fire facilities. Personnel maintain all tools and equipment located in the fire stations and on fire apparatus.
A safe, clean, healthy and attractive City	2. The Fire Department contributes to this outcome via high level emergency response, fire and life safety education, and code enforcement. Fire inspections, safety presentations, car seat safety, CPR & first aid, and neighborhood watch presentations, are all focused on maximizing citizen safety. 3. The Fire Marshal's office further contributes to a safe, clean, healthy and attractive city through fire prevention and code compliance efforts.	The foremost objective of the Fire Department is to promote and support the safety and security of the lives of the citizens of Englewood. This is accomplished by emergency response, fire and life safety education, fire prevention and code enforcement.
A progressive City that provides responsive and cost efficient services	4. Fire Department staff proactively maintains and services its tools and equipment to ensure maximum life. 5. Costs are further managed through careful quality evaluation and cost comparisons when making purchases. 6. Fire Department personnel work hard each duty day to maintain a high level of fitness, which minimizes on the job illness and injury.	Fire Department staff constantly monitors and evaluates expenditures and financial needs to conform to the city's established budget.
A City that is business-friendly and economically diverse	7. The Fire Department works closely with business and property owners to ensure safe and economically efficient business operations.	The Fire Department conducts business fire inspections, provides plan review and consultations, and conducts job site inspection services for homeowners, builders and contractors.
A City that provides diverse cultural, recreational and entertainment opportunities	8. Providing support services for special events such as the 4 th of July, Fun Fest, and Englewood Daze is a means of supporting the cultural and entertainment activities of the community.	The Fire Department co-manages the annual 4 th of July Family Festival and Fireworks event, and provides entertaining educational services to various other events throughout the year.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Fire
Fund General

Revenue Item EMS Transportation Fee

Account / Source 02.1102.33251 / Charges for Services

Authorization EMC 1-6G-10A

Description Reimbursement for transportation of patients to appropriate medical facilities by Englewood Fire Department personnel.

Fee Schedule Basic Life Support Transport - \$775; Advanced Life Support - \$775; Oxygen - \$45; Per Mile Charge - \$12. Plus other miscellaneous charges.

Date Last Changed 2013 EMS Billing Committee Review

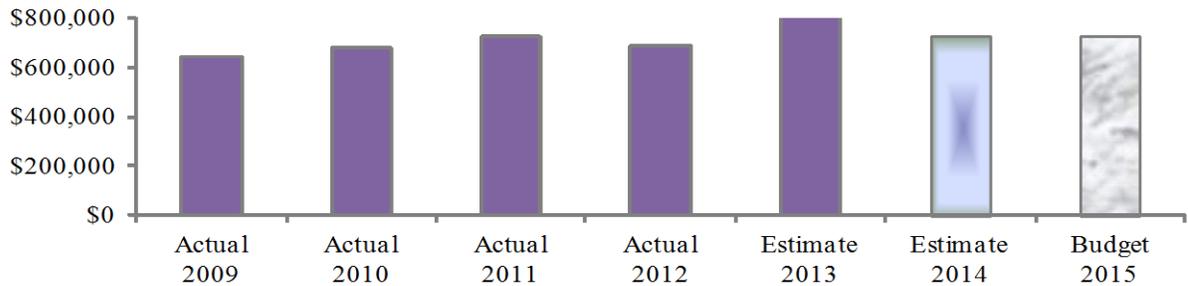
Previous Fee Schedule Basic Life Support Transport - \$725; Advanced Life Support - \$725; Oxygen - \$45; Per Mile Charge - \$12. Plus other miscellaneous charges.

Formula Method Historical Average of patients transported X Average area transportation charge, less Average non-collectible rate, less 7% billing charge.

Projection Method Number of transports expected to remain relatively static or slightly increase. Ratio of billed amounts to collection amount is expected to remain static or slightly decrease.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Estimate	Estimate	Budget
Amount	\$ 644,041	\$ 680,501	\$ 724,827	\$ 689,745	\$ 803,549	\$ 725,000	\$ 725,000
% Change	-12.18%	5.66%	6.51%	-4.84%	5.11%	-9.78%	0.00%



Department Fire
Fund General

Revenue Item Charges for Services

Account / Source 02.1102.33209 / Charges for Services

Authorization 1997 Uniform Fire Code as adopted by the 2000 EMC 8-2E-1

8001.5.2 Unauthorized discharges.

8001.5.2.5 Responsibility for cleanup. *The person, firm or corporation responsible for an unauthorized discharge shall institute and complete all actions necessary to remedy the effects of such unauthorized discharge, whether sudden or gradual, at no cost to the jurisdiction. When deemed necessary by the chief, cleanup may be initiated by the fire department or by an authorized individual or firm. Costs associated with such cleanup shall be borne by the owner, operator or other person responsible for the unauthorized discharge.*

2012 International Fire Code

2703.3.1.4 Responsibility for cleanup. *The person, firm or corporation responsible for an unauthorized discharge shall institute and complete all actions necessary to remedy the effects of such unauthorized discharge, whether sudden or gradual, at no cost to the jurisdiction. When deemed necessary by the code official, cleanup may be initiated by the fire department or by an authorized individual or firm. Costs associated with such cleanup shall be borne by the owner, operator or other person responsible for the unauthorized discharge.*

Description Reimbursement from other entities for help with hazmat spill cleanup.

Fee Schedule The following fees were developed by Arapahoe/Douglas County Hazardous Materials Team and were approved by the State of Colorado. Periodically the hourly wages of personnel are adjusted to meet City of Englewood Fire Department pay scale.

Command	\$32.05	Lt.	\$28.81	Engine	\$158.63
Firefighter	\$23.81	Fire Medic	\$27.38	Medic	\$ 67.05
Support Staff	\$19.78	Captain	\$40.49	Truck	\$306.73
Dispatch fee	\$50.00	DOE	\$26.19	Hammer	\$116.59
				Staff	\$ 27.67

Date Last Changed 2013

Previous Fee Schedule N/A

Formula Method N/A

Projection Method History

Comments The City direct bills, but Arapahoe County can also send out bills on the City's behalf. The rates used for billing are the same.

Continued

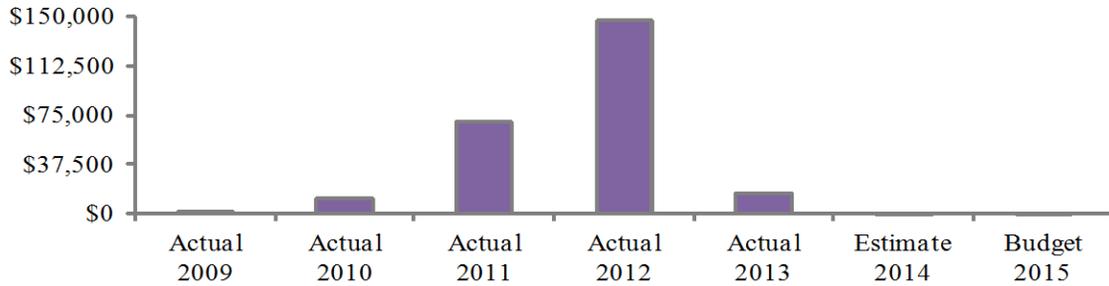
Department Fire
Fund General

Revenue Item Charges for Services

Account / Source 02.1102.33209 / Charges for Services

Continued from Previous Page

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 627	\$ 11,190	\$ 69,545	\$ 147,665	\$ 15,561	\$ 228	\$ 228
% Change	-99.06%	1683.35%	521.48%	112.33%	-89.46%	-98.53%	0.00%



Department Fire
Fund General

Revenue Item Life Safety and Fire Prevention Fees

Account / Source 02.1102.32206 / Licenses & Permits

Authorization International Fire Code (IFC)

Description Englewood Fire Department evaluates all plans and construction documents to determine if all related documents meet the requirements of the codes and standards adopted by the City of Englewood and the Englewood Fire Department.

Fee Schedule Fee schedule on next page.

Date Last Changed October 7, 2013

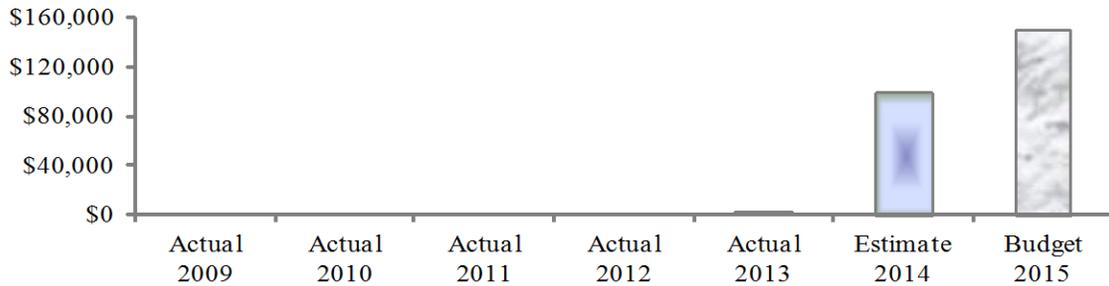
Previous Fee Schedule N/A

Formula Method N/A

Projection Method

Comments Fee Schedule established by Resolution No. 72, Series of 2013 (October 7, 2013)

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ -	\$ -	\$ -	\$ -	\$ 1,357	\$ 100,000	\$ 150,000
% Change	----	----	----	----	----	----	50.00%



Department Fire

Fund General

Revenue Item Life Safety and Fire Prevention Fees

Account / Source 02.1102.32206 / Licenses & Permits

Englewood Fire Department (EFD) Life Safety & Fire Prevention Fee Schedule: The fees for permits and services authorized by the International Fire Code (IFC) shall be assessed in accordance with the fee schedule adopted by resolution by the City Council of the City of Englewood, Colorado.

ACTIVITY	FEE
Permit Application Fee/All Permits	\$150.00
New Construction Building Plan Review	0 – 10,000 sq ft \$600.00
\$2,001.00 to \$25,000.00	Over 10,000 sq ft \$600.00 + \$.035/sq ft over 10,000 sq ft
	Over 50,000 sq ft \$2,000.00 + \$.030/sq ft over 10,000 sq ft
Tenant Finish/Remodel/Additions	0 – 10,000 sq ft \$250.00 + \$.035/sq ft
	Over 10,000 sq ft \$600.00 + \$.030sq ft over 10,000 sq ft
	Over 50,000 sq ft \$1,800.00 + \$.025/sq ft over 50,000 sq ft
Parking Structures	1/3 of New Construction Fee
Fire Sprinkler System	0 – 50,000 sq ft \$200.00 + \$.025/sq ft
	Over 50,000 sq ft \$1,450.00 + \$.020/sq ft over 50,000 sq ft
Fire Alarm System	0 - 50,000 sq ft \$200.00 + \$.025/sq ft
	Over 50,000 sq ft \$1,450.00 + \$.020/sq ft over 50,000 sq ft
Commercial Kitchen Hood Systems	\$150.00
Other Plan Review (Operations Permits)	\$100.00 / \$150.00 with Inspection
Ops Permits under IFC Section 105.6	Annually
Hazardous Materials Inventory Plan (HMIP)	\$200.00 Two Year Permit
Environmental Site Assessment	\$100.00 Per Address
Miscellaneous Permits	\$150.00
Work without a Permit	Double the Permit Fee
Re-Inspection Fee	\$150.00 (Fee increases by; \$100.00 for each additional inspection)
Re-Issue of Permit/Plan Review Comments	\$25.00
Hourly Rate, Review/Inspections	\$80.00

EFD evaluates all plans and construction documents to determine if all related documents meet the requirements of the codes and standards adopted by the City of Englewood and the EFD. Obtaining multiple permits is required for the majority of projects. The sequence or progression of the permitting process is of utmost importance to ensure that all projects are tracked appropriately throughout the plan review and inspection process. Submittals for systems will not be processed until the new building or tenant improvement construction documents have been reviewed.

Department Fire
Fund General

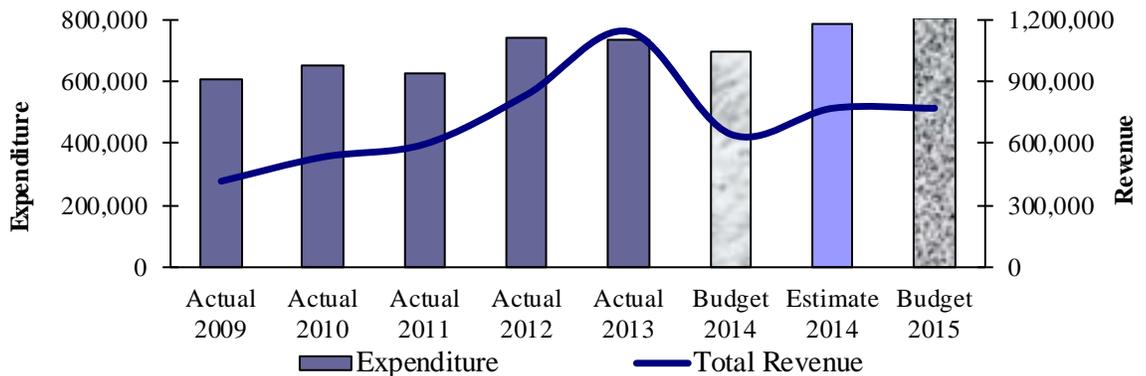
Division Building and Safety

Account 02.1107

Description The Building and Safety Division offers a variety of services to help citizens and contractors. Primarily, the Division is responsible for ensuring that building structures in Englewood are safe and conform to international building codes. Office staff is available to provide information on building permits and codes and to perform inspections. Staff members are trained and certified in all aspects of code administration.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	415,141	532,651	595,600	836,166	1,141,142	642,270	768,600	768,600
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	10	30	20	-	1,050	1,070	1,070	1,070
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	365	330	231	-	-	81	81	81
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	415,516	533,011	595,851	836,166	1,142,192	643,421	769,751	769,751
Percent Change		28.28%	11.79%	40.33%	36.60%	-43.67%	19.63%	0.00%
Expenditure								
Personnel	543,189	576,898	551,360	569,785	573,380	544,099	612,495	626,545
Commodities	11,212	9,926	12,799	12,607	11,690	13,877	17,183	17,183
Contractual	50,808	60,356	60,034	153,098	138,917	130,582	150,582	150,752
Capital	5,052	5,052	5,052	6,677	8,997	7,020	7,020	8,920
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	610,261	652,232	629,245	742,167	732,984	695,578	787,280	803,400
Percent Change		6.88%	-3.52%	17.95%	-1.24%	-5.10%	13.18%	2.05%
Employees FTE	7.000	6.946	6.895	7.000	7.000	7.000	7.000	7.000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Infrastructure costs are provided through the Capital Equipment Replacement Fund (CERF) and vehicle maintenance accounts.	Coordinate the maintenance of all vehicles assigned to the Building and Safety Division.

Department Fire
Fund General

Division Building and Safety

Account 02.1107

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Residential and commercial safety efforts are established through inspections and quality permit review.	Establish and maintain minimum requirements to safeguard public safety and health.
A progressive City that provides responsive and cost efficient services	3. Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division.	Attend annual training in codes and maintain cooperative relationships with property owners and contractors.
A City that is business-friendly and economically diverse	4. Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education.	Enforce the provisions of the Property Maintenance Code for existing structures.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Fire
Fund General

Revenue Item Contractor License Fee

Account / Source 02.1107.32106 / Licenses & Permits

Authorization EMC 5-7-10

Description License fee charged to all contractors licensed to work in the City.

Fee Schedule	Class A	\$225	Class E	\$75
	Class B	150	Class F	75
	Class C	100	Class R1	0
	Class R3	100	Class R2	75
	Class D	75	Class R3	100

Date Last Changed 2012

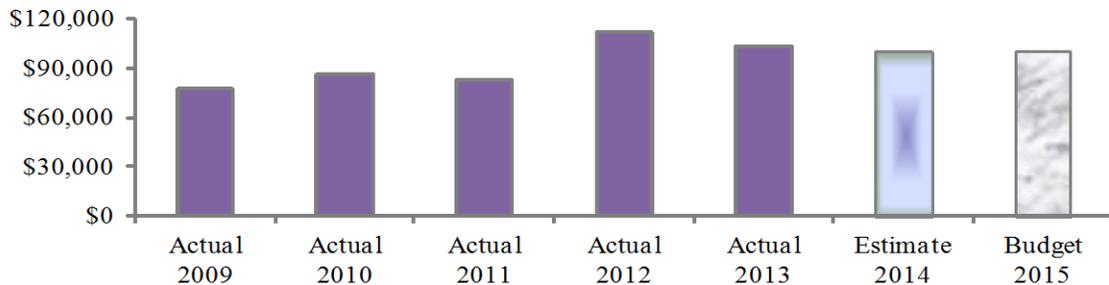
Previous Fee Schedule All fees increased by \$25 with the exception of R1 Electrical Contractors.

Formula Method Number of licenses X Fee

Projection Method Number of contractors licensed to work in the City is projected to increase due to several new projects.

Comments Class R1 is fee-exempt due to statutory changes in CRS regarding State Electrician Registration.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 77,736	\$ 86,211	\$ 82,930	\$ 111,975	\$ 103,388	\$ 100,000	\$ 100,000
% Change	-0.59%	10.90%	-3.81%	35.02%	-7.67%	-3.28%	0.00%



Department Fire
Fund General

Revenue Item Building Permit Fee

Account / Source 02.1107.32202 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for issuance of building permit

Fee Schedule Based on valuation of construction from 1997 Uniform Building Code (UBC).
Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE on next page.

Date Last Changed Fee Schedule reviewed in 2012

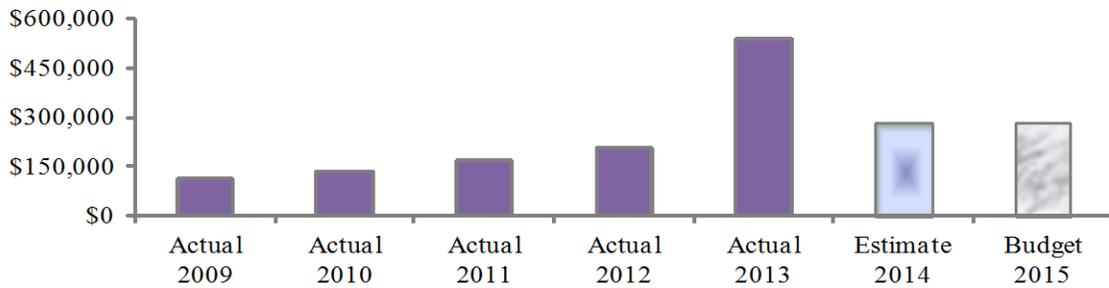
Previous Fee Schedule 1994 UBC

Formula Method See schedule on next page.

Projection Method Estimate based on anticipated construction activity in the City.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 111,973	\$ 137,884	\$ 170,371	\$ 210,996	\$ 539,706	\$ 285,000	\$ 285,000
% Change	-39.24%	23.14%	23.56%	23.85%	155.79%	-47.19%	0.00%



Department Fire

Fund General

Revenue Item Building Permit Fee

Account / Source 02.1107.32202 / Licenses & Permits

Building, Electrical, Plumbing, Mechanical, and Miscellaneous

PERMIT FEES SCHEDULE

Reference Page 1-7 of the 1997 Uniform Building Code

TOTAL VALUATION	FEE
\$1.00 to \$500.00	\$23.50
\$501.00 to \$2,000.00	\$23.50 for the first \$500.00 plus \$3.05 for each additional \$100.00 or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$69.25 for the first \$2,000.00 plus \$14.00 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$391.25 for the first \$25,000.00 plus \$10.10 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$643.75 for the first \$50,000.00 plus \$7.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00
\$100,001.00 to \$500,000.00	\$993.75 for the first \$100,000.00 plus \$5.60 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00
\$500,001.00 to \$1,000,000.00	\$3,233.75 for the first \$500,000.00 plus \$4.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00
\$1,000,001.00 and up	\$5,608.75 for the first \$1,000,000.00 plus \$3.15 for each additional \$1,000 or fraction thereof

Other Inspections and associated Fees:

- | | |
|---|-------------------|
| 1. Inspections outside of normal business hours
(minimum charge - 2 hours) | \$47.50 per hour* |
| 2. Re-inspection fees charged under provisions of Section 305(g) | \$47.50 per hour* |
| 3. Inspections for which no fee is specifically indicated
(minimum charge - one-half hour) | \$47.50 per hour* |
| 4. Additional plan review required by changes, additions or revisions to improved plans
(minimum charge - one-half hour) | \$47.50 per hour* |
| 5. Or use of outside consultants for plan checking or inspections or both. | Actual costs |

***Or the total hourly cost to the jurisdiction, whichever is the greatest. This cost shall include supervision, overhead, equipment, hourly wages and fringe benefits of the employees involved.**

Department Fire
Fund General

Revenue Item Electrical Permit Fee

Account / Source 02.1107.32203 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for issuance of an electrical permit.

Fee Schedule Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of 1997 Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE**.

Date Last Changed Fee Schedule reviewed in 2012

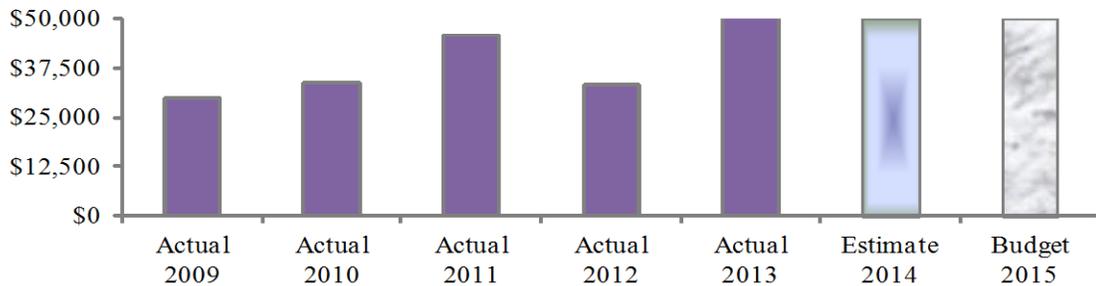
Previous Fee Schedule 1997 UBC.

Formula Method See page 1-7 of 1997 Uniform Building Code.

Projection Method Estimate based on anticipated construction activity in the City.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 29,945	\$ 33,820	\$ 45,958	\$ 33,058	\$ 51,064	\$ 50,000	\$ 50,000
% Change	-24.08%	12.94%	35.89%	-28.07%	54.47%	-2.08%	0.00%



Department Fire
Fund General

Revenue Item Mechanical Permit Fee

Account / Source 02.1107.32205 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for the issuance of a mechanical permit.

Fee Schedule Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of 1997 Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE**.

Date Last Changed Fee Schedule reviewed in 2012

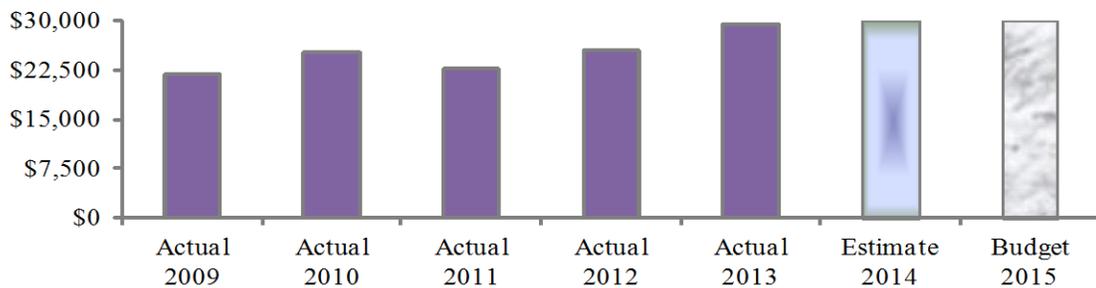
Previous Fee Schedule 1997 UBC

Formula Method See page 1-7 of 1997 Uniform Building Code.

Projection Method Estimate based on anticipated construction activity in the City.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,796	\$ 25,088	\$ 22,818	\$ 25,463	\$ 29,481	\$ 30,000	\$ 30,000
% Change	3.17%	15.10%	-9.05%	11.59%	15.78%	1.76%	0.00%



Department Fire
Fund General

Revenue Item Plan Review Fee

Account / Source 02.1107.32206 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for examination of proposed construction plans to verify compliance with City codes.

Fee Schedule 65% of the assessed construction permit fee.

Date Last Changed N/A

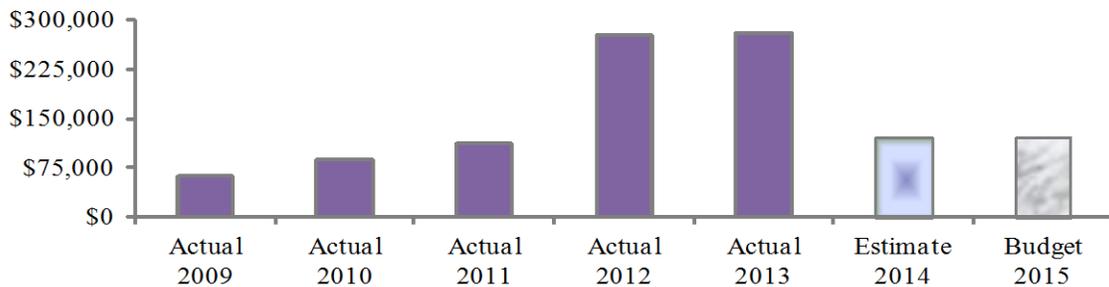
Previous Fee Schedule N/A

Formula Method Anticipated permit fees X .65 = revenue

Projection Method Estimate based on anticipated construction activity in the City.

Comments Enacted in 1984

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 63,180	\$ 87,566	\$ 112,314	\$ 276,444	\$ 279,498	\$ 123,000	\$ 123,000
% Change	-34.03%	38.60%	28.26%	146.13%	1.10%	-55.99%	0.00%



Department Fire
Fund General

Revenue Item Miscellaneous Permit Fee

Account / Source 02.1107.32209 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for issuance of a miscellaneous permit. These are issued for fences, signs, re-roofing, retaining walls, etc.

Fee Schedule Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE.**

Date Last Changed Fee Schedule reviewed in 2012

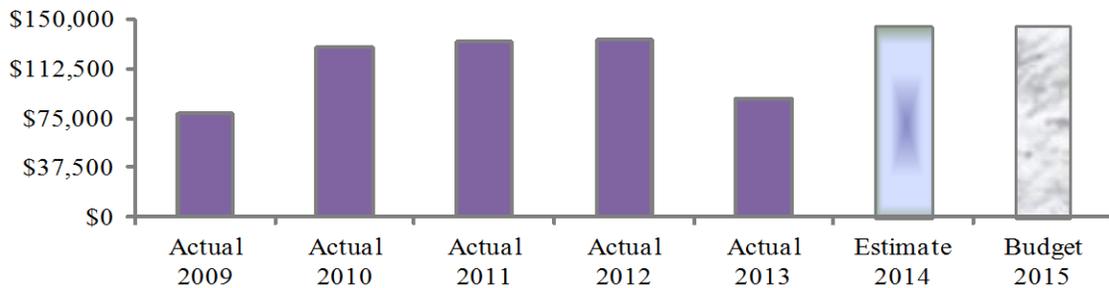
Previous Fee Schedule 1997 UBC

Formula Method See page 1-7 of Uniform Building Code.

Projection Method Estimate based on anticipated construction activity in the City.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 78,853	\$ 129,268	\$ 132,453	\$ 134,515	\$ 89,277	\$ 145,000	\$ 145,000
% Change	41.52%	63.94%	2.46%	1.56%	-33.63%	62.42%	0.00%



Department Fire
Fund General

Revenue Item Miscellaneous Permit Fee

Account / Source 02.1107.32209 / Licenses & Permits

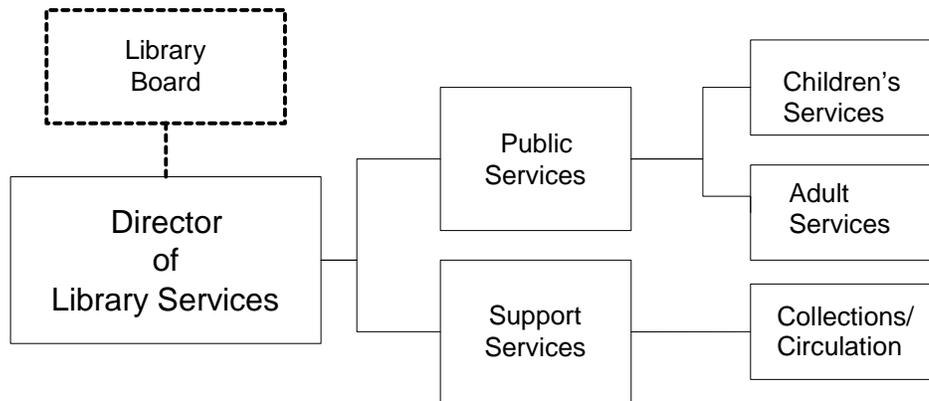
Miscellaneous Valuation	Fee
Asphalt Roofing	\$200.00 per Square Foot
Wood Fencing	\$25.00 per Linear Foot

Other Fees:

Plan Review Fee – 65% of Building Permit Fee(Exception to Plan Review Fee: the 65% Plan Review Fee shall be waived for single-family, owner-occupied dwellings)

Additional Plan Review Fees required by changes, additions, or revisions	\$47.00 per hour
Re-Inspection Fee	\$47.00 per hour
Issuance of Temporary Certificate of Occupancy	\$150.00
Annual Certificates of Elevator Inspection: For each elevator	\$210.00
For each escalator or moving walk	\$210.00
For each commercial dumbwaiter	\$210.00
Elevator Permit Fee	\$30.00
Commercial Elevator Acceptance	\$750.00
Residential Elevator Acceptance	\$500.00
Special Elevator Inspections	\$100.00 per hour
Building Use Tax = 3.5% on one-half the total valuation	
Arapahoe County Open Space Tax = .25% on one-half the total valuation	
Park Fee-in-Lieu of Public Land Dedication:	
Per one-unit dwelling	\$460.00
Per multi-unit dwelling	\$385.00

Department Library Services
Fund General
Division Library Services
Account 02.1201



Description Englewood Public Library - A place to Read, Explore And Discover!

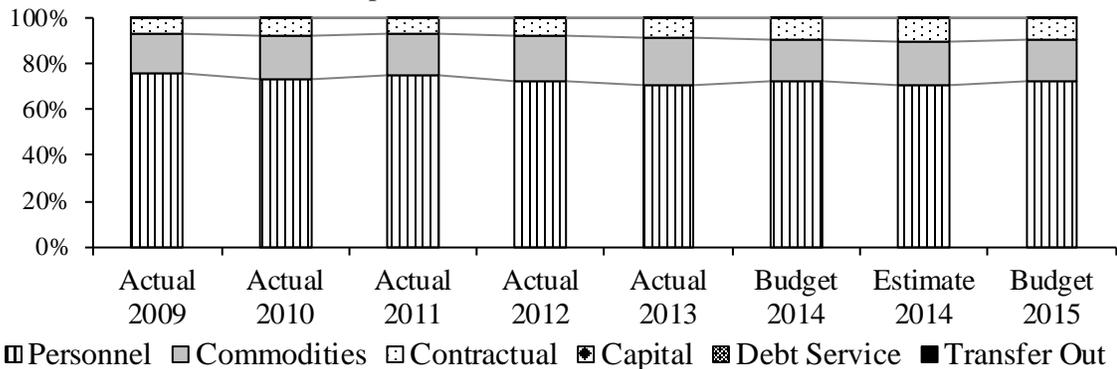
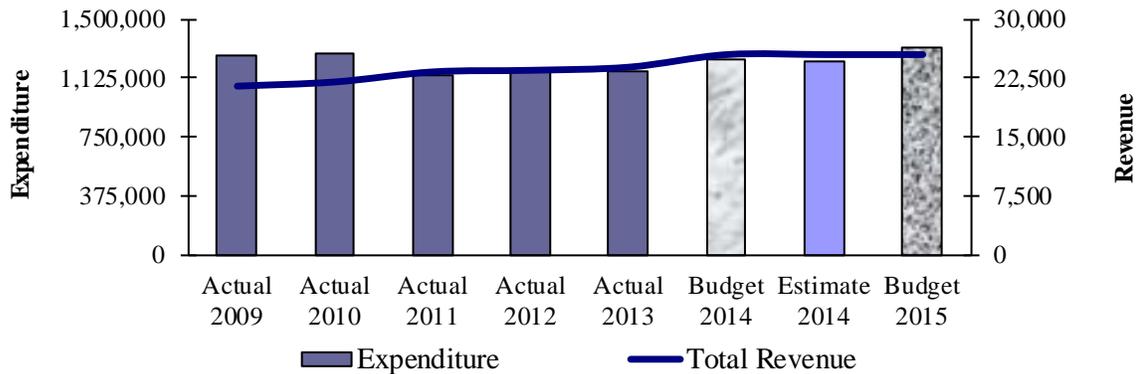
Mission The Englewood Public Library connects our community to the world of ideas, information and imagination.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> Integrate digital books into catalog for ease of access Renovate children’s area, making space for families and early literacy support Outsource cataloging and processing of library materials 	<ul style="list-style-type: none"> Expand services and outreach to seniors Upgrade computer lab and expand technology instruction Remodel circulation desk for better access and improved efficiencies
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Complete Marmot (computer system) integration Implement staff technology training program Expand early childhood literacy programs Institute job search and career information programs 	<ul style="list-style-type: none"> Integrated Marmot systems into circulation procedures and public access catalog Provided targeted technology training to all staff; provide customer service training Added two early literacy storytimes each week and expanded outreach to preschools and daycare centers Served over 800 people needing career and job search assistance

Department Library Services
Fund General
Division Library Services
Account 02.1201

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	3,355	5,241	10,550	5,500	5,500	5,500
Fines & Forfeitures	21,371	21,923	19,884	18,205	13,305	20,000	20,000	20,000
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	21,371	21,923	23,239	23,446	23,855	25,500	25,500	25,500
Percent Change		2.58%	6.00%	0.89%	1.74%	6.90%	0.00%	0.00%
Expenditure								
Personnel	961,902	943,458	858,234	853,665	831,639	900,095	873,340	946,991
Commodities	220,693	237,635	211,123	229,398	237,545	233,300	233,300	245,325
Contractual	90,885	102,440	76,036	96,335	104,346	116,341	127,841	125,141
Capital	2,074	550	220	1,372	1,126	800	800	200
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,275,554	1,284,083	1,145,613	1,180,770	1,174,656	1,250,536	1,235,281	1,317,657
Percent Change		0.67%	-10.78%	3.07%	-0.52%	6.46%	-1.22%	6.67%
Employees FTE	16.640	16.268	15.110	16.302	15.870	15.930	16.040	16.640
Percent Change FTE		-2.24%	-7.12%	7.89%	-2.65%	0.38%	0.69%	3.74%



Department Library Services
Fund General
Division Library Services
Account 02.1201

Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Update computer lab	<ul style="list-style-type: none"> Add new computers with software support for career help and basic technology training
	2. Remodel circulation desk	<ul style="list-style-type: none"> Add a self-check option and ensure better access for children and the disabled
A safe, clean, healthy and attractive City	3. Ensure public and staff safety	<ul style="list-style-type: none"> Install security cameras Maintain Security Guard position
	4. Provide well-trained customer service staff	<ul style="list-style-type: none"> Continually update targeted technology training; support professional development opportunities
A progressive City that provides responsive and cost efficient services	5. Provide user-friendly and reliable access to library resources	<ul style="list-style-type: none"> Implement a mobile app to increase convenient access to catalog and account information on mobile devices
	6. Increase awareness of and use of library resources	<ul style="list-style-type: none"> Analyze effectiveness of website and social media and make improvements to increase usability
A City that provides diverse cultural, recreational and entertainment opportunities	7. Increase services and outreach to senior citizens	<ul style="list-style-type: none"> Develop book clubs in senior communities, build volunteer possibilities, and provide books and digital materials suitable for senior populations

Performance Measure	Goals / Activities	2008	2009	2010	2011	2012	2013	2014
	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Library Services

Fund General

Revenue Item Library Fines

Account / Source 02.1201.34201 / Fines & Forfeitures

Authorization Library Policy

Description All circulating materials retained past their due dates are subject to overdue fines.

Fee Schedule Main Library: \$.20 / day / item

Date Last Changed 2003

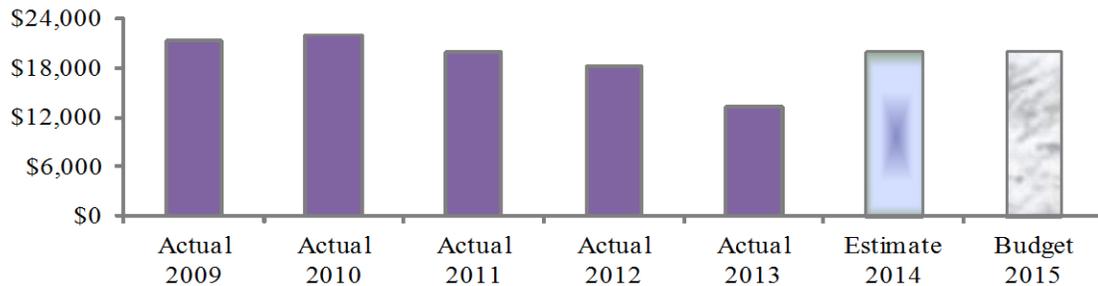
Previous Fee Schedule Main Library: \$.10 / day / item

Formula Method Based on projection using trends in revenues collected during reporting periods.

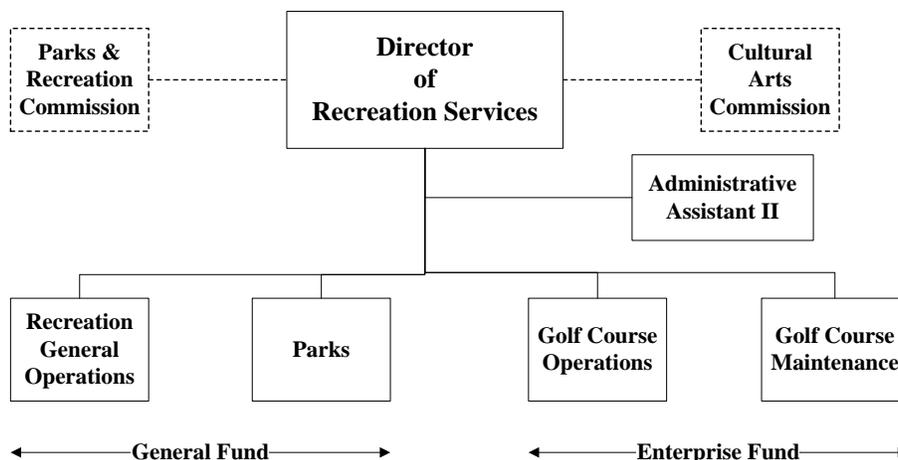
Projection Method N/A

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,371	\$ 21,923	\$ 19,884	\$ 18,205	\$ 13,305	\$ 20,000	\$ 20,000
% Change	-6.05%	2.58%	-9.30%	-8.44%	-26.91%	50.31%	0.00%



Department Parks and Recreation Services
Fund General



Description Englewood's Parks and Recreation Department offers some of the finest recreational opportunities in the region. We strive to create opportunities for the citizens of Englewood and surrounding community to get out, be active, have fun, enjoy life, become involved, achieve health, and improve their quality of life. We want people to get out and “play” in our programs, in our facilities, and in our parks.

Englewood's Recreation Center, Golf Course, Malley Senior Recreation Center, and Aquatics programs have received numerous awards over the years. Our outdoor aquatic facility, Pirates Cove, makes a big splash during summer months, and Englewood boasts some of the finest parks in the metro area.

Mission **The Department of Parks and Recreation provides opportunities for Englewood residents and others to pursue their leisure interests and needs. The Department offers individual and group programs at city and community facilities in a manner designed to encourage and support the broad participation of Englewood residents during all stages of their lives.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Redevelopment of Duncan Park. Park amenities will include: a pavilion, a multi-use sport field, a basketball court, playgrounds, restrooms, landscaping and an internal trail. • Continue planning process of Riverside Park in conjunction with the new initiative for the South Platte River via the South Platte Working Group. Pursue funding sources for the construction phase. • Continue to work closely with youth sports associations to provide field scheduling and program support. • Ongoing pursuit of funding opportunities through grant agencies (GOCO, ACOS and SCFD) and sponsorships. • Continued evaluation and research of creative and innovative methods to provide services in an efficient and cost effective manner 	<ul style="list-style-type: none"> • Finalize construction plans for RiverRun Trail Head (formally Riverside Park) in conjunction with east/west trail connection. Continue working with initiative South Platte Working Group Urban Drainage, City of Littleton, City of Sheridan and South Suburban Parks and Recreation District. . Continue to pursue funding sources for the construction phase. Submit grant application to Arapahoe County Open Space (ACOS) • Continue to support Pirate Youth Sports and other youth sport associations by providing field scheduling, marketing within Play Activity Guide and program information. • Ongoing pursuit of funding opportunities through grant agencies (GOCO, ACOS and SCFD) and sponsorships. • Continued evaluation and research of creative and innovative methods to provide services in an efficient and cost effective manner

2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Pursue funding opportunities for the construction phase of Duncan Park. As well as complete the 	<ul style="list-style-type: none"> • Received \$350,000 GOCO grant and \$250,000 ACOS grant for the construction of Duncan Park.

2013 Major Department Initiatives Planned

- planning of Riverside Park in conjunction with the new initiative for the South Platte River via the South Platte Working Group.
- Continue developing ongoing partnerships with youth sports associations to provide unified services, field scheduling and program support.
- Continued evaluation of changes within Englewood Schools that will affect Englewood Parks & Recreation Master plan.
- Ongoing pursuit of funding opportunities through grant agencies (GOCO, ACOS and SCFD) and sponsorships.
- Continued evaluation and research of creative and innovative methods to provide services in an efficient and cost effective manner

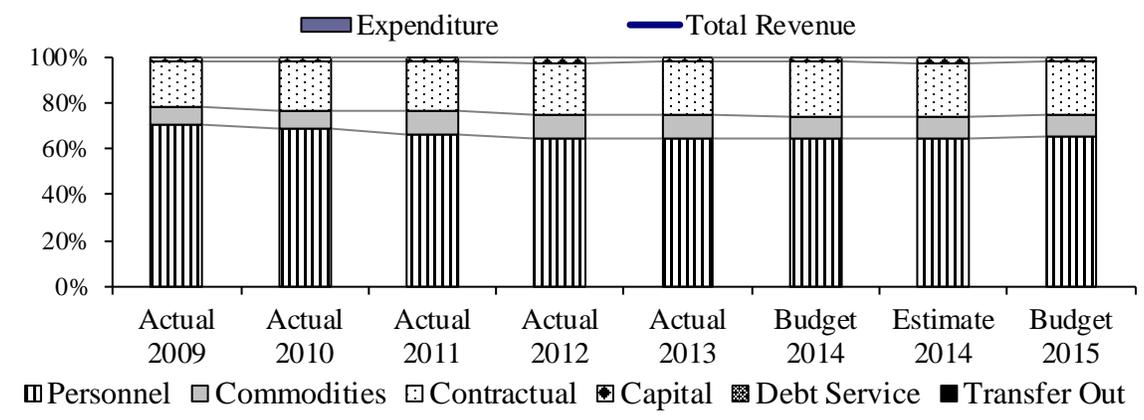
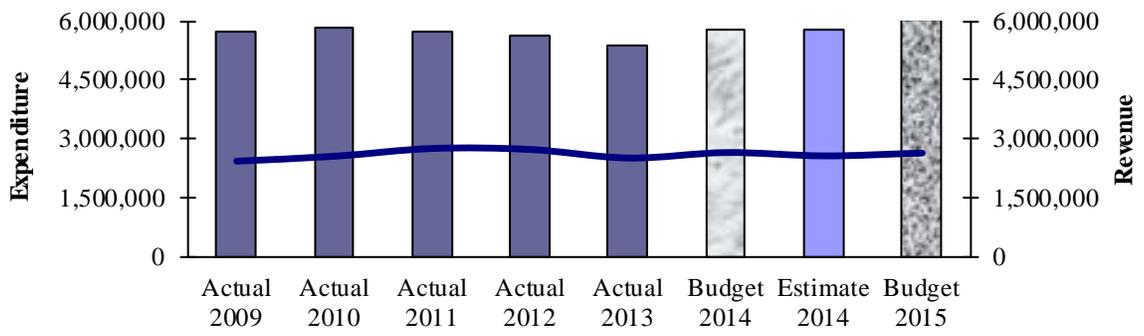
2013 Major Department Initiatives Accomplished

- Continued the planning process of Riverside Park and the east/west trail connections with the South Platte Working Group.
- Began preliminary discussions to transition youth sports leagues to the youth sports associations. Continued providing field scheduling and program support.
- Updated a series of longstanding intergovernmental agreements with Englewood Schools. Negotiated use of stadium since athletic field was lost due to the construction of a softball field. Preliminary discussed the possibility of constructing a community shared turf field.
- Received \$622,000 in grant funds from GOCO, ACOS, SCFD and USA Swimming Foundation.

Department Parks and Recreation Services
Fund General

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	25,670	29,880	74,744	62,558	26,273	30,520	30,520	30,520
Charges for Services	2,354,929	2,509,475	2,650,724	2,647,510	2,486,047	2,615,440	2,538,527	2,603,571
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	69,780	22,978	14,120	6,270	10,033	500	1,750	1,400
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	2,450,379	2,562,333	2,739,588	2,716,338	2,522,353	2,646,460	2,570,797	2,635,491
Percent Change		4.57%	6.92%	-0.85%	-7.14%	4.92%	-2.86%	2.52%
Expenditure								
Personnel	4,019,981	3,987,048	3,775,688	3,628,756	3,508,062	3,744,435	3,732,845	3,958,363
Commodities	452,088	468,530	594,104	595,407	544,485	547,445	547,663	556,200
Contractual	1,163,962	1,260,628	1,244,676	1,291,443	1,232,986	1,385,482	1,370,092	1,411,757
Capital	91,936	95,603	102,681	133,642	117,067	126,796	130,877	126,796
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5,727,967	5,811,809	5,717,149	5,649,248	5,402,600	5,804,158	5,781,477	6,053,116
Percent Change		1.46%	-1.63%	-1.19%	-4.37%	7.43%	-0.39%	4.70%
Employees FTE	37.910	37.872	38.819	35.588	34.880	33.880	33.780	35.655
Percent Change FTE		-0.10%	2.50%	-8.32%	-1.99%	-2.87%	-0.30%	5.55%



Department Parks and Recreation Services

Fund General

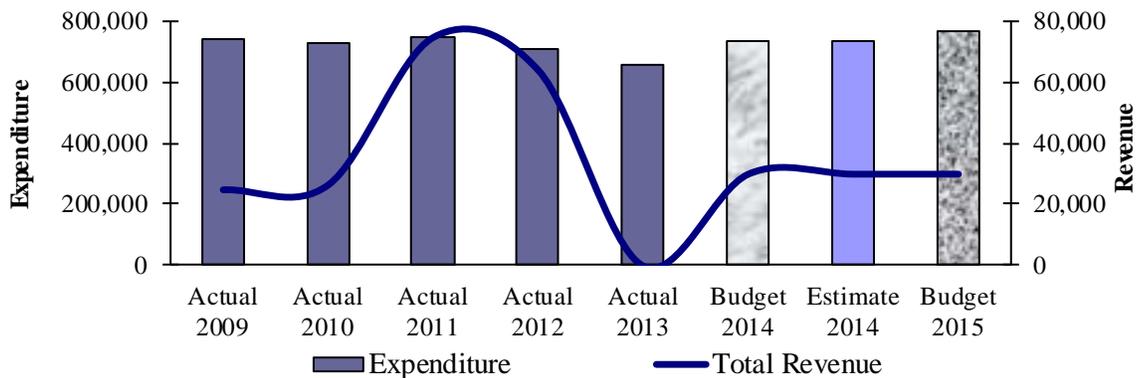
Division Administration

Account 02.1301

Description The administration division provides the overall day to day and long range administration and coordination of the department. Department Divisions include recreation general operations, parks, golf operations and golf maintenance. Functions include personnel administration, payroll administration, and clerical support for all Divisions. The administration of the Park's shelter rentals, show wagon and tent reservations are included in this budget division.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	46,224	37,038	-	-	-	-
Charges for Services	24,856	26,472	28,427	26,905	-	30,000	30,000	30,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	35	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	24,891	26,472	74,651	63,943	-	30,000	30,000	30,000
Percent Change		6.35%	182.00%	-14.34%	-100.00%	---	0.00%	0.00%
Expenditure								
Personnel	513,183	510,794	454,914	467,702	456,099	494,825	495,257	518,395
Commodities	36,497	29,420	81,025	68,889	41,476	48,550	48,550	48,550
Contractual	166,087	165,057	187,516	149,712	134,091	166,337	163,137	174,713
Capital	22,041	22,041	22,041	25,021	23,315	25,030	25,030	25,030
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	737,808	727,312	745,496	711,324	654,981	734,742	731,974	766,688
Percent Change		-1.42%	2.50%	-4.58%	-7.92%	12.18%	-0.38%	4.74%
Employees FTE	4.000	3.969	4.925	4.000	4.000	4.000	4.000	4.000
Percent Change FTE		-0.77%	24.08%	-18.78%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Asset management includes facility and program operations and maintenance management, capital maintenance budgeting,	Parks & Recreation Master Plan Implementation 2014.

Department Parks and Recreation Services

Fund General

Division Administration

Account 02.1301

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	direction of facility management and operations, short/long term planning and policy development. 2. Division is responsible for technology planning, coordination and direction. Funding Options include SCFD, conservation trust fund, Malley Trust Fund, Open Space Funding, Great Outdoors Colorado, sponsorships and other grants and funding opportunities.	Grant writing.
A safe, clean, healthy and attractive City	3. This division initiates and coordinates programs such as Tree city USA, forestry management, general facilities master plan, parks master plan, golf master plan, etc. 4. Scholarship programs are developed for program and facility use.	Continuing of Departmental Recycling program established 08. Continued support of Englewood Community garden developed 2010. Added two additional School/Community gardens with Communities Putting Prevention to Work grant in 2011-12. Financial Aid program.
A progressive City that provides responsive and cost efficient services	5. Direction for department training is coordinated through this division. 6. Support for all boards and commission occurs through the administration division. 7. All part time/seasonal personnel actions and payroll is implemented in this division.	Staff actively participates in Colorado Parks and Recreation Association as well as other job specific associations with a goal of networking, training and continued program development. Recreation staff continues to act as City liaison with Cultural Arts Commission, Parks and Recreation Commission, Malley Center Trust Fund and Malley Advisory Board. Department also sponsors the Youth Council.
A City that is business-friendly and economically diverse	8. Business outreach occurs through facility discounts, partnerships and marketing opportunities.	Business sponsor opportunities. Continually collaborating with city businesses and the chamber to mutually benefit our programs and the businesses in our community.
A City that provides diverse cultural, recreational and entertainment opportunities	9. Strategic planning for all recreation facilities/program direction, park and open space development occurs in this division. 10. This division is responsible for development of partnerships with other public agencies, non-profits, private sector, etc. Funding options include Open Space funding/grants, Great Outdoors Colorado, Conservation Trust Fund, SCFD, fees and charges, etc.	Park Master Plan est. 2006 - revision scheduled for 2014. Aggressive grant funding applications completed annually. Department actively solicits volunteer and business involvement in all facility and program areas. This has resulted in significant cost savings to the Department and has enhanced program growth and quality. Over 515 volunteers worked in many different positions during 2013. The Department received grants from Arapahoe

Department Parks and Recreation Services

Fund General

Division Administration

Account 02.1301

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
		County Open Space, and Scientific and Cultural Facilities District (SCFD). Many sponsorships and donations were also received as program support resulting in a costs savings of \$1,082,987. Continually meeting the needs by offering innovative recreational opportunities.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Parks and Recreation Services

Fund General

Revenue Item Shelter Reservation Rental

Account / Source 02.1301.33001 and 02.1301.36101 / Charges for Services

Authorization Approved Program

Description Park Shelter Reservations

Fee Schedule Shelters:

\$65/reservation, under 100, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$120 all day.

\$100/reservation, 100-199, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$185 all day.

\$165/reservation, 200 +, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$300 all day.

Bellevue #1

\$110/reservation, under 100, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$200 all day.

\$175/reservation, 100-199, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$300 all day.

\$250/ reservation, 200 +, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$375 all day.

Date Last Changed 2013

Previous Fee Schedule Shelter:

\$55 per shelter reservation, under 100, for 4 hours, \$100 all day.

\$90 per shelter reservation for 100 – 199, for 4 hours, \$165 all day.

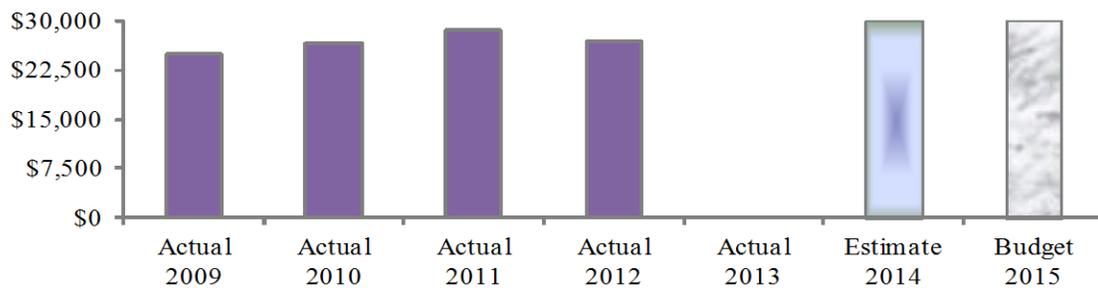
\$150 per shelter reservation for 200 or more, for 4 hours, \$250 all day.

Formula Method # of Reservations X fees

Projection Method Estimate from historical figures

Comments Currently the revenue is recorded in account 02.1301.36101

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 24,856	\$ 26,472	\$ 28,427	\$ 26,905	\$ -	\$ 30,000	\$ 30,000
% Change	21.60%	6.50%	7.38%	-5.35%	-100.00%	----	0.00%



Department Parks and Recreation Services

Fund General

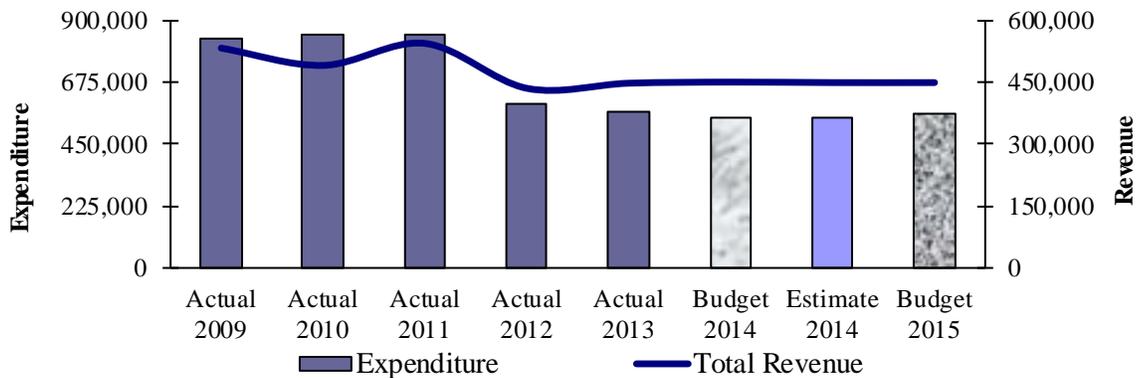
Division Recreation Center

Account 02.1302

Description To provide the opportunity for the public to pursue a variety of recreational activities in a pleasant, well maintained facility.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	5,000	5,000	-	-	-	-	-
Charges for Services	518,880	482,242	537,896	435,063	447,348	450,000	448,800	448,800
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	12,749	2,816	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	531,629	490,058	542,896	435,063	447,348	450,000	448,800	448,800
Percent Change		-7.82%	10.78%	-19.86%	2.82%	0.59%	-0.27%	0.00%
Expenditure								
Personnel	615,270	623,405	618,165	408,488	386,687	354,481	350,863	361,111
Commodities	40,335	38,815	43,208	16,458	15,948	13,300	13,300	16,850
Contractual	176,440	184,817	184,076	163,637	164,956	180,275	180,385	186,585
Capital	-	-	-	5,278	4,081	-	4,081	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	832,045	847,037	845,449	593,861	571,672	548,056	548,629	564,546
Percent Change		1.80%	-0.19%	-29.76%	-3.74%	-4.13%	0.10%	2.90%
Employees FTE	6.580	6.529	6.481	5.400	5.130	5.130	4.780	4.780
Percent Change FTE		-0.77%	-0.74%	-16.68%	-5.00%	0.00%	-6.82%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets managed within the recreation center include fitness facilities/equipment, indoor pool/sauna, Rec Zone/youth center, birthday party facilities, meeting rooms/kitchens, racquetball courts, gymnasium, locker/restrooms, running track, etc.	Regular meetings with Public Works to discuss facility maintenance and custodial issues.

Department Parks and Recreation Services

Fund General

Division Recreation Center

Account 02.1302

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	2. Numerous funding options include Silver Sneakers program, conservation Trust Fund, Admission and program fees, corporate fees, birthday parties, rentals, etc	Continually researching funding sources and revenue streams while maintaining affordable pricing structure.
A safe, clean, healthy and attractive City	3. To encourage healthy citizens and a healthy environment opportunities are provided by fitness facilities & programs, youth and teen facility and programs, family swim and aquatic fitness programs, senior fitness programming and the Silver Sneakers program	Aggressive all age programming Special events such as annual fitness challenge, Halloween, Egg Hunt. Recycle program.
A progressive City that provides responsive and cost efficient services	4. Volunteers – Recreation Center uses volunteer support in programming and operations. 5. Staff development occurs through customer service training; certifications for program instruction, equipment management, chemical distribution (aquatics), first aid and CPR, cross training of staff, etc. 6. Web/phone registrations are available for classes and programs. 7. Program/participant surveys, facility/program suggestion boxes, community plans, scholarship programs, etc. allow us to receive input from the citizens and provide programs that can be available to everyone.	Youth Council. Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements.
A City that is business-friendly and economically diverse	8. The recreation center provides business outreach by providing business owner and employee discounts, partnerships, and marketing/sponsorship opportunities.	Special event sponsorship opportunities.
A City that provides diverse cultural, recreational and entertainment opportunities	9. The recreation center provides individual, group, and family opportunities through scheduled programming and individual participation	Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Recreation Center Photo ID Card Fee

Authorization City Council Policy

Description Sale of photo I.D. cards to Englewood residents to provide identification for entrance to recreational activities.

Fee Schedule \$3.00 per card

Date Last Changed 2008

Previous Fee Schedule \$2.00 per card

Formula Method Estimated number of cards X \$2.00

Projection Method 2%

Comments I.D. cards expire every three years.

Combined with other programs into one account in 2004

Revenue Item Recreation Center Admission Fee

Authorization Approved Program

Description Center admissions to the Recreation Center.

Fee Schedule

	<u>Youth / Senior</u>		<u>Adult</u>	
	Resident	Non-Resident	Resident	Non-Resident
Allows use of pool, sauna, & entire Center except racquetball	3.50	4.00	4.75	5.50
Discount Card - 25 admissions	58.00	71.00	84.00	101.00
Combo Discount Card - 25 admissions with towel	68.00	81.00	94.00	111.00

Date Last Changed 2013

Previous Fee Schedule

	<u>Youth / Senior</u>		<u>Adult</u>	
	Resident	Non-Resident	Resident	Non-Resident
Allows use of pool, sauna, & entire Center except racquetball	2.75	3.25	4.00	4.75
Discount Card - 30 admissions	53.00	65.00	77.00	93.00
Combo Discount Card - 30 admissions with towel	63.00	75.00	87.00	103.00

Formula Method This involves the combining of the various fees mentioned above.

Projection Method Estimate based on previous usage.

Comments 2013 Admission fee increase; daily, various passes and punch cards and corp passes.

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Racquetball Rental

Authorization Approved Program

Description Court admissions to the Recreation Center.

Fee Schedule

	Prime Time	Non-Prime Time	Challenge	Shuttle	Punch Card
Resident	7.25 / Court	5.25 / Court	4.75 / Court	4.75 / Court	34.00 each
Non-Resident	9.00 / Court	6.00 / Court	5.50 / Court	5.50 / Court	40.00 each

Date Last Changed 2013

Previous Fee Schedule

	Prime Time	Non-Prime Time	Challenge	Shuttle	Punch Card
Resident	7.25 / Court	5.25 / Court	4.50 / Court	4.50 / Court	34.00 each
Non-Resident	9.00 / Court	6.00 / Court	5.25 / Court	5.25 / Court	40.00 each

Formula Method This involves the combining of the various fees mentioned above.

Projection Method Estimate based on previous participation.

Comments

Revenue Item Recreation Center – Various Revenues

Authorization Approved Program

Description Various fees related to the daily operation of the Recreation Center

Fee Schedule

Program	Amount Charged
Equipment Rental (balls, racquets, etc)	No Charge
Locker Rental	No Charge
Towel Rental	No Charge

Date Last Changed 2010

Previous Fee Schedule

Program	Amount Charged
Equipment Rental (balls, racquets, etc)	\$.50 each
Locker Rental	No Charge
Towel Rental	\$.50 each

Formula Method N/A

Projection Method N/A

Comments

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Facility Rental

Authorization Approved Program

Description Revenue from the rental of various rooms at the Center

Fee Schedule	Facility	Hourly Rate	
	AA #1	\$20	
	AA #2	\$28	
	Kitchen	\$22	
	Gym	\$70	
	½ Gym	\$30	
	Pool	\$44	includes one guard for 25 people
		\$55	includes two guards for 50 people
		\$66	includes three guards for 75 people
	Full Center	\$360	available only during non-business hours, exclusive use of the entire Center
	Pool Party Room	\$33	
	Rec Zone Room	\$70	1 hour rental
		\$130	2 hours rental
		\$200	3 hours rental

Date Last Changed 2010

Previous Fee Schedule	Facility	Hourly Rate	
	AA #1	\$18	
	AA #2	\$25	
	Kitchen	\$20	
	Gym	\$60	
	½ Gym	\$30	
	Pool	\$40	includes one guard for 25 people
		\$50	includes two guards for 50 people
		\$60	includes three guards for 75 people
	Full Center	\$325	available only during non-business hours, exclusive use of the entire Center

Formula Method This involves the combining of the various fees mentioned above.

Projection Method N/A

Comments Combined with other programs into one account in 2004

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Recreation Center Annual Pass

Authorization Approved Program

Description Revenue from the sale of Annual and Corporate passes.

Fee Schedule	Annual Pass		Six Month Pass		Corporate Pass
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$312	\$204	\$173	\$126	100 visits \$336 300 visits \$957
Non-Resident	\$384	\$324	\$210	\$192	500 visits \$1570 700 visits \$2163 900 visits \$2754 1000 visits \$3040
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$35 for youth or \$30 for youth with resident discount			

Date Last Changed 2013

Previous Fee Schedule	Annual Pass		Six Month Pass		Corporate Pass
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$299	\$199	\$173	\$123	100 visits \$308 300 visits \$885
Non-Resident	\$385	\$340	\$213	\$191	500 visits \$1450 700 visits \$1995 900 visits \$2538 1000 visits \$2800
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$30 for youth or \$25 for youth with resident discount			

Formula Method This involves the combining of the sale of various items listed above.

Projection Method 2%

Comments 1987 was the first year that Annual and Corporate passes were sold. Added annual pass discounts to improve sales and increased 160 annual pass holders for 2011. 9% increase in 2013.

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Description All Recreation Center Fees & Rentals are now under one account.

For detail, see previous pages.

Fee Schedule Various, see previous schedules.

Date Last Changed Various, see previous schedules.

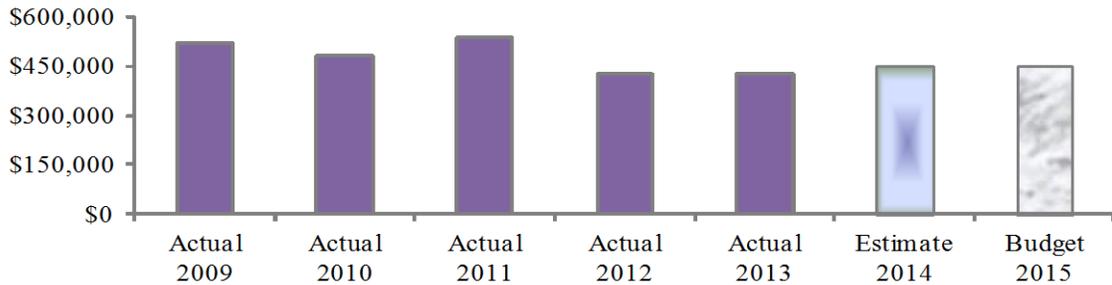
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

Comments Total of all Recreation Center Fees & Rentals into one account in 2004.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 518,880	\$ 482,242	\$ 537,896	\$ 424,483	\$ 426,436	\$ 448,800	\$ 448,800
% Change	-0.64%	-7.06%	11.54%	-21.08%	0.46%	5.24%	0.00%



Department Parks and Recreation Services

Fund General

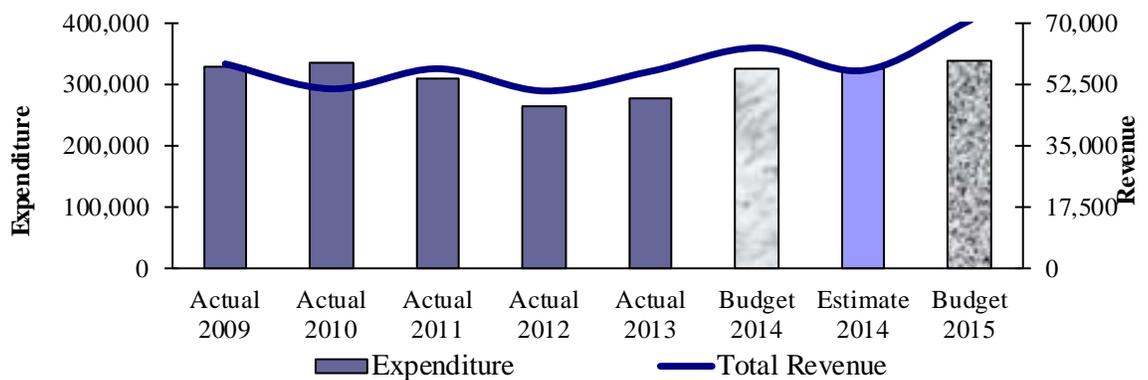
Division Malley Senior Recreation Center

Account 02.1303

Description Malley Senior Recreation Center promotes healthy aging by providing progressive recreation programs and facilities and by serving as a resource to the community as a whole.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	8,520	8,520	8,520	8,520	8,520	8,520
Charges for Services	51,353	51,211	48,479	42,065	47,746	54,480	48,000	62,400
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	7,030	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	58,383	51,211	56,999	50,585	56,266	63,000	56,520	70,920
Percent Change		-12.28%	11.30%	-11.25%	11.23%	11.97%	-10.29%	25.48%
Expenditure								
Personnel	258,097	264,309	245,967	204,163	207,756	251,918	252,774	260,838
Commodities	8,345	8,655	8,491	9,952	13,395	10,650	11,921	11,650
Contractual	62,174	61,635	55,909	50,671	55,344	62,465	60,270	64,920
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	328,616	334,599	310,367	264,786	276,495	325,033	324,965	337,408
Percent Change		1.82%	-7.24%	-14.69%	4.42%	17.55%	-0.02%	3.83%
Employees FTE	2.500	2.481	3.940	2.750	2.750	2.750	2.625	2.625
Percent Change FTE		-0.77%	58.82%	-30.20%	0.00%	0.00%	-4.55%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets managed within the senior center include fitness facilities and equipment, social/game rooms, meeting/activity rooms, kitchen/rental assembly hall, gymnasium, craft room, computer lab, etc.	Regular meetings with Public Works to discuss maintenance and custodial issues.

Department Parks and Recreation Services

Fund General

Division Malley Senior Recreation Center

Account 02.1303

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. The senior center encourages a healthy environment by providing fitness facilities and programs, areas for socialization, senior services and referrals, and various programs, trips and activities.	Aggressive programming and special events Recycle program
A progressive City that provides responsive and cost efficient services	3. The senior center contributes over 150,000 hours in volunteer labor each year. 4. Staff has numerous certifications for program instruction, CPR and first aid. 5. Professional staffing training occurs on a local, state, and national level. 6. Web access for registration and information 7. Responsiveness to the community occurs through program/participant surveys, suggestion boxes, boards and commissions, master plans, etc.	Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements.
A City that is business-friendly and economically diverse	8. Partnerships for sponsorships, programming, marketing, etc. 9. Business relationships with Swedish/Health One, Craig Hospital, Porter Hospital, Health Care providers, etc.	Rec rewards and special event sponsorship opportunities
A City that provides diverse cultural, recreational and entertainment opportunities	10. Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc. Funding and partnerships occur with local businesses, Cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Senior Arts and Crafts

Authorization Approved program

Description Fees for Arts and Craft instruction for seniors 55+.

Fee Schedule Fees range from **\$5 to \$100** per class depending on length and type of class.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Combined with other programs into one account in 2004.

Revenue Item Senior Outdoor Recreation

Authorization Approved program.

Description Fees for providing Outdoor programs. Programs include hiking, picnic outings, and other outdoor experiences.

Fee Schedule Fees range from **\$5 to \$300** per program depending on length and type of program.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Malley Senior Center Facility Rental

Authorization Council approved fee schedule

Description Fees charged to groups and individuals for use of Malley Center.

Fee Schedule

	Non-Profit		
	Resident	Non-Resident	Private Rental
Conf/Class Rooms & Library	\$45 / Hour	\$50 / Hour	\$55 / Hour
Grand Ballroom	\$65 / Hour	\$75 / Hour	\$100 / Hour
Gymnasium-Athletic Use Only	\$45 / Hour	\$50 / Hour	\$55 / Hour
Kitchen – Catering Only	\$10 Flat Fee		
Kitchen – Cooking	\$20 Flat Fee		

Date Last Changed 2010

Previous Fee Schedule

	Non-Profit		
	Resident	Non-Resident	Private Rental
Class Rooms	\$30 / Hour	\$35 / Hour	\$40 / Hour
Multi-Purpose Room	\$45 / Hour	\$55 / Hour	\$65 / Hour
Gymnasium-Athletic Use Only	\$30 / Hour	\$40 / Hour	\$50 / Hour
Kitchen – Catering Only	\$10 Flat Fee		
Kitchen – Cooking	\$20 Flat Fee		

Formula Method N/A

Projection Method Based on past rental history and current area rates.

Comments Fees made consistent with Recreation Center fees to better coordinate rentals.

Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Education

Authorization Approved program.

Description Fees for education instruction for seniors 55+. Programs include a variety of educational opportunities. Examples include but not limited to: Computers, Spanish, Bridge, Piano classes, as well as other topical seminars.

Fee Schedule Fees range from **\$5 to \$100** per class depending on length and type of class.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Fitness

Authorization Approved program.

Description Fees for senior 55+ fitness programs. Programs include a variety of aerobic and weight training classes.

Fee Schedule Fees range from **\$5 to \$100** per class depending on length and type of class.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item One Day Trips / Excursions

Authorization Approved program.

Description Fees that are collected for providing One Day Trip programs. Programs allow the participant to experience excursions to a variety of exciting destinations.

Fee Schedule Fees range from \$5 to \$300 per excursion depending on length and type of excursion.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Other Malley Programs

Authorization Approved program

Description **Special Events** – Fees for special events for seniors 55+. An Event is created with a theme or special occasion highlighted by entertainment or activity. Refreshments are typically included.

Special Meals – Fees for special meals for seniors 55+. Event is created with a theme or special occasion highlighted by entertainment and a dinner meal.

South Suburban Outdoor – Program established through collaboration between Englewood Parks and Recreation and South Suburban Recreation District. Fees for providing Outdoor programs through South Suburban Recreation District. Programs include outdoor experiences that we do not offer directly, due to limited facilities and program staff.

Other – Fees included are parking permits and drop-in fees.

Fee Schedule Varies with program. Fees are based on the cost of the food and entertainment provided or by the cost of the South Suburban program.

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Description All Recreation Center Fees & Rentals are now under one account.

For detail, see previous pages.

Fee Schedule Various, see previous schedules.

Date Last Changed Various, see previous schedules.

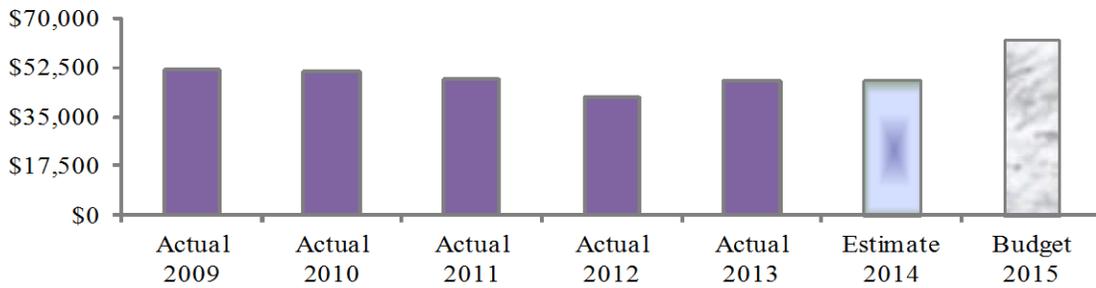
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

Comments Total of all Recreation Center Fees & Rentals into one account in 2004.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 51,353	\$ 51,211	\$ 48,479	\$ 42,065	\$ 47,746	\$ 48,000	\$ 62,400
% Change	4.04%	-0.28%	-5.34%	-13.23%	13.50%	0.53%	30.00%



Department Parks and Recreation Services

Fund General

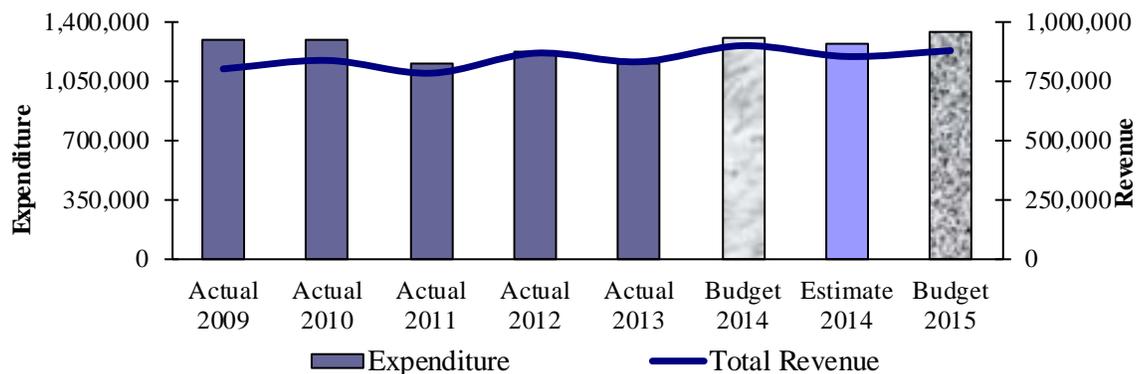
Division Recreation Programs

Account 02.1304

Description This function of this division is to provide affordable, high quality, innovative recreation programs, services, and special events for all ages and cultural/economic demographics of the community. To effectively survey, analyze, and market recreation offerings to assure their effectiveness in meeting community needs and desires.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	24,620	23,520	15,000	17,000	17,753	22,000	22,000	22,000
Charges for Services	778,739	797,391	769,372	848,666	806,193	875,000	830,904	855,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	16,531	1,675	1,096	7,992	-	350	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	803,359	837,442	786,047	866,762	831,938	897,000	853,254	877,000
Percent Change		4.24%	-6.14%	10.27%	-4.02%	7.82%	-4.88%	2.78%
Expenditure								
Personnel	1,039,639	1,034,787	947,644	985,732	907,743	1,016,125	1,003,503	1,063,919
Commodities	96,903	90,173	82,013	97,057	104,908	114,155	109,180	106,955
Contractual	162,043	171,869	119,245	139,346	142,309	170,150	156,850	162,850
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,298,585	1,296,829	1,148,902	1,222,135	1,154,960	1,300,430	1,269,533	1,333,724
Percent Change		-0.14%	-11.41%	6.37%	-5.50%	12.60%	-2.38%	5.06%
Employees FTE	8.580	8.514	8.205	8.438	8.000	7.000	7.000	7.875
Percent Change FTE		-0.77%	-3.63%	2.83%	-5.19%	-12.50%	0.00%	12.50%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets include program supplies and equipment.	Regular meetings with other Dept. to discuss facility maintenance and custodial issues. SCFD grant application.

Department Parks and Recreation Services

Fund General

Division Recreation Programs

Account 02.1304

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	2. Funding options include SCFD, donations, sponsorships, etc.	Added Train operation in 2009.
A safe, clean, healthy and attractive City	3. All activities, youth, adult, senior and family programs provide a safe and healthy environment for participation and social interaction.	Continually researching funding sources and revenue streams while maintaining affordable pricing structure. Aggressive all age programming Special events Recycle program.
A progressive City that provides responsive and cost efficient services	4. Receives over \$175,000 in volunteer support each year. 5. Staff receives continuous training for customer service, public interaction, program development, health and safety, proper certifications, etc. 6. Contacts/registrations are made via telephone, web, mail, etc. 7. Surveys are distributed frequently and cross age programming makes programming more effective and efficient.	Volunteer recruit/coordinator. Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. VOA funding. SCFD funding.
A City that is business-friendly and economically diverse	8. Branding is provided by Sounds of Summer concert Series, Funfest, and other special events, 9. Partnerships and sponsorships allow for promotion of local business and metro businesses. Special programs bring new visitors and program participants to the community who use other services and venues in the community.	Secure partnerships/sponsors Rec Rewards program est 09
A City that provides diverse cultural, recreational and entertainment opportunities	10. Opportunities are provided through recreation programs, classes, activities, special events, fitness/wellness programs, and cultural programs and activities. Funding Options include partnerships with Englewood Arts, schools, non-profits, fees and charges, SCFD, etc.	Scholarship program Youth Council. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements. Special event sponsorship opportunities. Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Basketball

Authorization Approved Program

Description League and Tournament Fees

Fee Schedule Winter

League \$360 – Running Clock
Player Fees \$14 / Player – Non-Resident
\$8 / Player – Resident

Fall / Summer

League \$290 – Running Clock
Player Fees \$14 / Player – Non-Resident
\$8 / Player – Resident

Date Last Changed 2010

Previous Fee Schedule Winter

League \$340 – Running Clock
Player Fees \$14 / Player – Non-Resident
\$8 / Player – Resident

Fall / Summer

League \$290 – Running Clock
Player Fees \$14 / Player – Non-Resident
\$8 / Player – Resident

Formula Method A combination of the above fees

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Volleyball - Adult

Authorization Approved Program

Description League and clinic fees

Fee Schedule

11 Weeks
League \$205
Non-Resident 14
Resident 8

Date Last Changed 2008

Previous Fee Schedule

11 Weeks
League \$195
Non-Resident 14
Resident 8

Formula Method A combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item **Fitness Program**

Authorization Approved Program

Description Fees for various fitness programs.

Fee Schedule Class fees range from **\$10 to \$75** per class depending on length and type of class.
Personal training sessions start at **\$32 per one hr. session for resident**

Date Last Changed 2010

Previous Fee Schedule Class fees range from **\$8 to \$70** per class depending on length and type of class.
Personal training sessions range from **\$28 per one hr. session for resident**

Formula Method Combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Ski Trips

Authorization Approved Program

Description Fees for various winter outdoor programs.

Fee Schedule Fees range from **\$16 to \$400** per class depending on length and type of class.

Date Last Changed 2010

Previous Fee Schedule Fees range from **\$5 to \$300** per class depending on length and type of class.

Formula Method Combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Cultural

Authorization Approved Program

Description Classes, workshops and sale of supplies

Fee Schedule Fees range from **\$5 to \$100** per class depending on length and type of class.

Date Last Changed 2010

Previous Fee Schedule N/A

Formula Method Individual programs have specific class fee.

Projection Method N/A

Comments Fee varies with length of session and total number of hours per class.

Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Playgrounds / Day Camps

Authorization Council Approved Program

Description Fees charged for summer playground and day camp programs.

Fee Schedule	<u>Resident</u>	<u>Non-Resident</u>
Regular Hours	\$30/day	\$37/day
2 nd Child	\$26/day	\$32/day

Date Last Changed 2011

Previous Fee Schedule	<u>Resident</u>	<u>Non-Resident</u>
Regular Hours	\$29/day	\$36/day
2 nd Child	\$25/day	\$31/day

Formula Method Registration X fee

Projection Method Past experience - Future projection

Comments Combined with other programs into one account in 2004.

Revenue Item Youth

Authorization Approved Program

Description Registration fees for youth programs - 3 year olds through middle school age.

Fee Schedule Varies by program.

Date Last Changed 2010

Previous Fee Schedule N/A

Formula Method Fee X number of participants.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Softball Registration

Authorization Approved Program

Description Team entry fees, player fees

Fee Schedule

	<u>Team Entry</u>	<u>Player Fees</u>	
		<u>Resident</u>	<u>Non-Resident</u>
<u>Summer</u>			
Men's Fast Pitch	\$755	\$8	\$14
Men's Slow Pitch	\$360	\$8	\$14
Co-Ed Slow Pitch	\$360	\$8	\$14
<u>Fall</u>			
Slow Pitch	\$360	\$8	\$14

Date Last Changed 2010

Previous Fee Schedule

	<u>Team Entry</u>	<u>Player Fees</u>	
		<u>Resident</u>	<u>Non-Resident</u>
<u>Summer</u>			
Men's Fast Pitch	\$720	\$8	\$14
Men's Slow Pitch	\$420	\$8	\$14
Co-Ed Slow Pitch	\$420	\$8	\$14

Formula Method Combination of the above fees. Team entry fees are based on the # of teams and the # of games.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Farm Admission/Train Admission

Authorization Approved Program

Description Admission to Belleview Petting Farm/ Train ride per person

Fee Schedule \$1.75 per person

Date Last Changed 2013

Previous Fee Schedule \$1.50 per person

Formula Method Fee X number of people

Projection Method N/A

Comments Combined with other programs into one account in 2004. 50 cent inc 2010

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Aquatics

Authorization Approved Program

Description Various swim activities.

Fee Schedule

	Resident	Non-Resident
Youth Learn to Swim	\$4.50 / Class	\$5.50 / Class
Aqua Exercise	\$4.80 / Class	\$5.80 / Class
Adult Learn to Swim	\$6.00 / Class	\$7.00 / Class

Date Last Changed 2010

Previous Fee Schedule

	Resident	Non-Resident
Youth Learn to Swim	\$4.50 / Class	\$5.50 / Class
Aqua Exercise	\$4.25 / Class	\$5.25 / Class
Adult Learn to Swim	\$5.50 / Class	\$7.00 / Class

Formula Method Fee X number of participants.

Projection Method N/A

Comments Combined with other programs into one account in 2004. Moved from ERC 1302 to Recreation Programs 1304 in 2012.

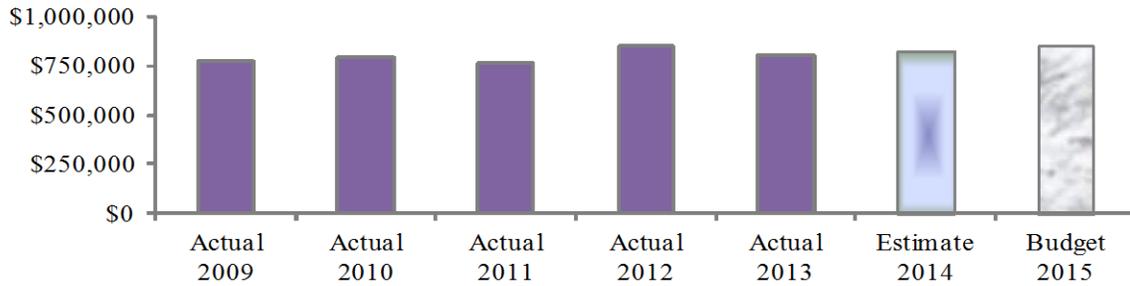
Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 778,739	\$ 796,954	\$ 769,372	\$ 848,666	\$ 806,193	\$ 830,904	\$ 855,000
% Change	10.48%	2.34%	-3.46%	10.31%	6.47%	3.07%	2.90%



Department Parks and Recreation Services

Fund General

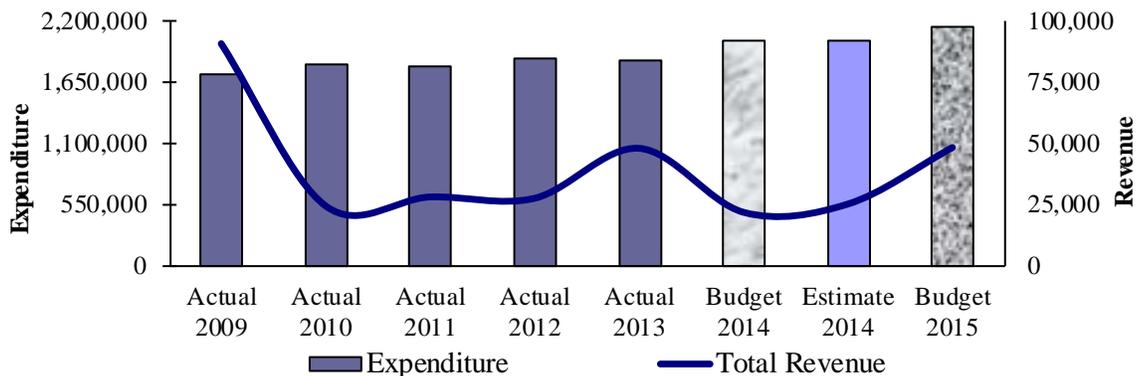
Division Parks

Account 02.1305

Description The Parks Division is responsible for maintaining all parks and open space in the City in a safe and aesthetically pleasing manner, while remaining flexible to the public's needs and creating an overall enjoyable recreation experience.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	1,050	1,360	-	-	-	-	-	-
Charges for Services	39,331	19,283	15,504	22,348	45,709	21,208	23,671	46,671
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	49,966	3,631	12,445	5,066	2,041	500	1,400	1,400
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	90,347	24,274	27,949	27,414	47,750	21,708	25,071	48,071
Percent Change		-73.13%	15.14%	-1.91%	74.18%	-54.54%	15.49%	91.74%
Expenditure								
Personnel	1,069,911	1,065,421	1,014,968	953,165	999,748	1,080,144	1,080,281	1,200,929
Commodities	92,214	97,867	128,547	159,106	149,746	155,115	155,212	152,195
Contractual	490,973	562,647	567,158	659,377	602,896	678,858	679,153	682,362
Capital	69,895	73,562	78,344	93,995	88,670	101,766	101,766	101,766
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,722,993	1,799,497	1,789,017	1,865,643	1,841,060	2,015,883	2,016,412	2,137,252
Percent Change		4.44%	-0.58%	4.28%	-1.32%	9.50%	0.03%	5.99%
Employees FTE	15.500	15.381	14.283	13.500	13.500	13.500	13.500	14.500
Percent Change FTE		-0.77%	-7.14%	-5.48%	0.00%	0.00%	0.00%	7.41%



Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Parks Master Plan implementation Tree pruning and flower programs 	1.-2. Open Space Funding from Arapahoe County

Department Parks and Recreation Services

Fund General

Division Parks

Account 02.1305

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	3. Median maintenance 4. Weed mowing 5. Graffiti removal 6. Snow removal 7. Athletic field maintenance 8. Turf & landscape maintenance and renovations 9. Tree planting program	3. – 9. General Fund/Parks Budget expenses. Maintain a tree nursery for reforestation of the golf course and parks.
A progressive City that provides responsive and cost efficient services	10. Volunteers for trail improvements, flower program, park clean up, etc. 11. Use of community service, youth work programs, scout groups, etc. for park and open space improvements. 12. Citizen and Community outreach and support.	Scouts, local businesses, community service workers.
A City that provides diverse cultural, recreational and entertainment opportunities	13. Support for City sponsored events and programs – i.e. Community events, summer concert series, 4 th of July program, Jr. Golf Program, City Picnic, FunFest, Kid Stage, etc	Adjust parks staff scheduling and use 2 Park Maintenance Workers to cover events.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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Department Parks and Recreation Services

Fund General

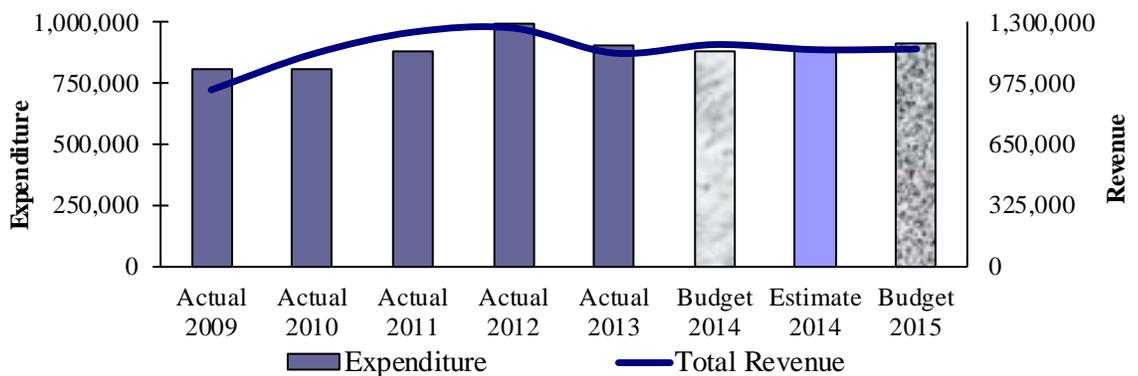
Division Pirates Cove

Account 02.1308

Description Pirates Cove is an outdoor family aquatics park located at Belleview Park. The design of the park is for patrons of all ages, with an emphasis on young families. Amenities include a zero depth entry leisure pool featuring a large dump bucket, a competitive pool with a diving board and drop slide, a lazy river with a vortex, a 35 foot tower with three slides, a spray garden, a sand play area and concession operations.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	941,770	1,132,876	1,251,046	1,272,463	1,139,051	1,184,752	1,157,152	1,160,700
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	108	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	941,770	1,132,876	1,251,046	1,272,571	1,139,051	1,184,752	1,157,152	1,160,700
Percent Change		20.29%	10.43%	1.72%	-10.49%	4.01%	-2.33%	0.31%
Expenditure								
Personnel	523,881	488,332	494,030	609,506	550,029	546,942	550,167	553,171
Commodities	177,794	203,600	250,820	243,945	219,012	205,675	209,500	220,000
Contractual	106,245	114,603	130,772	128,700	133,390	127,397	130,297	140,327
Capital	-	-	2,296	9,348	1,001	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	807,920	806,535	877,918	991,499	903,432	880,014	889,964	913,498
Percent Change		-0.17%	8.85%	12.94%	-8.88%	-2.59%	1.13%	2.64%
Employees FTE	0.750	0.998	0.985	1.500	1.500	1.500	1.875	1.875
Percent Change FTE		33.08%	-1.30%	52.27%	0.00%	0.00%	25.00%	0.00%



Department Parks and Recreation Services

Fund General

Division Pirates Cove

Account 02.1308

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount. 2. Funding for the facility is derived from fees and charges, concessions, rentals, Conservation Trust Fund, special events, sponsorships, etc. 	<p>CEM expanded annual maintenance program. Conduct regular meetings with Public Works to discuss facility maintenance and issues.</p> <p>Continually researching funding sources and revenue streams while maintaining affordable pricing structure.</p>
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> 3. The facility is extremely attractive and inviting to the public. 4. Swim lesson program, fitness classes, interactive use, etc. helps to promote a healthy environment. Expectation for safety, cleanliness, and appearance are held to the highest standards. 5. Food service delivery is monitored for the highest and safest quality possible 	<p>Recycle program.</p> <p>Lifeguard training (ELLIS).</p>
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> 6. A well trained and productive staff is essential. Training for customer service, safety, public interaction, certifications, etc. is ongoing. 7. Program and facility surveys provide feedback for public input. 	<p>Staff is certified to provide certifications to Ellis certifications, Monthly Trainings and Vigilant Assertiveness Training VAT.</p> <p>Continually researching funding sources and revenue streams while maintaining affordable pricing structure.</p>
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> 8. Branding of the facility provides economic benefit to local businesses and agencies. 9. High visibility from non residents visiting the facility promotes the City's images and markets other vendors in the community. 10. The entertainment venue promotes new business and families to the community. 	<p>Marketing/partnerships/advertising.</p> <p>Special event sponsorship opportunities.</p> <p>Classes.</p> <p>Rec Rewards program.</p>
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> 11. The facility provides an affordable recreation and entertainment venue for the southwest metro area. 12. Funding options include fees and charges, conservation trust fund, open space funding, etc. 	<p>Aggressive all age programming.</p> <p>Program participant surveys are conducted annually to gather feedback and to determine methods for improvements.</p> <p>Special event sponsorship opportunities.</p>

Performance Measure	Goals / Activities Measured	2009	2010	2011	2012	2013	2014	2015
		Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Parks and Recreation Services

Fund General

Revenue Item Pirates Cove Aquatic Facility

Account / Source 02.1308.33001 / Charges for Services

Authorization Ballot Issue #2G

Description Various programs associated with outdoor swim pool.

Fee Schedule See the schedule on the next page.

Date Last Changed 2010

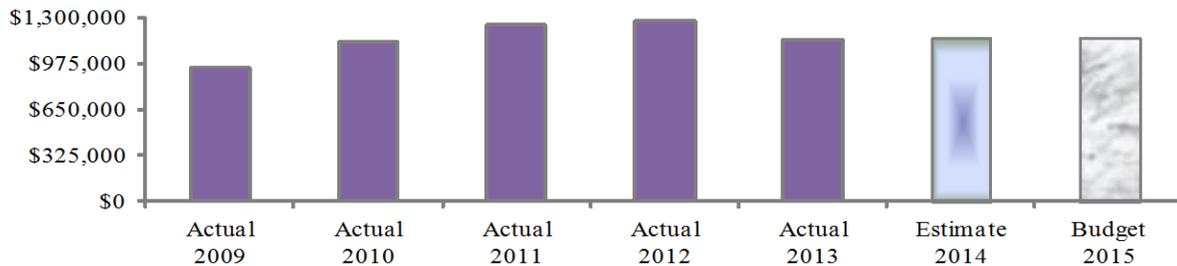
Previous Fee Schedule N/A

Formula Method Estimate of participants X fees

Projection Method Estimate

Comments New in 2004

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 941,770	\$ 1,132,876	\$ 1,251,046	\$ 1,272,463	\$ 1,139,051	\$ 1,157,152	\$ 1,160,700
% Change	-11.81%	20.29%	10.43%	1.71%	-10.48%	1.59%	0.31%



Department Parks and Recreation Services

Fund General

Revenue Item Pirates Cove Aquatic Facility

Account / Source 02.1308.33001 / Charges for Services

Pirates Cove Fee Schedule-2014

Program		Fee Schedule	Program		Fee Schedule
Youth Learn to Swim	Resident Non-Resident	\$38 - 52/ Session \$49 - 52/Session	Youth General Admission	Resident: Non-Resident:	\$6.50 \$8.50
Pool Rentals	Up to 250 guests Resident: Non-Resident Over 250 Guests Concession	\$1098 / 2 Hours \$1098 / 2 Hours \$3.50 / Person \$109	Adult General Admission	Resident: Non-Resident:	\$7.50 \$9.75
Swim Team	Resident: Non-Resident	\$65.00 \$76.00	Youth Discount Cards	Resident: Non-Resident:	\$55.50/10 Visits \$67.50/10 Visits
Aqua Exercise	Resident: Non-Resident:	\$40.00 / Session \$50.00 / Session	Adult Discount Cards	Resident: Non-Resident:	\$67.50/10 Visits \$78.50/10 Visits
Youth Season Pass	Resident: Non-Resident:	\$104 \$131	Adult Season Pass	Resident: Non-Resident:	\$125 \$157
Family Season Pass: 2 in Family	Resident: Non-Resident:	\$184 \$230	Family Season Pass: 3 in Family	Resident: Non-Resident:	\$263 \$329
Group Rate / Day Care	Resident: Non-Resident:	\$5.75 \$7.25	Birthday Parties	Captain Cook Billy Bones Additional Guest	\$239 \$305 \$7.75

Department General Government

Fund General

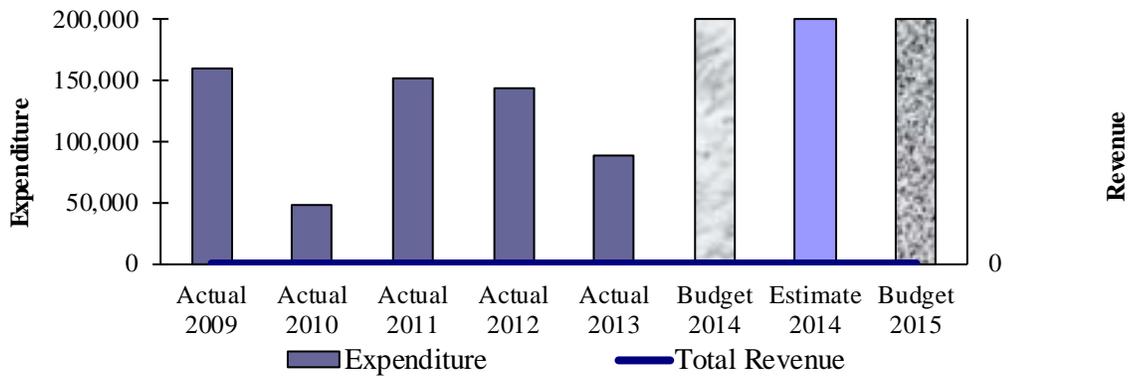
Division Contingency

Account 02.0901

Description The Contingency division accounts for unforeseen and unbudgeted events as well as to pay amounts due to employees leaving the City.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	37,725	10,267	147,737	113,369	80,366	193,770	193,770	193,770
Commodities	-	-	-	-	-	-	-	-
Contractual	122,852	35,983	4,686	30,441	7,994	6,230	6,230	6,230
Capital	-	1,889	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	160,577	48,139	152,423	143,810	88,360	200,000	200,000	200,000
Percent Change		-70.02%	216.63%	-5.65%	-38.56%	126.35%	0.00%	0.00%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Department General Government

Fund General

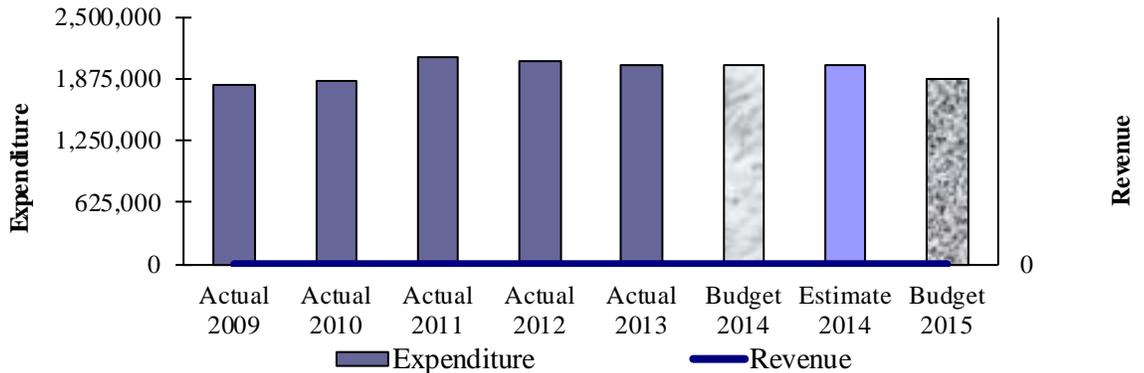
Division Debt Service

Account 02.1401

Description The Debt Service division accounts for the General Fund's debt service payments.

The debt service payments are for the following contractual obligations:

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Selbe Lease	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Brownsfield Loan	100,063	100,063	100,063	-	-	-	-	-
Computer Equipment								
Leases	-	56,665	113,331	113,331	56,666	56,665	56,665	-
Security/Phone								
Equipment Lease	-	-	152,947	152,947	152,947	152,947	152,947	65,126
Fire Trucks Lease	118,393	118,393	118,393	118,393	118,393	118,393	118,393	118,393
Qualified Energy								
Conservation Bonds			23,415	87,068	93,887	95,807	95,807	95,807
Civic Center COPS	1,571,752	1,570,706	1,573,314	1,574,000	1,568,937	1,573,000	1,565,571	1,568,988
Totals	1,805,208	1,860,827	2,096,463	2,060,739	2,005,830	2,011,812	2,004,383	1,863,314
Percent Change		3.08%	12.66%	-1.70%	-2.66%	0.30%	-0.37%	-7.04%
History and Budget								
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	4,400	3,949	3,321	4,424	3,400	7,000	7,000	7,000
Capital	-	-	-	-	-	-	-	-
Debt Service	1,800,808	1,856,878	2,093,142	2,052,526	2,002,430	2,001,820	1,997,383	1,856,314
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,805,208	1,860,827	2,096,463	2,056,950	2,005,830	2,008,820	2,004,383	1,863,314
Percent Change		3.08%	12.66%	-1.88%	-2.49%	0.15%	-0.22%	-7.04%



Department General Government
Fund General
Division Debt Service
Account 02.1401

Schedules of Debt Service Requirements

Certificates of Participation, Series 2005 Refunding

Civic Center Project

Year	Total Debt Service	Englewood Environmental Foundation, Inc.				Qualified Energy Conservation Bonds - 2010				
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Credit	Total
2015	1,856,314	4.500	1,070,000	491,988	1,561,988	5.410	70,988	61,799	(36,980)	95,807
2016	1,856,619	4.250	1,115,000	444,219	1,559,219	5.410	75,644	57,864	(34,629)	98,879
2017	1,794,739	4.500	1,165,000	394,313	1,559,313	5.410	80,483	53,675	(32,125)	102,033
2018	1,680,922	4.500	1,220,000	340,650	1,560,650	5.410	85,513	49,219	(29,461)	105,272
2019	1,683,112	4.500	1,275,000	284,513	1,559,513	5.410	90,741	44,488	(26,630)	108,599
2020	1,678,026	4.500	1,325,000	226,012	1,551,012	5.410	96,171	39,470	(23,627)	112,014
2021	1,685,446	4.500	1,390,000	164,925	1,554,925	5.410	101,813	34,153	(20,445)	115,521
2022	1,690,034	4.500	1,455,000	100,912	1,555,912	5.410	107,672	28,528	(17,078)	119,122
2023	1,686,904	4.500	1,515,000	34,087	1,549,087	5.410	113,755	22,580	(13,517)	122,817
2024	141,612		-	-	-	5.410	120,070	16,299	(9,757)	126,612
2025	145,509		-	-	-	5.410	126,627	9,671	(5,789)	130,509
2026	115,117		-	-	-	5.410	99,039	2,684	(1,606)	100,117
2027	15,000		-	-	-		-	-	-	-
2028	15,000		-	-	-		-	-	-	-
2029	15,000		-	-	-		-	-	-	-
2030	15,000		-	-	-		-	-	-	-
2031	15,000		-	-	-		-	-	-	-
2032	15,000		-	-	-		-	-	-	-
2033	15,000		-	-	-		-	-	-	-
2034	15,000		-	-	-		-	-	-	-
2035-2065	451,250		-	-	-		-	-	-	-
Totals	16,585,604		11,530,000	2,481,619	14,011,619		1,168,517	420,430	(251,645)	1,337,302

2007 Capital Lease - Two Fire Trucks

2010 Capital Lease-Security/Phone/Deicer Equipment

Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2015	4.240	104,526	13,867	118,393	3.87	60,904	4,222	65,126
2016	4.240	108,957	9,436	118,393	3.87	63,285	1,843	65,128
2017	4.240	113,577	4,816	118,393		-	-	-
Totals		327,060	28,119	355,179		124,189	6,065	130,254

1997 Ground Sublease

Rate Principal Interest Total
 Annual ground sublease payment of **\$15,000**.
 Ground Sublease ends **February 1, 2065**.

Certificates of Participation The Englewood Environmental Foundation, Inc. (EEF) created in 1997, is a separate legal entity. On December 29, 1998, the City entered into a lease purchase agreement (capital lease) with the EEF for the Englewood Civic Center. The lease represents a legal outstanding economic debt of the City to the EEF, a separate legal entity and not an advance. The lease purchase agreement is renewable annually and lease payments are subject to annual appropriation by the City.

On December 29, 1998, the EEF issued Series 1998 Certificates of Participation dated December 1, 1998 to finance the acquisition and renovation of an existing building for use as a Civic Center (the leased property) and the construction of various public improvements adjacent to the Civic Center. The Certificates have been issued in connection with a lease from the City to the EEF and a lease back to the City by the EEF.

On October 4, 2005, the EEF issued \$18,880,000 Refunding Certificates of Participation, Series 2005, to provide resources to purchase U.S. Treasury Notes that were placed in an irrevocable trust for the purpose of generating resources

Department General Government

Fund General

Division Debt Service

Account 02.1401

for all future debt service payment of \$18,125,000 Series 1998 Certificates of Participation. The 2005 Certificates bear interest at 3.25% to 4% and consist of term certificates due June 1, 2020. Interest is payable semiannually on June 1 and December 1. The Certificates are subject to redemption at par prior to maturity on any date on or after June 1, 2016. The Certificates are subject to mandatory redemption beginning June 1, 2017 for certificates maturing on June 1, 2020. Repayment of both principal and interest on the Certificates are insured by MBIA Insurance Corporation.

Note payable Note payable to Colorado Brownfields Revolving Loan Fund, in the original principal amount of \$733,011, used for financing the environmental remediation of a new park location in the City, dated August 6, 2001, principal and interest due annually through 2011, with interest at 2%.

Capital Lease On April 20, 2007, the City entered into a capital lease agreement for two fire trucks. Lease payments are due in annual installments beginning March 1, 2008 through March 1, 2017, with interest at 4.24%. The total principal and interest due over the lease term is \$1,183,930.

On April 7, 2010, the City entered into an equipment lease/purchase agreement for the replacement of City computers. The semi-annual lease payment installments begin on October 1, 2010 and conclude on April 1, 2013, with interest at 4.6%. The total principal and interest due over the lease term is \$314,455.72.

On November 2, 2010, the City entered into an equipment lease/purchase agreement for the following pieces of equipment: Voice over Internet Protocol (VoIP) phone system upgrade, snow removal deicing equipment and video surveillance equipment. The semi-annual lease payment installments begin May 2, 2011 and end on November 2, 2015, with interest at 3.87%. The total principal and interest due over the lease term is \$589,093.92.

Qualified Energy Conservation Bonds (QECCB) The City issued Qualified Energy Conservation Bonds in 2010. The original principal and interest amount of \$1,641,466 dated August 19, 2010. Principal and interest are due quarterly with an interest rate of 5.41%. The interest payments are partially offset by credits from the Federal Government under Section 1112 of the American Recovery and Reinvestment Act of 2009, "Section 54D" that authorizes states and political subdivisions to issue qualified energy conservation bonds "QECCBs". Proceeds will be used for qualified energy conservation purposes.

Ground Lease A ground lease is a long-term (usually 99 year) lease of land only; such a lease typically involves commercial property, and any improvements built by the tenant usually revert to the landlord.

Selbe Lease On December 8, 1997, the City entered into a ground sublease with Cindermak Associates for the land under the RTD parking lot adjacent to the light rail line and north of the Civic Center. This ground lease ends on February 1, 2065.

Department General Government

Fund General

Revenue Item Transfers In (Out)

Account 02.1501

Description This division accounts for transfers to the General Fund from other funds and transfers from the General Fund to other funds.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Other Financing Sources-Transfers In								
Donors Fund	30,000	-	-	-	-	-	-	-
Neighborhood Stabilization Program Fund	-	47,052	396,130	312,726	-	-	-	-
Public Improvement Fund	348,456	747,956	471,815	635,517	989,574	835,820	479,544	294,326
Golf Course Fund	100,000	-	-	-	-	63,000	63,000	-
Central Services Fund	50,000	-	100,000	-	50,000	50,000	50,000	-
ServiCenter Fund	-	200,000	100,000	100,000	100,000	300,000	300,000	-
Capital Equipment Replacement Fund	-	446,477	-	-	-	-	-	-
Risk Management Fund	-	450,000	546,000	920,000	-	-	-	-
Employee Benefits Fund	500,000	200,000	165,000	-	-	-	-	-
Long-Term Asset Reserve	-	-	-	-	-	-	-	-
Total Other Sources	1,028,456	2,091,485	1,778,945	1,968,243	1,139,574	1,248,820	892,544	294,326
Percent Change		103.36%	-14.94%	10.64%	-42.10%	9.59%	-28.53%	-67.02%

*** Eligible expenditures from the General Fund Parks and Recreation Programs to be transferred to CTF

Other Financing Uses-Transfers Out

Neighborhood Stabilization Program Fund	-	750,000	-	110,329	73,006	-	-	-
Public Improvement Fund	177,011	-	-	434,000	-	-	-	-
Risk Management Fund	-	-	-	715,000	-	-	-	-
Employee Benefits Fund	-	-	-	80,000	-	-	-	-
Total Other Uses	177,011	750,000	-	1,339,329	73,006	-	-	-
Percent Change		323.70%	-100.00%	----	-94.55%	-100.00%	----	----

Net Other Financing Sources (Uses) of Funds

Funds	851,445	1,341,485	1,778,945	628,914	1,066,568	1,248,820	892,544	294,326
Percent Change	72.07%	57.55%	32.61%	-64.65%	69.59%	17.09%	-28.53%	-67.02%

Department General Government

Fund General

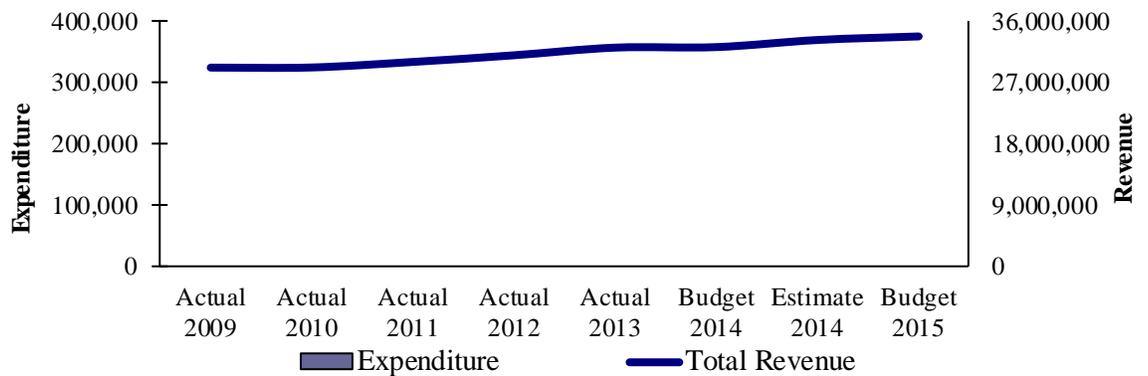
Revenue Item General Revenue

Account 02.9999

Description This division accounts for the general revenue of the General Government not already budgeted for in other General Fund divisions.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	26,552,576	26,976,150	27,809,360	28,612,628	29,909,808	29,269,503	30,264,500	30,568,550
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	24,440	28,977	28,265	28,942	29,160	29,160	30,063	30,063
Charges for Services	2,042,067	2,042,067	2,042,067	2,042,067	2,042,981	2,090,000	2,060,000	2,060,000
Fines & Forfeitures	180	198	64	-	-	2,000	-	-
Investment Income	227,118	100,207	90,947	82,129	(10,479)	5,500	85,500	85,500
Other	360,079	83,236	70,310	256,674	174,411	188,706	188,706	188,706
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	638,829	638,829	858,882
Total Revenue	29,206,460	29,230,835	30,041,013	31,022,440	32,145,881	32,223,698	33,267,598	33,791,701
Percent Change		0.08%	2.77%	3.27%	3.62%	0.24%	3.24%	1.58%
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	-							
Percent Change		----						



Department General Government

Fund General

Revenue Item General Property Tax

Account / Source 02.9999.31101 / Taxes

Authorization EMC Article X Finance Administration Part I Budget Paragraph 89 Certification of Tax Levy

Description Ad valorem tax on all real property within municipal boundaries and all tangible personal property within municipal boundaries not exempted by 39-3-1-1 CRS, as amended.

Fee Schedule 5.880 mills

Date Last Changed 1992

Previous Fee Schedule 5.419 mills

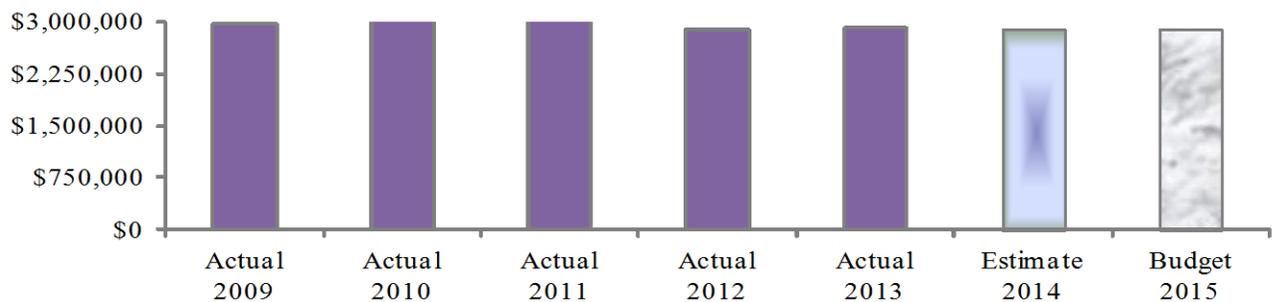
Formula Method Certified Assessed Valuation X Mill Levy / 1,000 less allowance for abatements and refunds = Revenue

$$\$418,913,060 \times 5.880 \text{ mills} / 1,000 - \$38,208.79 = \$2,425,000$$

Projection Method Historical

Comments Assessed valuation is dependent on Arapahoe County Assessor's Office. The value for assessment of residential real property is a percentage of actual value which is determined each year by the Colorado General Assembly. The value for assessment for all other property is 29%. Valuations are calculated every other year by the County Assessor. The timing of the Arapahoe County Property Tax collection is typically based on the amount due. If the tax amount is less than \$25, the total amount due is paid no later than April 30. If the tax amount is greater than \$25, the taxpayer may make two payments. The first payment is due no later than February 28. The second payment is due no later than June 15. If the taxpayer pays their tax in one total amount, the payment is due no later than April 30.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 2,971,303	\$ 3,020,884	\$ 3,017,000	\$ 2,874,816	\$ 2,900,715	\$ 2,900,000	\$ 2,900,000
% Change	-0.82%	1.67%	-0.13%	-4.71%	0.90%	-0.02%	0.00%



Department General Government

Fund General

Revenue Item **Specific Ownership Tax**

Account / Source 02.9999.31201 / Taxes

Authorization CRS 42-3-101

Description A tax levied by the Colorado General Assembly on all motor vehicles, wheeled trailers, semi-trailers, trailer coaches, mobile homes, and self-propelled construction equipment. Collected by County Treasurer and remitted to the City on or about the 15th of each month.

Fee Schedule Tax schedules are established by the Colorado assembly based on age and type of vehicle (42-3-106 CRS). Revenues are allocated to each city based on their pro rata share of the aggregate dollar amount of ad valorem taxes levied in the County during the preceding year per CRS 42-3-107(24)(a).

Date Last Changed NA

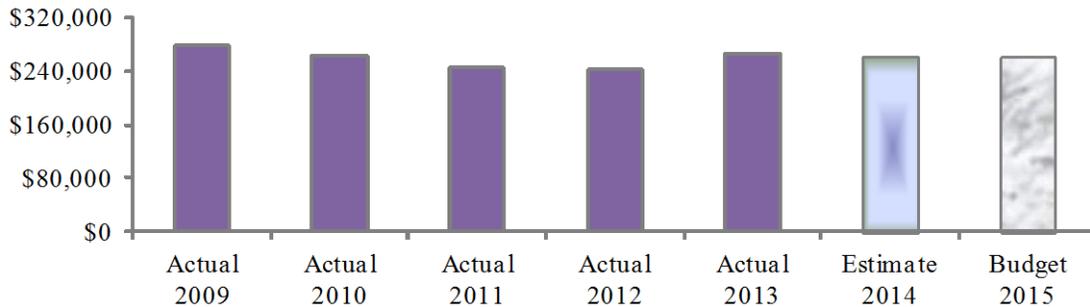
Previous Fee Schedule NA

Formula Method NA

Projection Method Estimate based on previous experience and evaluation of future economic conditions in the automotive industry.

Comments Economic conditions will largely determine revenue: The more new cars registered the higher the revenue. The tax is based on a sliding scale with the larger amounts being paid in the first years of ownership and dwindling to a minimum. The tax is also dependent upon the type of vehicle.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 276,414	\$ 263,434	\$ 246,062	\$ 243,293	\$ 266,881	\$ 260,000	\$ 260,000
% Change	-12.59%	-4.70%	-6.59%	-1.13%	9.70%	-2.58%	0.00%



Department General Government

Fund General

Revenue Item Retail Sales Tax

Account / Source 02.9999.31301 / Taxes

Authorization EMC 4-4-4-2

Description The tax on the retail transfer or rental of tangible personal property.

Fee Schedule 3.5%

Date Last Changed 1987 Effective 1-1-1988

Previous Fee Schedule 3.0%

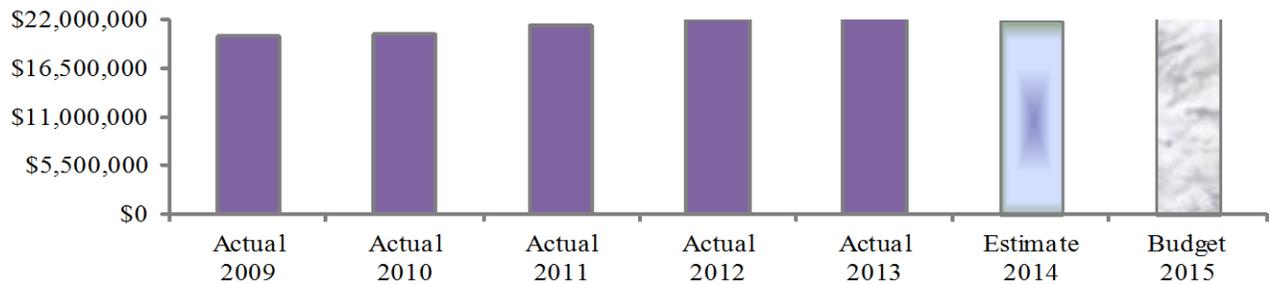
Formula Method Taxable sales X 3.5% = Revenue

Projection Method Projections of sales tax revenue are based on historical data of collections, factored by local data for Englewood

Comments Economic conditions will largely determine revenue: The more new cars registered the higher the revenue. The tax is based on a sliding scale with the larger amounts being paid in the first years of ownership and dwindling to a minimum. The tax is also dependent upon the type of vehicle.

In 2013 the City partnered with MUNIREvs to replace a more than 25 year old in-house developed system for a business licensing and tax collection. The reporting of retail sales and use tax is more representative to the collections. In the past if an account was coded as retail sales both the sales and use tax collections was reported as retail sales tax and vice versa.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 20,128,106	\$ 20,241,769	\$ 21,298,096	\$ 21,893,273	\$ 22,978,128	\$ 21,900,000	\$ 22,200,000
% Change	-8.45%	0.56%	5.22%	2.79%	4.96%	-4.69%	1.37%



Department General Government

Fund General

Revenue Item Use Tax

Account / Source 02.9999.31302 / Taxes

Authorization EMC 4-4-5-3

Description The tax on the use, consumption or storage within the municipal boundaries of tangible personal property purchased at retail from sources outside of Englewood corporate limits.

Fee Schedule 3.5%

Date Last Changed 1987 Effective 1-1-1988

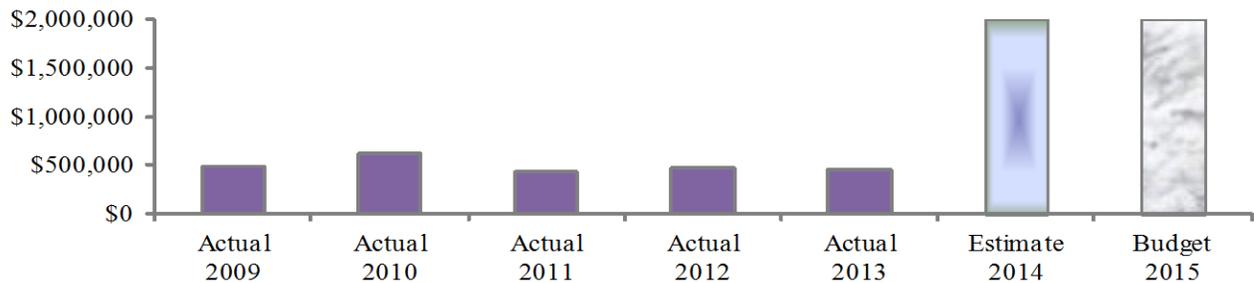
Previous Fee Schedule 3.0%

Formula Method Purchases X 3.5% = Revenue

Projection Method Estimate calculated by evaluating economic conditions and local business conditions. Audit activity is also taken into account.

Comments In 2013 the City partnered with MUNIREvs to replace a more than 25 year old in-house developed system for a business licensing and tax collection. The reporting of retail sales and use tax is more representative to the collections. In the past if an account was coded as retail sales both the sales and use tax collections was reported as retail sales tax and vice versa.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 496,553	\$ 624,746	\$ 439,014	\$ 470,345	\$ 455,647	\$ 2,000,000	\$ 2,000,000
% Change	-21.56%	25.82%	-29.73%	7.14%	-3.12%	338.94%	0.00%



Department General Government

Fund General

Revenue Item Cigarette Tax

Account / Source 02.9999.31401 / Taxes

Authorization CRS 39-22-623

Description A tax levied by the State on the cigarette wholesaler of \$.20 per pack. The State distributes 27% of gross cigarette tax.

Fee Schedule Cities and towns' distribution is based on the pro rata share of state sales tax collections in the previous year.

Date Last Changed 1987

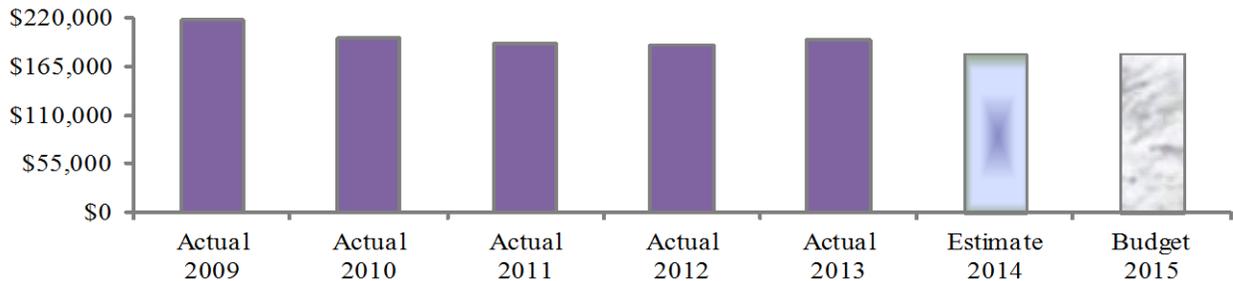
Previous Fee Schedule State tax of 10 mills per pack.

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments Change in State and Federal cigarette tax will change revenue. Likely to increase rate periodically to discourage smoking.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 218,449	\$ 196,320	\$ 190,763	\$ 189,618	\$ 195,088	\$ 179,000	\$ 179,000
% Change	-16.54%	-10.13%	-2.83%	-0.60%	2.88%	-8.25%	0.00%



Department General Government

Fund General

Revenue Item Electricity and Natural Gas Franchise Tax

Account / Source 02.9999.31501 / Taxes

Authorization Ordinance No. 14, Series of 1988

Description Franchise tax levied on Xcel Energy (formerly Public Service Company of Colorado)

Fee Schedule 3% of gross revenues derived from the sale of electric energy and gaseous fuel.

Date Last Changed N/A

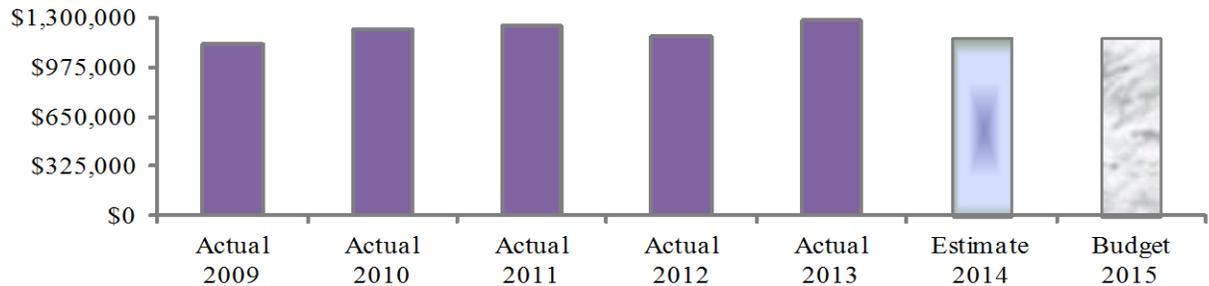
Previous Fee Schedule N/A

Formula Method Sales X 3%

Projection Method Estimate, since this varies with weather conditions and utility rates.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,123,751	\$ 1,230,496	\$ 1,254,050	\$ 1,181,930	\$ 1,282,946	\$ 1,175,000	\$ 1,175,000
% Change	-13.50%	9.50%	1.91%	-5.75%	8.55%	-8.41%	0.00%



Department General Government

Fund General

Revenue Item Franchise Tax – Water Utility

Account / Source 02.9999.31503 / Taxes

Authorization City Budget Policy

Description Franchise tax on Water Utility

Fee Schedule 3% of budgeted gross water sales.

Date Last Changed N/A

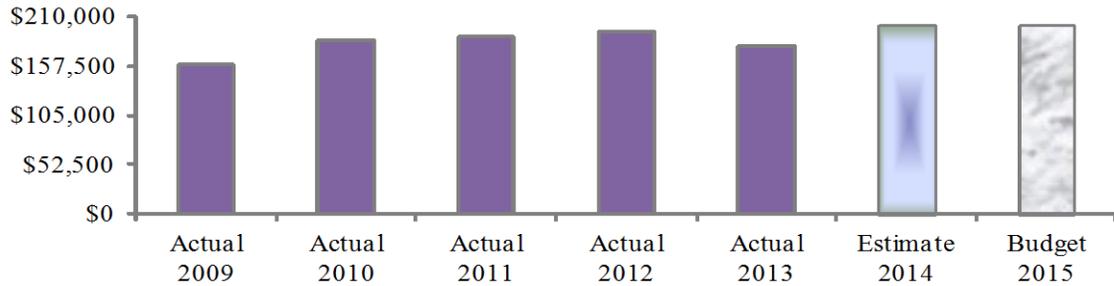
Previous Fee Schedule N/A

Formula Method 3% X budgeted water sales revenues.

Projection Method See Water Fund for projected water sales.

Comments This is an accounting funds transfer from the Water Fund.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 158,881	\$ 184,732	\$ 188,490	\$ 193,520	\$ 177,472	\$ 200,000	\$ 200,000
% Change	-6.02%	16.27%	2.03%	2.67%	-8.29%	12.69%	0.00%



Department General Government

Fund General

Revenue Item Franchise Tax – Sewer Utility

Account / Source 02.9999.31504 / Taxes

Authorization City Budget Policy

Description Franchise Tax on City Sewer Utility.

Fee Schedule 3% of budgeted sewer disposal revenue.

Date Last Changed N/A

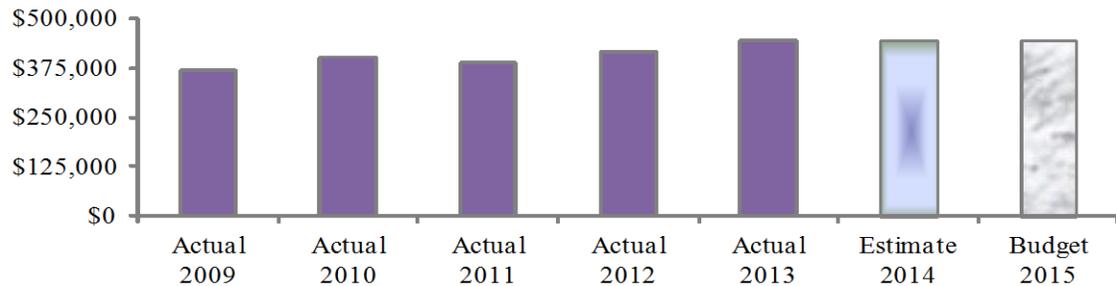
Previous Fee Schedule N/A

Formula Method 3% X budgeted sewer disposal revenues.

Projection Method See Sewer Fund for projected sewer disposal revenues.

Comments This is an accounting transfer from the Sewer Fund.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 369,410	\$ 403,736	\$ 388,264	\$ 417,271	\$ 442,868	\$ 445,000	\$ 445,000
% Change	16.69%	9.29%	-3.83%	7.47%	6.13%	0.48%	0.00%



Department General Government

Fund General

Revenue Item Cable TV Permit Fee

Account / Source 02.9999.31505 / Taxes

Authorization Contract

Description Permit fee on cable television services.

Fee Schedule 5% of gross revenues of cable television.

Date Last Changed N/A

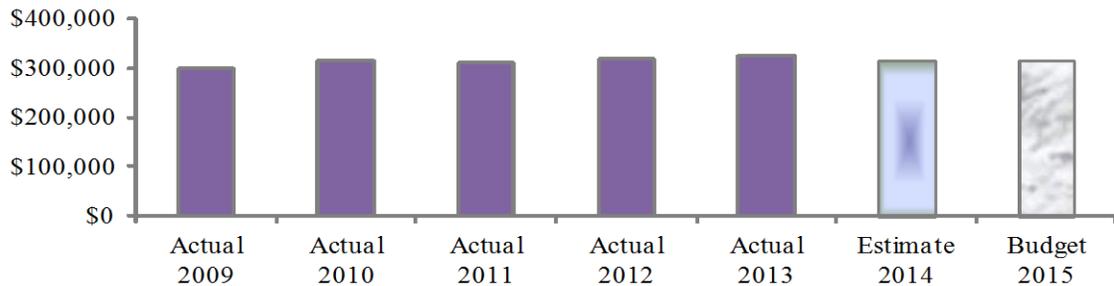
Previous Fee Schedule N/A

Formula Method Estimated revenues X 5%

Projection Method Estimate based on previous collections.

Comments Originated in 1980. Current permit grantee is AT&T Broadband.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 298,646	\$ 312,167	\$ 311,749	\$ 317,219	\$ 326,349	\$ 315,000	\$ 315,000
% Change	4.73%	4.53%	-0.13%	1.75%	2.88%	-3.48%	0.00%



Department General Government

Fund General

Revenue Item Basic Local Exchange Telecommunications Tax

Account / Source 02.9999.31506 / Taxes

Authorization Ordinance 46, Series of 2000

Description Franchise tax on local exchange services

Fee Schedule The lesser \$.55 per line per month or \$160,000 per year.

Date Last Changed N/A

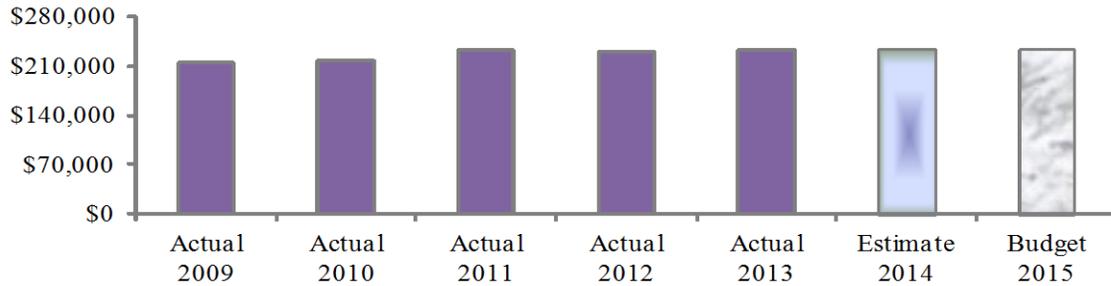
Previous Fee Schedule N/A

Formula Method The lesser of the number of lines X \$.55 X 12, or \$160,000 per year.

Projection Method Estimate based on prior collections.

Comments Adopted June, 2000. Repealed Title 4, Chapter 5 and replaced with this tax.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 215,405	\$ 217,750	\$ 232,577	\$ 231,358	\$ 232,337	\$ 233,000	\$ 233,000
% Change	4.73%	1.09%	6.81%	-0.52%	0.42%	0.29%	0.00%



Department General Government

Fund General

Revenue Item Waste Transfer Surcharge

Account / Source 02.9999.31507 / Taxes

Authorization EMC 4-7-3

Description Surcharge on disposal of trash at a waste transfer site.

Fee Schedule \$.50 on each cubic yard of trash.

Date Last Changed 2011, Effective 1-1-2012

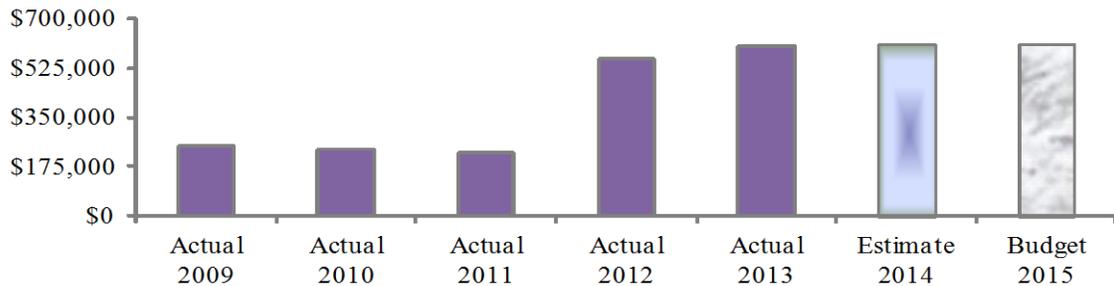
Previous Fee Schedule N/A

Formula Method \$.20 / cubic yard of trash

Projection Method Estimate based on previous collections.

Comments Rate increase established by Ordinance #56, Series of 2011.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 250,671	\$ 235,869	\$ 220,660	\$ 553,305	\$ 601,920	\$ 610,000	\$ 610,000
% Change	-7.51%	-5.90%	-6.45%	150.75%	8.79%	1.34%	0.00%



Department General Government

Fund General

Revenue Item **Liquor Occupational Tax**

Account / Source **02.9999.31508 / Taxes**

Authorization EMC 5-3B

Description A tax levied on the businesses selling malt or vinous liquors within the City.

Fee Schedule

Type of License	Occupational	No of	No of	Budget
	Tax	Licenses	Licenses	2015
	2014/2015	2014	2015	
Beer and Wine	\$ 450.00	4	4	\$ 1,800
Club	\$ 450.00	2	2	\$ 900
Hotel/Restaurant	\$ 650.00	34	34	\$ 22,100
Retail Liquor & Drug Store	\$ 300.00	13	13	\$ 3,900
Tavern	\$ 650.00	9	9	\$ 5,850
3.2 Beer Off Premise	\$ 300.00	18	18	\$ 5,400
3.2 Beer On Premise	\$ 450.00	0	0	\$ -
Arts	\$ -	0	0	\$ -
Brew Pub	\$ 750.00	0	0	\$ -
Optional Premises	\$ 650.00	0	0	\$ -
Optional Premises with Hotel/ Restaurant License	\$100.00 each	0	0	\$ -
Bed and Breakfast	\$ -	0	0	\$ -
Mini Bar	\$ 450.00	0	0	\$ -
Totals		80	80	\$ 39,950

Date Last Changed N/A

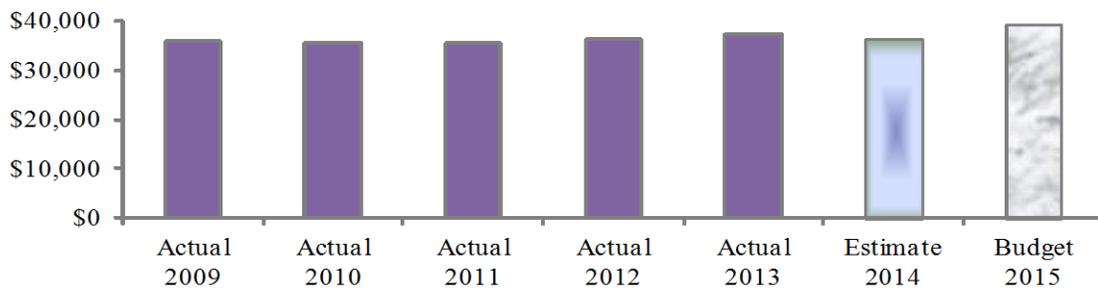
Previous Fee Schedule N/A

Formula Method Number of licenses X License Fee.

Projection Method Estimate.

Comments Enacted 1980

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 35,847	\$ 35,440	\$ 35,603	\$ 36,285	\$ 37,420	\$ 36,500	\$ 39,550
% Change	1.63%	-1.14%	0.46%	1.91%	3.13%	-2.46%	8.36%



Department General Government

Fund General

Revenue Item Intergovernmental Charges for Services

Account / Source 02.9999.33202 / Charges for Services

Authorization Policy

Description Charges to the Water & Sewer funds for services provided by General Fund departments.

Fee Schedule The value of the indirect costs benefiting non-general fund departments completed each year during the budget process.

Date Last Changed N/A

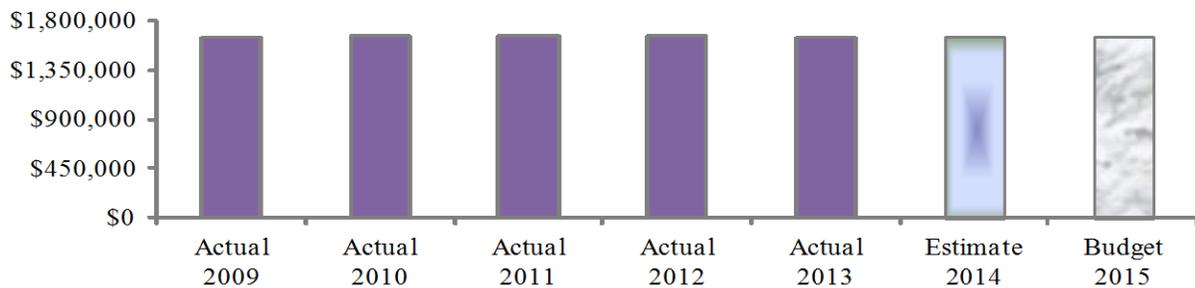
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate until study complete.

Comments A study is conducted by consultants every other year. Intergovernmental Charges for Services to the Water and Sewer Funds are based on this study.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,646,559	\$ 1,658,455	\$ 1,670,091	\$ 1,659,643	\$ 1,654,084	\$ 1,660,000	\$ 1,660,000
% Change	-7.57%	0.72%	0.70%	-0.63%	-0.33%	0.36%	0.00%



Department General Government

Fund General

Revenue Item LEWWTP Administration Charge

Account / Source 02.9999.33291 / Charges for Services

Authorization Contract with City of Littleton

Description Administration charge to Littleton for share of General Fund administrative costs for Littleton/Englewood Wastewater Treatment Plant.

Fee Schedule 3% of total operating budget for Littleton/Englewood Wastewater Treatment Plant.

Date Last Changed N/A

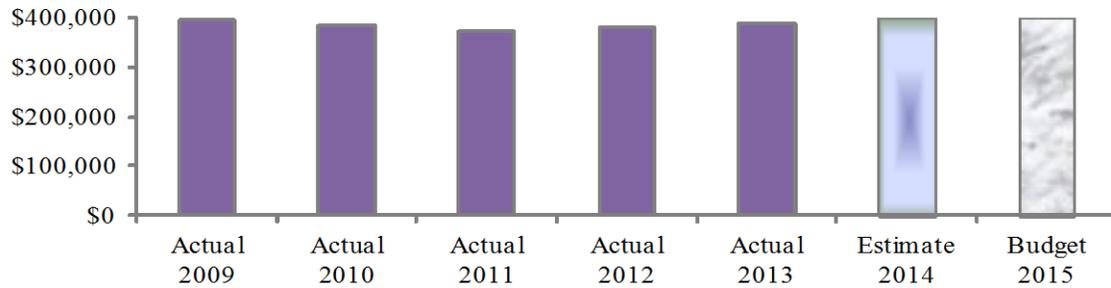
Previous Fee Schedule N/A

Formula Method Operating Costs X 3%

Projection Method N/A

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 395,508	\$ 383,612	\$ 371,976	\$ 382,424	\$ 387,983	\$ 400,000	\$ 400,000
% Change	2.55%	-3.01%	-3.03%	2.81%	1.45%	3.10%	0.00%



Department General Government

Fund General

Revenue Item Net Rental Income from Englewood McLellan Reservoir Foundation

Account / Source 02.9999.37153 / Transfer In

Authorization Ordinance No. 41 Series 1999; July 19, 1999

Description The Englewood/McLellan Reservoir Foundation (EMRF) oversees the development and leasing of the property near the McLellan Reservoir. Any development of the site must protect the McLellan Reservoir water and ecological resources and quality thereof. Although these properties are located outside the incorporated boundaries of the City of Englewood, they represent a revenue opportunity for the City. The development sites are located adjacent to the four corners of the C470 and Lucent Boulevard intersection and comprise approximately 160 acres. In 2008, RTD purchased approximately 11 acres of EMRF property and is committed to locating the Lucent Light Rail Station at that site as part of FasTracks--Douglas County supports a transit oriented development at this location.

Fee Schedule Per terms outlined in negotiated lease agreements with tenants net of operating expenses.

Date Last Changed N/A

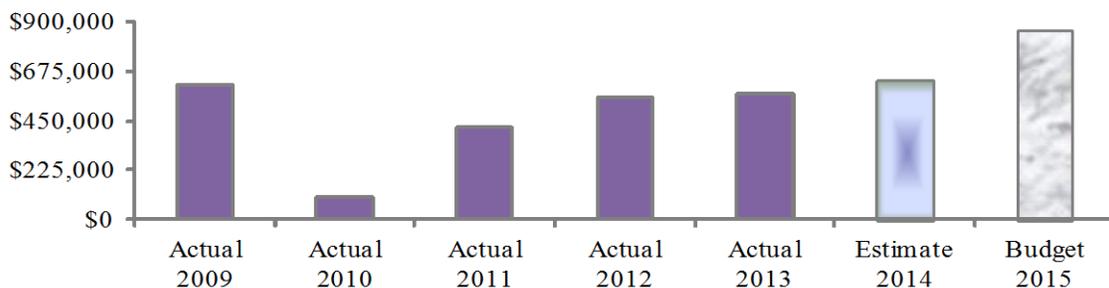
Previous Fee Schedule N/A

Formula Method Per terms outlined in negotiated lease agreements with tenants net of operating expenses.

Projection Method N/A

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 611,837	\$ 105,125	\$ 425,159	\$ 551,295	\$ 573,526	\$ 638,829	\$ 858,882
% Change	2.12%	-82.82%	304.43%	29.67%	4.03%	11.39%	34.45%



Special Revenue Funds

Special Revenue Funds account for funds that are legally restricted to specified expenditures.

Conservation Trust Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.

Donors' Fund – Accounts for funds donated to the City for various specified activities.

Community Development Fund – Accounts for the operation revenue and expenditures of Englewood's "circulator" shuttle, *art*, which is funded in part by the Regional Transportation District. *art* provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.

Malley Center Trust Fund – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.

Parks and Recreation Trust Fund – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.

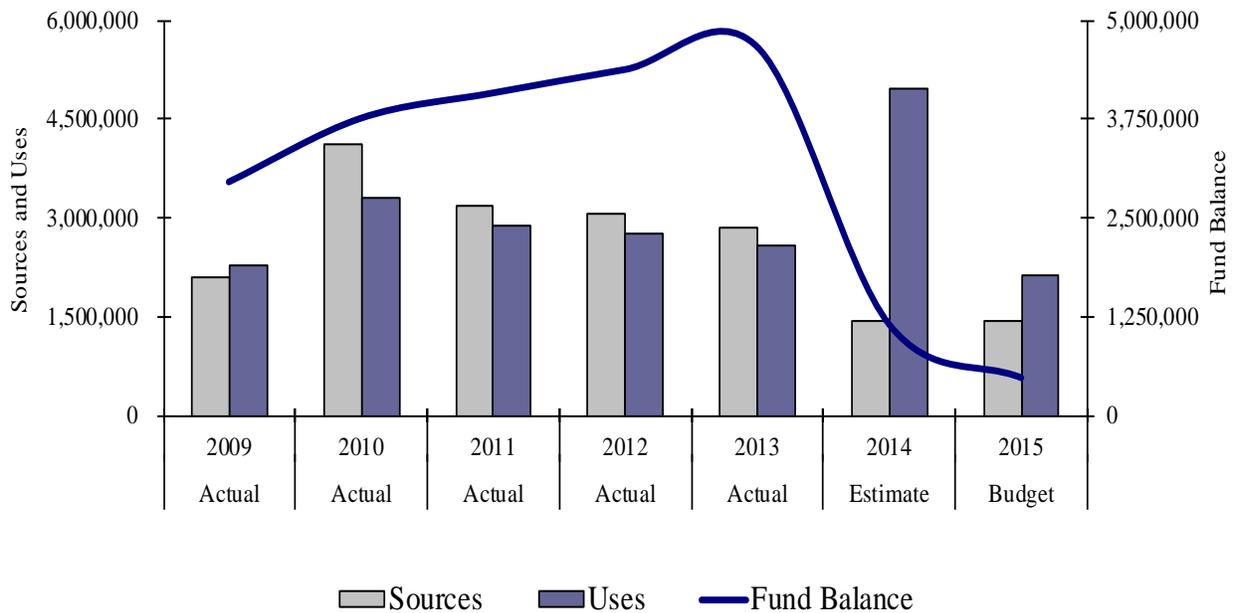
Open Space Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on January 1, 2004 and expires on December 31, 2023.

Neighborhood Stabilization Program Fund – Accounted for the federal grant awarded to acquire, rehabilitate and resale approximately twenty foreclosed residential properties.

Special Revenue Funds

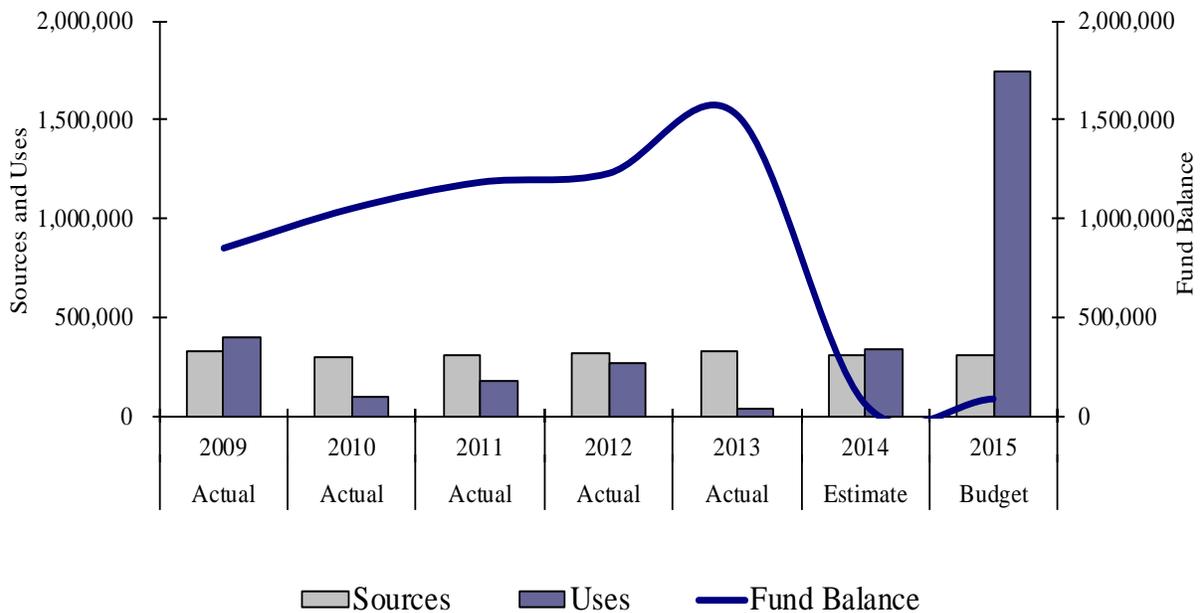
Conservation Trust Fund, Commercial Revolving Loan Fund, Community Development Fund,
Donors Fund, Parks and Recreation Trust Fund, Malley Center Trust Fund,
Surplus and Deficiency Fund, Open Space Fund and Neighborhood Stabilization Program Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2009	2010	2011	2012	2013	2014	2014	2015
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 3,144,456	\$ 2,947,345	\$ 3,752,346	\$ 4,071,943	\$ 4,367,884	\$ 1,406,125	\$ 4,655,645	\$ 1,147,303
Sources of Funds								
Total Revenue	2,091,432	3,355,992	3,014,906	2,681,177	2,653,918	1,440,800	1,443,840	1,446,840
Other Financing Sources	-	750,000	175,361	383,751	208,001	-	-	-
Total Sources of Funds	2,091,432	4,105,992	3,190,267	3,064,928	2,861,919	1,440,800	1,443,840	1,446,840
Uses of Funds								
Total Expenditures	2,207,086	3,253,939	2,474,540	2,314,644	1,889,389	2,326,410	4,952,182	2,121,000
Other Financing Uses	81,457	47,052	396,130	454,343	684,769	-	-	-
Total Uses of Funds	2,288,543	3,300,991	2,870,670	2,768,987	2,574,158	2,326,410	4,952,182	2,121,000
Net Sources (Uses) of Funds	(197,111)	805,001	319,597	295,941	287,761	(885,610)	(3,508,342)	(674,160)
Ending Fund Balance	\$ 2,947,345	\$ 3,752,346	\$ 4,071,943	\$ 4,367,884	\$ 4,655,645	\$ 520,515	\$ 1,147,303	\$ 473,143
Fund Balance Percentage Change								
Funds Designated For:								
Project Completion	1,527,238	1,653,593	2,205,776	2,519,301	3,105,587	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unassigned Fund Balance	\$ 1,420,107	\$ 2,098,753	\$ 1,866,167	\$ 1,848,583	\$ 1,550,058	\$ 520,515	\$ 1,147,303	\$ 473,143



CONSERVATION TRUST FUND (CTF)
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009	2010	2011	2012	2013	2014	2014	2015
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Adopted Budget
Beginning Fund Balance	\$ 927,981	\$ 851,312	\$ 1,052,255	\$ 1,184,882	\$ 1,229,649	\$ 88,952	\$ 1,526,069	\$ 88,094
Sources of Funds								
Revenue								
Intergovernmental	302,403	285,885	294,640	302,792	331,227	300,000	300,000	300,000
Net Investment Income	20,778	8,366	11,043	9,868	(3,109)	10,000	10,000	10,000
Total Revenue	323,181	294,251	305,683	312,660	328,118	310,000	310,000	310,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	323,181	294,251	305,683	312,660	328,118	310,000	310,000	310,000
Uses of Funds								
Expenditures								
Cultural and Recreation	399,850	93,308	173,056	267,893	31,698	337,000	1,747,975	375,000
Total Expenditures	399,850	93,308	173,056	267,893	31,698	337,000	1,747,975	375,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	399,850	93,308	173,056	267,893	31,698	337,000	1,747,975	375,000
Net Sources (Uses) of Funds	(76,669)	200,943	132,627	44,767	296,420	(27,000)	(1,437,975)	(65,000)
Ending Fund Balance	\$ 851,312	\$ 1,052,255	\$ 1,184,882	\$ 1,229,649	\$ 1,526,069	\$ 61,952	\$ 88,094	\$ 23,094
Fund Balance Percentage Change	-8.26%	23.60%	12.60%	3.78%	24.11%	-95.94%	42.20%	-73.78%
Funds Designated For:								
Project Completion	587,731	796,339	1,107,283	1,175,927	1,418,999	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unassigned Fund Balance	\$ 263,581	\$ 255,916	\$ 77,599	\$ 53,722	\$ 107,070	\$ 61,952	\$ 88,094	\$ 23,094



Department Parks and Recreation

Fund Conservation Trust

Revenue Item State Lottery Distribution

Account / Source 03.1301.32563 / Intergovernmental

Authorization CRS 29-21-101

Description State distribution from the proceeds of the State Lottery. The funds received are earmarked for recreation acquisition and operation.

Fee Schedule Distribution based on population. The pro rata share is determined at the time of distribution by the State of Colorado.

Date Last Changed N/A

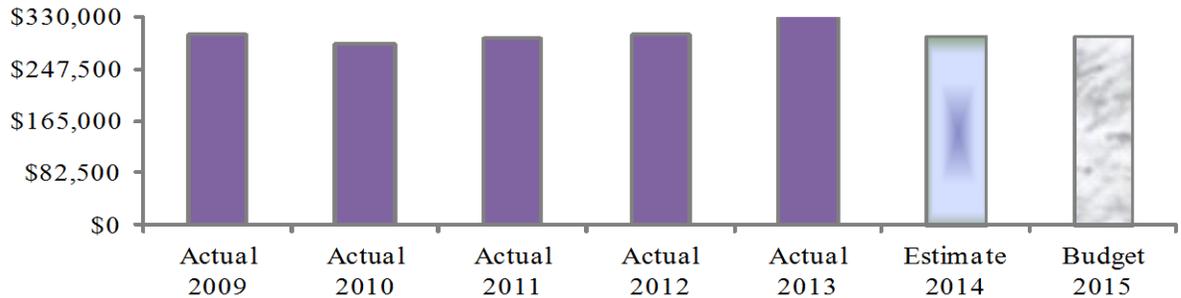
Previous Fee Schedule N/A

Formula Method Based on historical trends.

Projection Method No increase is foreseen.

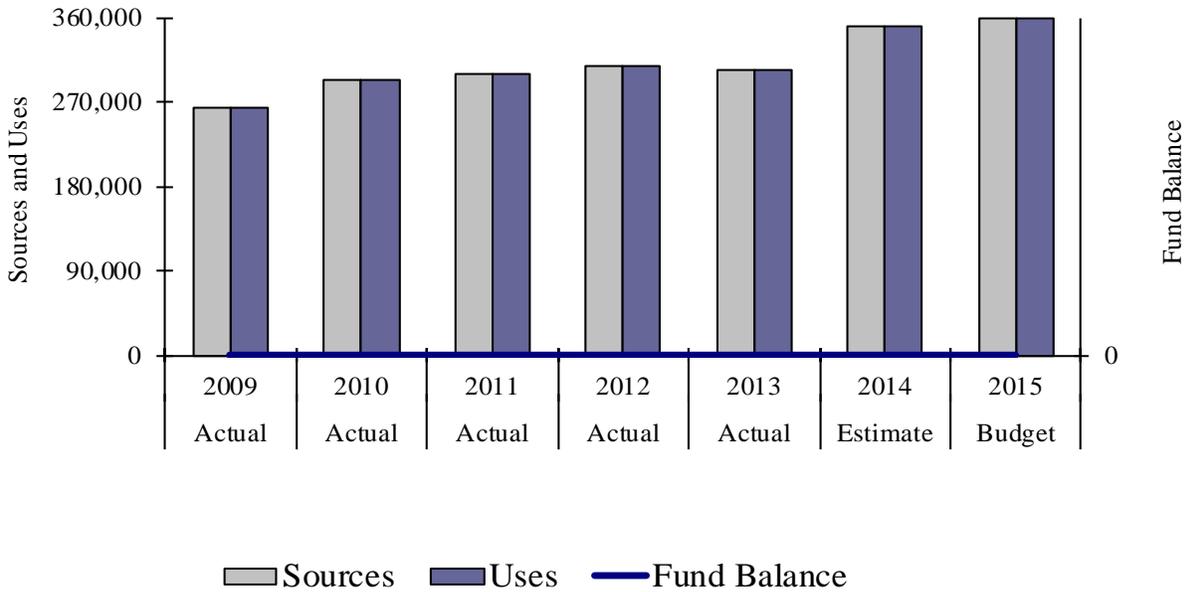
Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 302,403	\$ 285,885	\$ 294,640	\$ 302,792	\$ 331,227	\$ 300,000	\$ 300,000
% Change	-7.10%	-5.46%	3.06%	2.77%	9.39%	-9.43%	0.00%



COMMUNITY DEVELOPMENT FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Charges for Services	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Other	-	-	-	-	-	-	-	-
Total Revenue	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Uses of Funds								
Expenditures								
General Government	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Total Expenditures	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	263,535	293,499	299,303	307,355	304,881	350,000	360,000	360,000
Net Sources (Uses) of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Expenditure Percentage Change	-3.12%	11.37%	1.98%	2.69%	-0.80%	14.80%	2.86%	0.00%



Department Community Development

Fund Community Development

Revenue Item Local Grant

Account / Source 06.0801.32551 / Intergovernmental

Authorization Ordinance #10, Series of 2008 Intergovernmental Agreement (IGA) with the Regional Transportation District (RTD).

Description Agreement with the RTD to fund the operation of a limited shuttle bus service in downtown Englewood. Service Area includes Englewood light rail station on the west and Swedish Medical Center/Craig Hospital to the east.

Fee Schedule Estimated fare equivalent \$60,000

Date Last Changed 2012

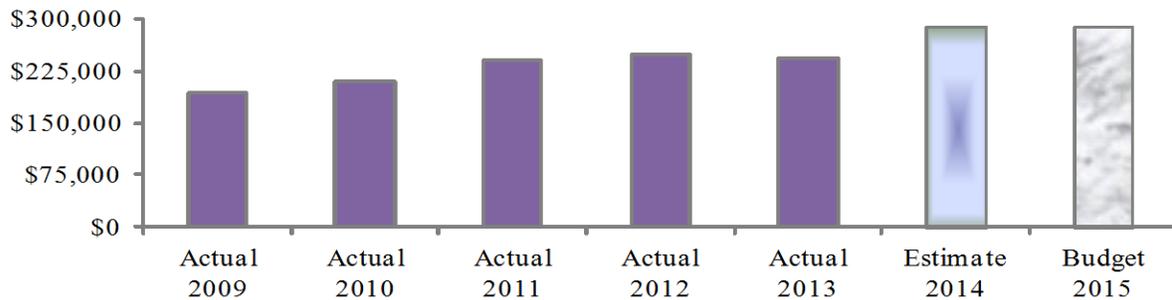
Previous Fee Schedule Estimated fare equivalent \$50,000

Formula Method The IGA with RTD provides the City for the reimbursement of shuttle operations costs less an amount equal to the local fares that would have been collected had the shuttle operated as a fare service rather than free service (fare equivalent). This estimated fare equivalent amount is based on an annual survey conducted by RTD. The survey is typically administered in October of each year.

Projection Method RTD Survey Results

Comments The City contracts with First Transit for art Shuttle operations.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 192,822	\$ 209,392	\$ 241,847	\$ 249,900	\$ 244,553	\$ 289,650	\$ 289,650
% Change	-5.86%	8.59%	15.50%	3.33%	-2.14%	18.44%	0.00%



Department Multiple
Fund Donors

DONORS FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2014</i>	<i>2015</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$155,818	\$115,917	\$167,853	\$380,622	\$446,272	\$420,122	\$538,116	\$350,233
Sources of Funds								
Program Revenue								
General Government								
City Council	2,192	526	-	-	-	-	-	-
Finance and Administrative Services					153,234	-	-	-
Safety Services								
Fire	294	172	781	27,615	3,410	1,000	1,500	1,500
Police	46,361	84,778	262,377	62,686	38,471	45,000	45,000	45,000
Cultural and Recreation								
Parks & Recreation	29,704	25,477	22,684	19,222	78,802	31,000	23,540	26,540
Library	18,108	23,902	11,432	108,842	37,905	10,500	10,500	10,500
Total Program Revenue	96,659	134,855	297,274	218,365	311,822	87,500	80,540	83,540
Net Investment Income	2,885	1,165	2,329	3,055	(1,118)	5,000	5,000	5,000
Total Revenue	99,544	136,020	299,603	221,420	310,704	92,500	85,540	88,540
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	99,544	136,020	299,603	221,420	310,704	92,500	85,540	88,540
Uses of Funds								
Program Expenditures								
General Government								
City Council	2,770	521	-	-	-	780	789	-
Finance and Administrative Services					11,669		80,000	60,000
Safety Services								
Fire	636	672	73	24,925	-	2,500	2,500	5,000
Police	53,485	42,362	50,183	95,067	161,175	250,000	125,000	140,000
Cultural and Recreation								
Parks & Recreation	64,623	22,122	22,046	21,151	11,477	31,000	30,000	45,000
Library Services	17,931	18,407	14,532	14,627	34,539	109,500	35,134	33,000
Total Uses of Funds	139,445	84,084	86,834	155,770	218,860	393,780	273,423	283,000
Net Sources (Uses) of Funds	(39,901)	51,936	212,769	65,650	91,844	(301,280)	(187,883)	(194,460)
Ending Fund Balance	\$115,917	\$167,853	\$380,622	\$446,272	\$538,116	\$118,842	\$350,233	\$155,773
Fund Balance Percentage Change	-25.61%	44.80%	126.76%	17.25%	20.58%	-77.92%	194.70%	-55.52%

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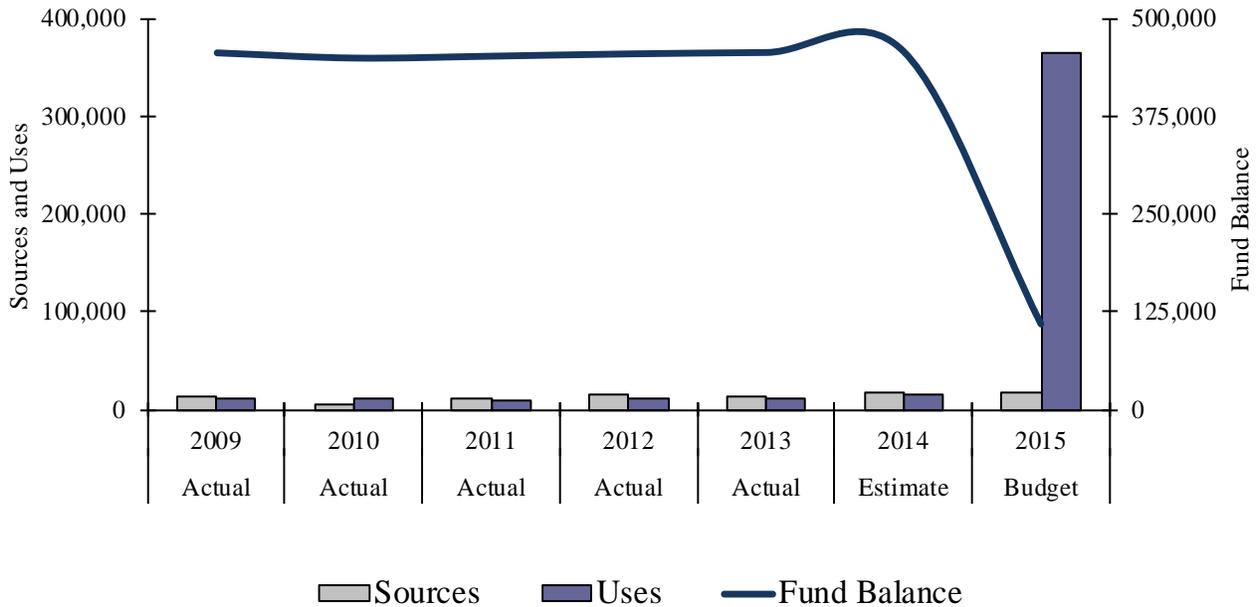
Department Multiple
Fund Donors

Continued from previous page

	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2014</i>	<i>2015</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
<u>Ending Fund Balance Allocation</u>								
General Government								
Community Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Council	762	771	778	783	782	18	0	0
Finance and Administrative Services					141,385	-	62,699	3,594
Subtotal	762	771	778	783	142,167	18	62,699	3,594
Safety Services								
Fire	3,598	3,113	3,861	6,577	9,964	940	9,057	5,686
Police	72,867	116,232	330,278	300,187	177,042	67,826	98,687	5,096
Cultural and Recreation								
Parks & Recreation	27,009	30,495	31,414	29,689	96,812	32,205	91,252	74,094
Library Services	11,681	17,242	14,291	109,036	112,131	17,853	88,539	67,303
Subtotal	38,690	47,737	45,705	138,725	208,943	50,058	179,790	141,397
Total	\$115,917	\$167,853	\$380,622	\$446,272	\$538,116	\$118,842	\$350,233	\$155,773

PARKS & RECREATION TRUST FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 454,700	\$ 455,943	\$ 449,303	\$ 451,714	\$ 454,647	\$ 455,947	\$ 456,411	\$ 457,711
Sources of Funds								
Revenue								
Charges for services	-	-	-	1,965	1,300	1,300	1,300	1,300
Net investment income	9,775	4,460	4,344	3,741	(938)	5,000	5,000	5,000
Contributions	3,272	200	7,417	9,250	12,210	10,000	10,000	10,000
Other	-	-	-	-	-	-	-	-
Total Revenue	13,047	4,660	11,761	14,956	12,572	16,300	16,300	16,300
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	13,047	4,660	11,761	14,956	12,572	16,300	16,300	16,300
Uses of Funds								
Expenditures								
Culture & Recreation	11,804	11,300	9,350	12,023	10,808	365,000	15,000	365,000
Total Expenditures	11,804	11,300	9,350	12,023	10,808	365,000	15,000	365,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	11,804	11,300	9,350	12,023	10,808	365,000	15,000	365,000
Net Sources (Uses) of Funds	1,243.00	(6,640.00)	2,411.00	2,933.00	1,764.00	(348,700)	1,300	(348,700)
Ending Fund Balance	\$ 455,943	\$ 449,303	\$ 451,714	\$ 454,647	\$ 456,411	\$ 107,247	\$ 457,711	\$ 109,011
Fund Balance Percentage Change	0.27%	-1.46%	0.54%	0.65%	0.39%	-76.50%	326.78%	-76.18%



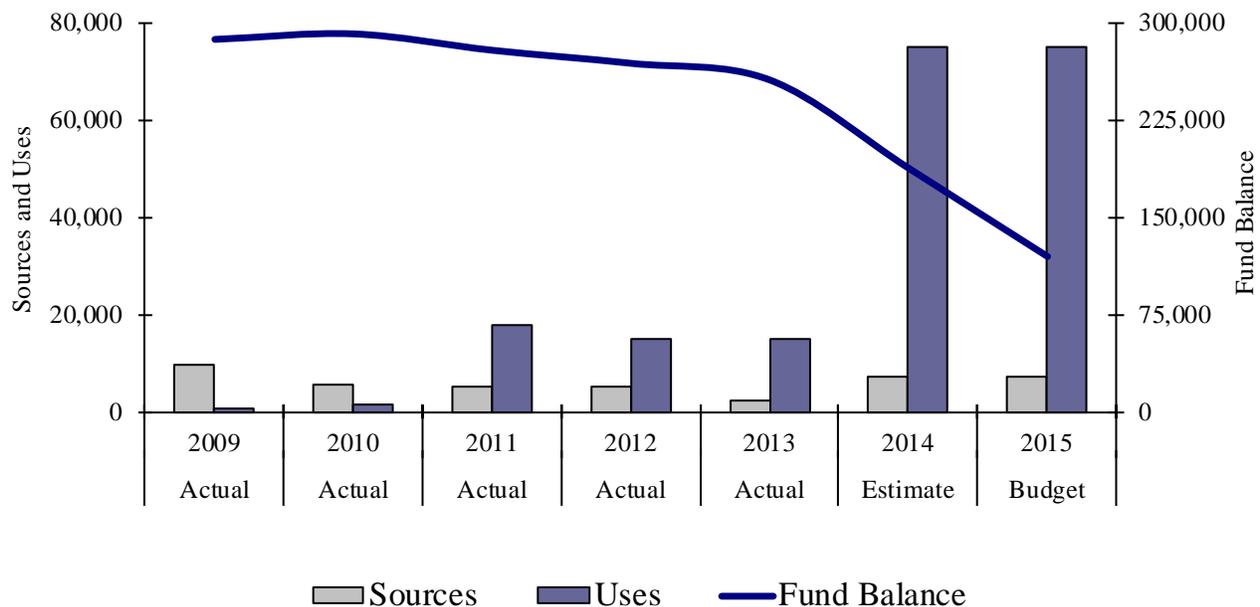
Department Parks and Recreation

Fund Malley Center Trust

MALLEY CENTER TRUST FUND

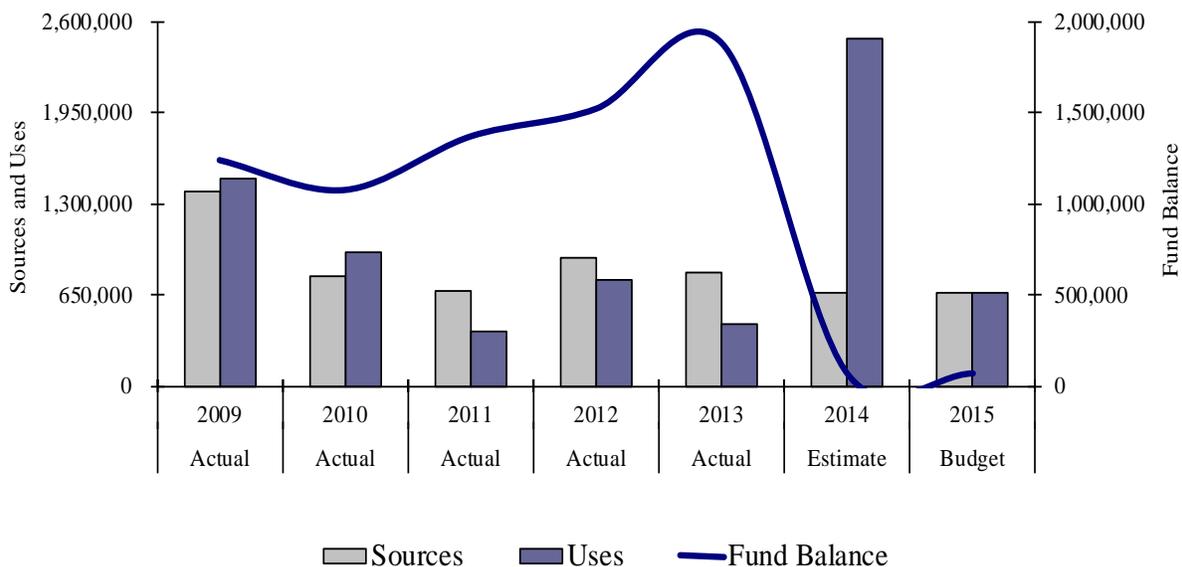
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 278,586	\$ 287,432	\$ 291,667	\$ 279,038	\$ 268,974	\$ 244,474	\$ 256,088	\$ 188,088
Sources of Funds								
Revenue								
Net investment income	6,062	2,847	2,816	2,321	(527)	3,000	3,000	3,000
Contributions	3,574	2,618	2,282	2,598	2,641	4,000	4,000	4,000
Total Revenue	9,636	5,465	5,098	4,919	2,114	7,000	7,000	7,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	9,636	5,465	5,098	4,919	2,114	7,000	7,000	7,000
Uses of Funds								
Expenditures								
Culture and recreation	790	-	17,727	14,983	15,000	75,000	75,000	75,000
Capital outlay	-	1,230	-	-	-	-	-	-
Total Expenditures	790	1,230	17,727	14,983	15,000	75,000	75,000	75,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	790	1,230	17,727	14,983	15,000	75,000	75,000	75,000
Net Sources (Uses) of Funds	8,846	4,235	(12,629)	(10,064)	(12,886)	- 68,000	(68,000)	(68,000)
Ending Fund Balance	\$ 287,432	\$ 291,667	\$ 279,038	\$ 268,974	\$ 256,088	\$ 176,474	\$ 188,088	\$ 120,088
Fund Balance Percentage Change	3.18%	1.47%	-4.33%	-3.61%	-4.79%	-31.09%	6.58%	-36.15%



OPEN SPACE FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009	2010	2011	2012	2013	2014	2014	2015
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Adopted Budget
<i>Beginning Fund Balance</i>	\$ 1,327,371	\$ 1,236,741	\$ 1,072,979	\$ 1,367,255	\$ 1,519,439	\$ 196,630	\$ 1,878,961	\$ 63,177
<i>Sources of Funds</i>								
<i>Revenue</i>								
Intergovernmental								
County Shareback	583,642	614,153	564,729	602,771	651,154	630,000	630,000	630,000
County Grant	785,015	163,865	107,562	297,354	156,600	25,000	25,000	25,000
State Grant	-	-	-	-	-	-	-	-
Local Grant	-	-	-	-	-	-	-	-
Total Intergovernmental	1,368,657	778,018	672,291	900,125	807,754	655,000	655,000	655,000
Other	13,832	9,373	7,602	11,884	(4,347)	10,000	10,000	10,000
Total Revenue	1,382,489	787,391	679,893	912,009	803,407	665,000	665,000	665,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	1,382,489	787,391	679,893	912,009	803,407	665,000	665,000	665,000
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Cultural and Recreation	1,391,662	951,153	385,617	759,825	443,885	805,630	2,480,784	663,000
Total Expenditures	1,391,662	951,153	385,617	759,825	443,885	805,630	2,480,784	663,000
Other Financing Uses	81,457	-	-	-	-	-	-	-
Total Uses of Funds	1,473,119	951,153	385,617	759,825	443,885	805,630	2,480,784	663,000
<i>Net Sources (Uses) of Funds</i>	(90,630)	(163,762)	294,276	152,184	359,522	(140,630)	(1,815,784)	2,000
Ending Fund Balance	\$ 1,236,741	\$ 1,072,979	\$ 1,367,255	\$ 1,519,439	\$ 1,878,961	\$ 56,000	\$ 63,177	\$ 65,177
Fund Balance Percentage Change	-6.83%	-13.24%	27.43%	11.13%	23.66%	-97.02%	12.82%	3.17%
<i>Funds Designated For:</i>								
Project Completion	939,507	857,254	1,098,493	1,343,374	1,686,588	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 297,234	\$ 215,725	\$ 268,762	\$ 176,065	\$ 192,373	\$ 56,000	\$ 63,177	\$ 65,177



Department Parks and Recreation

Fund Open Space Fund

Revenue Item Arapahoe County Open Space Tax Distribution

Account / Source 10.1301.32567 / Intergovernmental

Authorization Ordinance #48 Series of 2004

Description Share back funds from the Arapahoe County Open Space Tax that was effective as of January 1, 2004 and expires on December 31, 2023.

Fee Schedule The City of Englewood's portion of the .25% sales tax collected on sales in Arapahoe County.

Date Last Changed 2003; Effective 1-1-2004

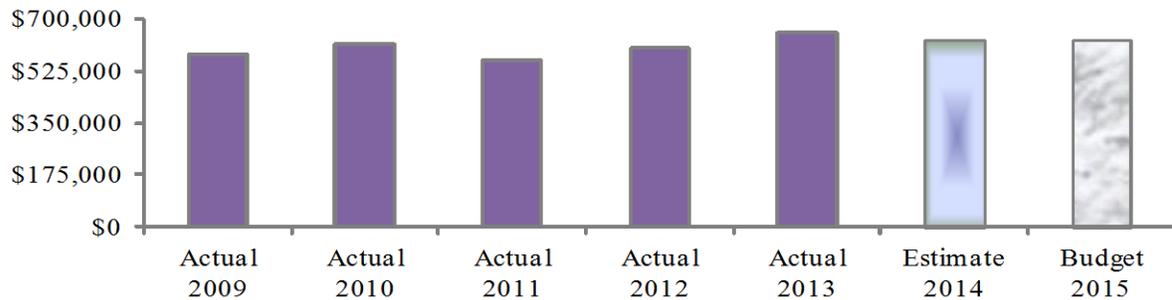
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 583,642	\$ 614,153	\$ 564,729	\$ 602,771	\$ 651,154	\$ 630,000	\$ 630,000
% Change	-11.99%	5.23%	-8.05%	6.74%	8.03%	-3.25%	0.00%



Department Parks and Recreation

Fund Open Space Fund

Revenue Item Arapahoe County Open Space Tax Distribution

Account / Source 10.1301.32551/ Intergovernmental

Authorization Arapahoe County Grant Program

Description Arapahoe County Local Grants Program for Open Space acquisition, development and maintenance.

Fee Schedule N/A

Date Last Changed N/A

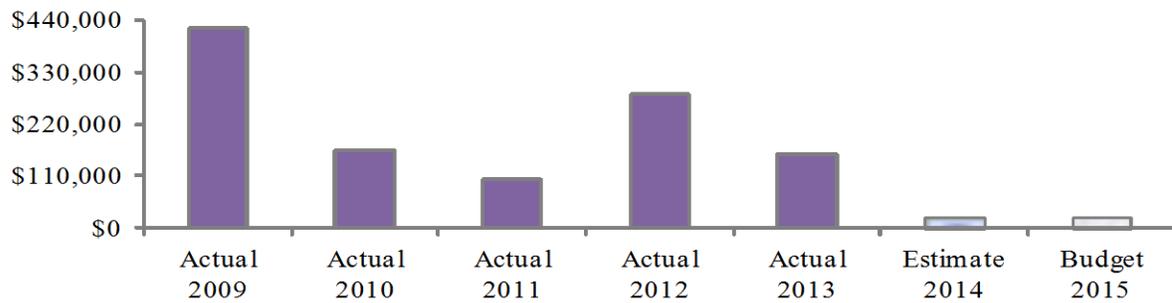
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate

Comments Grants based on available funding, application request, and approval.

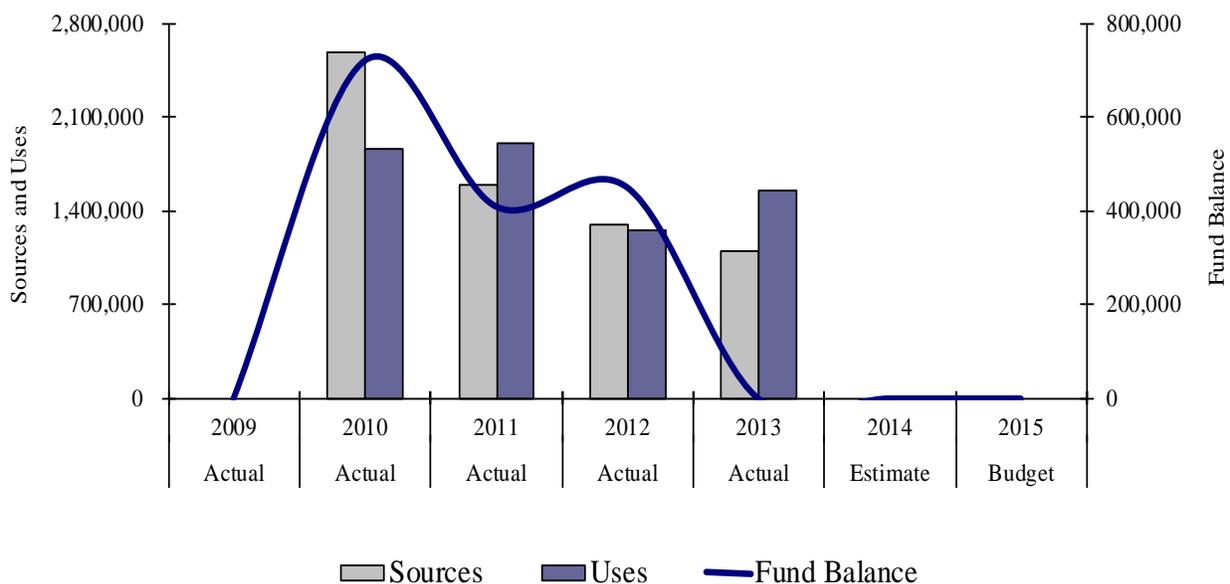
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 422,460	\$ 163,864	\$ 101,946	\$ 284,354	\$ 156,600	\$ 25,000	\$ 25,000
% Change	14.46%	-61.21%	-37.79%	178.93%	-44.93%	-84.04%	0.00%



NEIGHBORHOOD STABILIZATION PROGRAM FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Fund Balance	\$ -	\$ -	\$ 718,289	\$ 408,432	\$ 448,903	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Intergovernmental								
Federal Grant Pass Through		1,546,842	179,644	26,893	-	-	-	-
Total Intergovernmental	-	1,546,842	179,644	26,893	-	-	-	-
Charges for Services		75,600	-	-	-	-	-	-
Program Revenue		210,000	1,228,352	879,450	891,950	-	-	-
Net Investment Income		2,264	5,569	1,515	172	-	-	-
Total Revenue	-	1,834,706	1,413,565	907,858	892,122	-	-	-
Other Financing Sources		750,000	175,361	383,751	208,001	-	-	-
Total Sources of Funds	-	2,584,706	1,588,926	1,291,609	1,100,123	-	-	-
Uses of Funds								
Expenditures								
Program		1,819,365	1,502,653	796,795	864,257	-	-	-
Total Expenditures	-	1,819,365	1,502,653	796,795	864,257	-	-	-
Other Financing Uses		47,052	396,130	454,343	684,769	-	-	-
Total Uses of Funds	-	1,866,417	1,898,783	1,251,138	1,549,026	-	-	-
Net Sources (Uses) of Funds	-	718,289	(309,857)	40,471	(448,903)	-	-	-
Ending Fund Balance	\$ -	\$ 718,289	\$ 408,432	\$ 448,903	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change			-43.14%	9.91%	-100.00%			
Funds Designated For:								
Project Completion						-	-	-
Council approval						-	-	-
Unappropriated Funds	\$ -	\$ 718,289	\$ 408,432	\$ 448,903	\$ -	\$ -	\$ -	\$ -





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Debt Service Fund

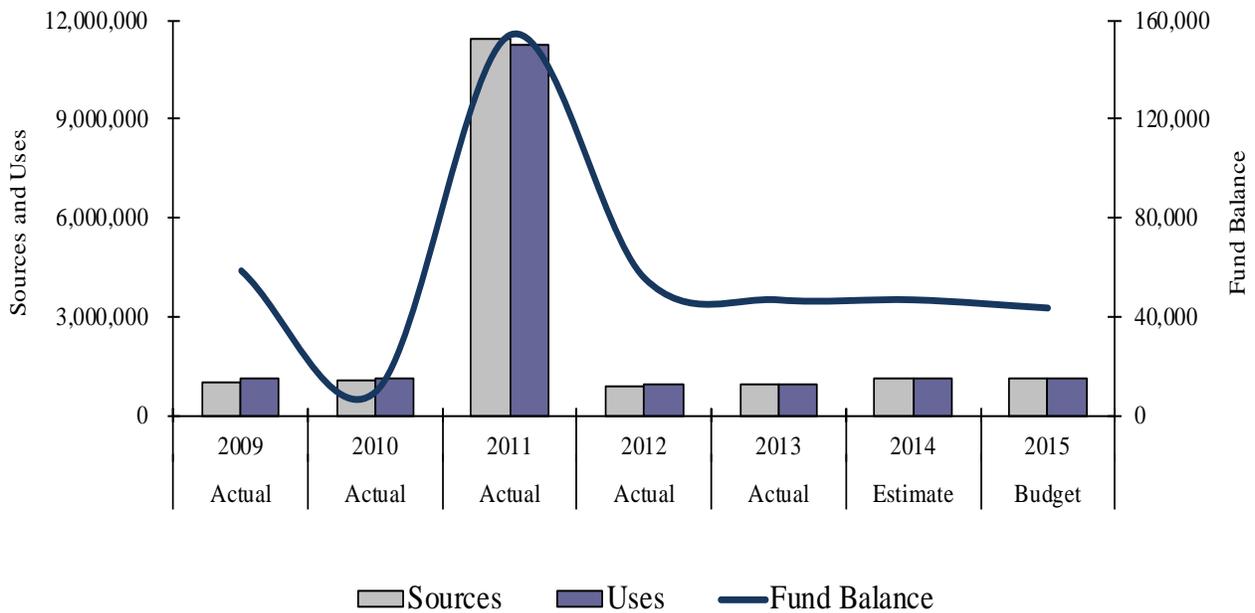
The Debt Service Fund accounts for the accumulation of resources and the payment of general obligation bond principal and interest.

General Obligation Bonds Fund – Accounts for the accumulation of monies for the payment of General Obligation Bond principal and interest.

**Debt Service
Fund**

Debt Service Fund
General Obligation Bond Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

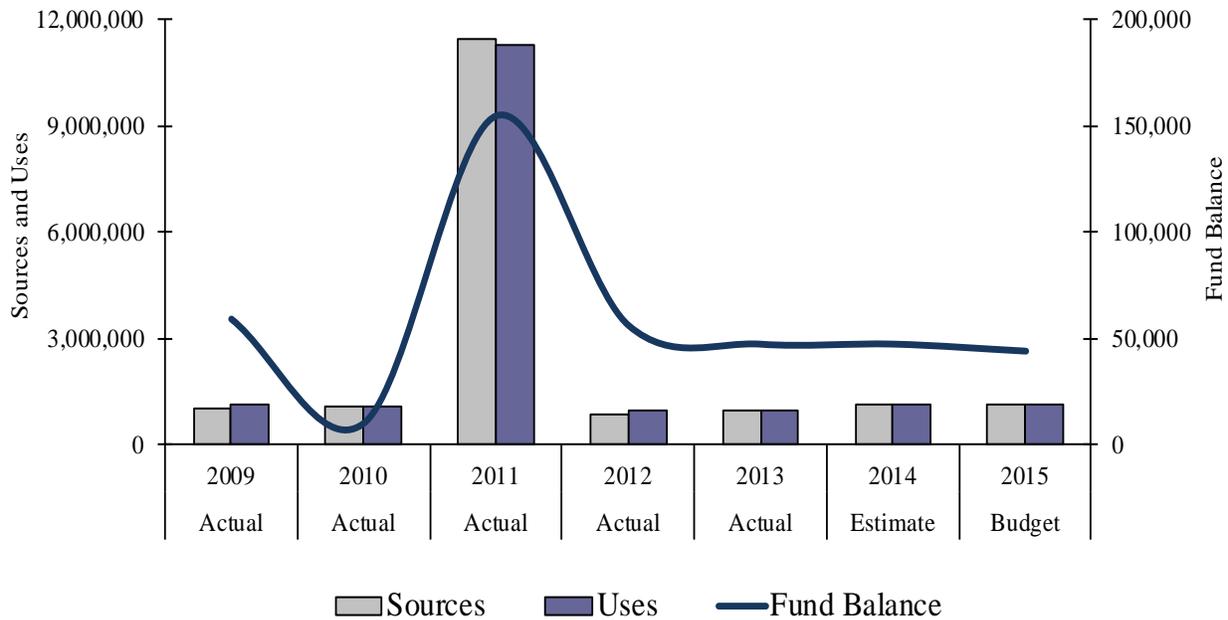
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 38,712	\$ 46,839	\$ 46,876
Sources of Funds								
Total Revenue	998,102	1,049,772	1,097,174	856,535	946,791	1,107,000	1,107,000	1,107,000
Other Financing Sources	-	-	10,316,477	-	-	-	-	-
Total Sources of Funds	998,102	1,049,772	11,413,651	856,535	946,791	1,107,000	1,107,000	1,107,000
Uses of Funds								
Total Expenditures	1,105,574	1,098,821	952,523	955,177	955,577	1,106,963	1,106,963	1,110,313
Other Financing Uses	-	-	10,316,477	-	-	-	-	-
Total Uses of Funds	1,105,574	1,098,821	11,269,000	955,177	955,577	1,106,963	1,106,963	1,110,313
Net Sources (Uses) of Funds	(107,472)	(49,049)	144,651	(98,642)	(8,786)	37	37	(3,313)
Ending Fund Balance	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 46,839	\$ 38,749	\$ 46,876	\$ 43,563
Fund Balance Percentage Change	50.35%	-83.61%	1504.27%	-63.94%	-15.80%	-74.88%	-15.73%	12.42%



GENERAL OBLIGATION BOND FUND

Statement of Fund Sources, Uses and Changes in Fund Balances

	2009	2010	2011	2012	2013	2014	2014	2015
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 38,712	\$ 46,839	\$ 46,876
Sources of Funds								
Revenues								
Property Tax	985,399	1,046,715	1,087,251	852,663	946,471	1,105,000	1,105,000	1,105,000
Net Investment Income	12,703	3,057	4,170	3,872	320	2,000	2,000	2,000
Other	-	-	5,753	-	-	-	-	-
Total Revenues	998,102	1,049,772	1,097,174	856,535	946,791	1,107,000	1,107,000	1,107,000
Other Financing Sources	-	-	10,316,477	-	-	-	-	-
Total Sources of Funds	998,102	1,049,772	11,413,651	856,535	946,791	1,107,000	1,107,000	1,107,000
Uses of Funds								
Expenditures								
Debt Service								
Principal	585,000	780,000	615,000	655,000	675,000	835,000	835,000	855,000
Interest	510,120	308,055	314,913	289,900	270,613	257,113	257,113	240,413
Other	10,454	10,766	22,610	10,277	9,964	14,850	14,850	14,900
Total Expenditures	1,105,574	1,098,821	952,523	955,177	955,577	1,106,963	1,106,963	1,110,313
Other Financing Uses	-	-	10,316,477	-	-	-	-	-
Total Uses of Funds	1,105,574	1,098,821	11,269,000	955,177	955,577	1,106,963	1,106,963	1,110,313
Net Sources(Uses) of Funds	(107,472)	(49,049)	144,651	(98,642)	(8,786)	37	37	(3,313)
Ending Fund Balance	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 46,839	\$ 38,749	\$ 46,876	\$ 43,563
Fund Balance Percentage Change	-64.69%	-83.61%	1504.27%	-63.94%	-15.80%	-17.27%	20.97%	-7.07%
Debt Service Mill Levy	1.947	2.031	2.130	1.741	1.914	2.244	2.244	2.244



Department Finance and Administrative Services

Fund General Obligation Bond

Schedules of Debt Service Requirements

Year	Total Debt	General Obligation Refunding Bonds, Series 2010			
	Service	Rate	Principal	Interest	Total
2015	1,095,412	2.000	855,000	240,412	1,095,412
2016	1,093,312	2.000	870,000	223,312	1,093,312
2017	1,095,912	2.250	890,000	205,912	1,095,912
2018	1,090,888	2.750	905,000	185,888	1,090,888
2019	1,096,000	3.000	935,000	161,000	1,096,000
2020	1,097,950	3.000	965,000	132,950	1,097,950
2021	1,089,000	4.000	985,000	104,000	1,089,000
2022	1,089,600	4.000	1,025,000	64,600	1,089,600
2023	613,600	4.000	590,000	23,600	613,600
Totals	\$ 9,361,674		\$ 8,020,000	\$ 1,341,674	\$ 9,361,674

General Obligation Bonds

The City has issued general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the City. The City is authorized to levy an ad valorem tax to pay the principal and interest on these bonds.

General Obligation Refunding Bonds, Series 2010. On October 19, 2010, the City issued \$9,985,000 of General Obligation Refunding Bonds, to provide resources to purchase U.S. Treasury, Certificates and Notes that were placed in an irrevocable trust for the purpose of generating resources for future debt service payments of \$4,000,000 of Series 2001 and \$5,255,000 of Series 2002 General Obligation Bonds representing all outstanding bonds maturing on or after December 1, 2012. As a result, the refunded bonds are considered to be defeased and their liability has been removed from the statement of net assets. The 2010 bonds bear interest at 2.0% to 4.0% and consist of serial bonds maturing yearly on December 1 through 2023. Bonds maturing on or after December 1, 2021 are subject to redemption at the option of the City. Interest is payable semiannually on June 1 and December 1. This refunding is estimated to save taxpayers approximately \$467,000 over the life of the bonds

In 2001, the voters of the City of Englewood approved the issuance of \$12.8 million in general obligation bonds for improvements to the Malley Center, Recreation Center, and construction of the Pirates Cove Water Park.

Department Finance and Administrative Services

Fund General Obligation Bond

Revenue Item General Property Tax – Debt Service Levy

Account / Source 20.1401.31101 / Taxes

Authorization Bond Covenant, Ordinance 73, Series of 2003

Description Property taxes for General Obligation Bonds Levy

Fee Schedule 2.244 Mills

Date Last Changed 2014, Effective 1-1-2015

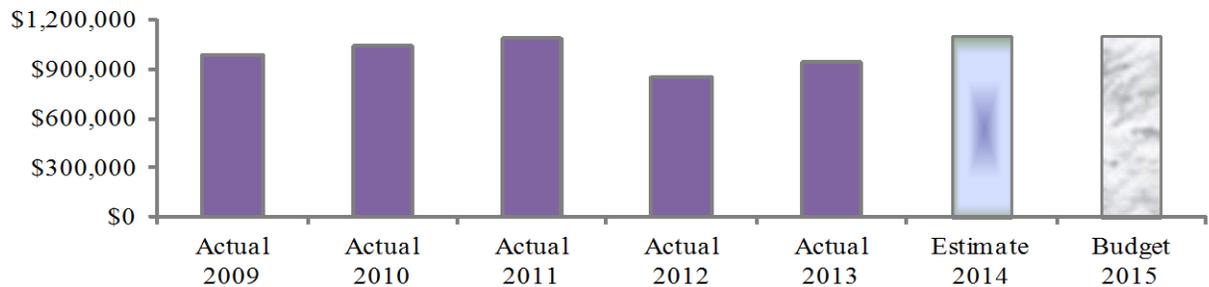
Previous Fee Schedule 2.244 Mills

Formula Method Mill levy set by City Council annually. Certified Assessed Valuation X Mill Levy.

Projection Method Debt service schedule.

Comments Mill levy based on assessed valuation divided by total requirements for payment of bond principal and interest

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 983,174	\$ 1,043,229	\$ 1,084,901	\$ 850,691	\$ 944,586	\$ 1,105,000	\$ 1,105,000
% Change	-15.79%	6.11%	3.99%	-21.59%	11.04%	16.98%	0.00%



Capital Projects Funds

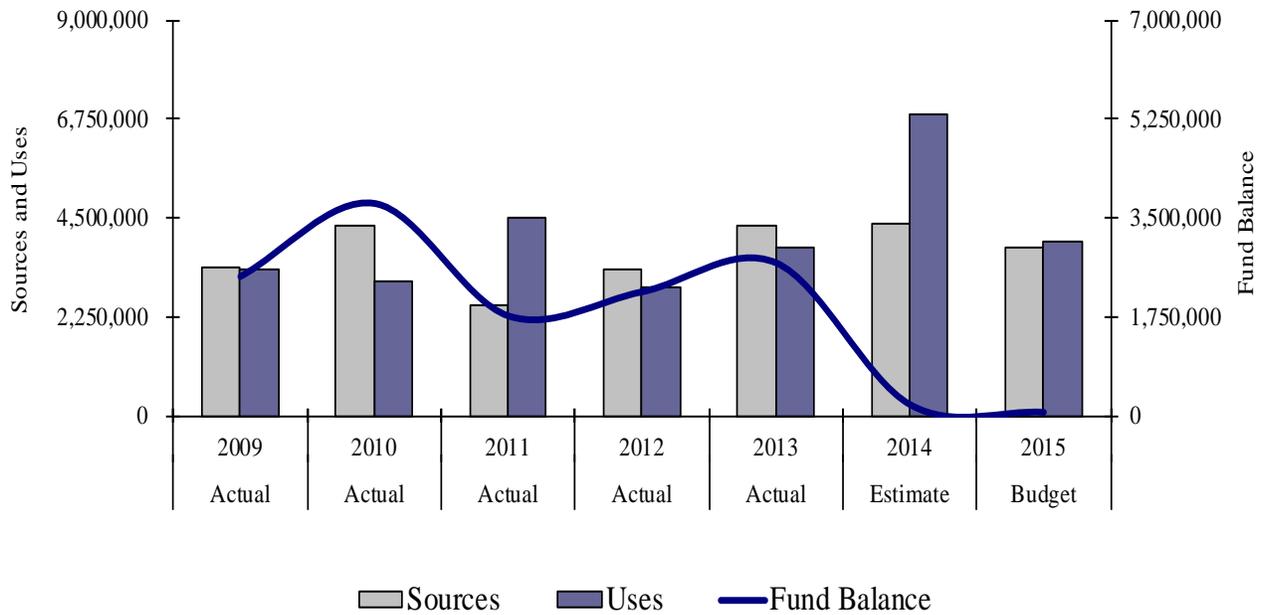
Capital Projects Funds account for financial resources used to acquire and/or construct major capital projects (other than those financed by proprietary funds).

Public Improvement Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes and a share in the Arapahoe County Road and Bridge Mill Levy.

Capital Projects Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

Capital Projects Funds
Public Improvement Fund and Capital Projects Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

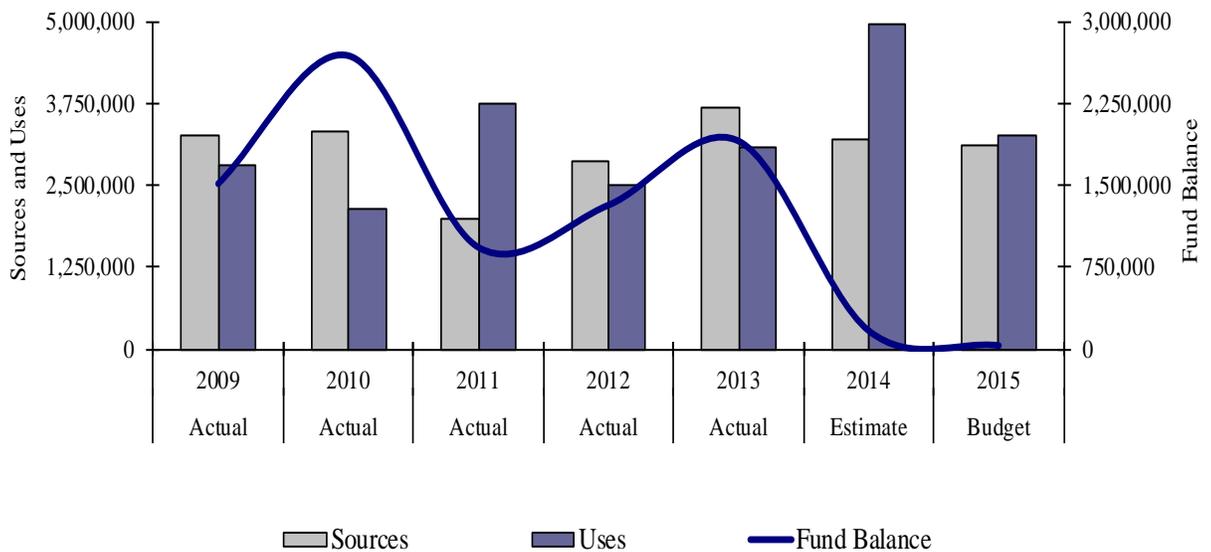
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 2,405,610	\$ 2,456,408	\$ 3,748,195	\$ 1,761,434	\$ 2,186,357	\$ 1,020,818	\$ 2,698,207	\$ 194,875
Sources of Funds								
Total Revenue	3,028,361	2,022,462	1,966,125	2,519,808	3,723,246	3,062,000	3,262,000	3,162,000
Other Financing Sources	337,838	2,311,017	558,507	804,000	600,000	1,100,000	1,100,000	650,000
Total Sources of Funds	3,366,199	4,333,479	2,524,632	3,323,808	4,323,246	4,162,000	4,362,000	3,812,000
Uses of Funds								
Total Expenditures	2,887,575	2,122,616	3,519,113	1,936,368	2,221,822	2,406,975	5,285,788	3,004,602
Other Financing Uses	427,826	919,076	992,280	962,517	1,589,574	1,935,820	1,579,544	944,326
Total Uses of Funds	3,315,401	3,041,692	4,511,393	2,898,885	3,811,396	4,342,795	6,865,332	3,948,928
Net Sources (Uses) of Funds	50,798	1,291,787	(1,986,761)	424,923	511,850	(180,795)	(2,503,332)	(136,928)
Ending Fund Balance	\$ 2,456,408	\$ 3,748,195	\$ 1,761,434	\$ 2,186,357	\$ 2,698,207	\$ 840,023	\$ 194,875	\$ 57,947
Fund Balance Percentage Change								
Funds Designated For:								
Project Completion	1,941,867	3,066,775	1,487,254	63,842	1,697,296	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds (Deficit)	\$ 514,541	\$ 681,420	\$ 274,180	\$ 2,122,515	\$ 1,000,911	\$ 840,023	\$ 194,875	\$ 57,947



Department Finance and Administrative Services
Fund Public Improvement Fund
History and Budget

PUBLIC IMPROVEMENT FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 1,067,525	\$ 1,515,399	\$ 2,686,457	\$ 934,251	\$ 1,320,371	\$ 1,001,427	\$ 1,905,453	\$ 171,857
Sources of Funds								
<i>Revenue</i>								
Vehicle Use Tax	993,597	926,715	1,030,776	1,294,050	1,408,029	1,300,000	1,400,000	1,350,000
Building Use Tax	402,273	545,987	605,084	813,826	1,860,250	1,500,000	1,600,000	1,550,000
Road and Bridge	200,990	192,109	194,067	201,973	198,528	199,000	199,000	199,000
Intergovernmental	1,118,133	56,121	-	126,794	71,442	-	-	-
Other	269,226	12,634	15,413	7,673	131,256	10,000	10,000	10,000
Total Revenue	2,984,219	1,733,566	1,845,340	2,444,316	3,669,505	3,009,000	3,209,000	3,109,000
Other Financing Sources	258,468	1,576,423	133,507	434,000	-	-	-	-
Total Sources of Funds	3,242,687	3,309,989	1,978,847	2,878,316	3,669,505	3,009,000	3,209,000	3,109,000
Uses of Funds								
<i>Expenditures</i>								
Capital Outlay	2,366,987	1,340,975	2,738,773	1,529,679	1,494,849	1,255,000	3,363,052	2,300,000
Other Financing Uses	427,826	797,956	992,280	962,517	1,589,574	1,935,820	1,579,544	944,326
Total Uses of Funds	2,794,813	2,138,931	3,731,053	2,492,196	3,084,423	3,190,820	4,942,596	3,244,326
Net Sources (Uses) of Funds	447,874	1,171,058	(1,752,206)	386,120	585,082	(181,820)	(1,733,596)	(135,326)
Ending Fund Balance	\$ 1,515,399	\$ 2,686,457	\$ 934,251	\$ 1,320,371	\$ 1,905,453	\$ 819,607	\$ 171,857	\$ 36,531
Fund Balance Percentage Change	41.95%	77.28%	-65.22%	41.33%	44.31%	-56.99%	-79.03%	-78.74%
Funds Designated For:								
Project Completion	1,178,202	2,066,337	660,071	(780,246)	953,252	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds (Deficit)	\$ 337,197	\$ 620,120	\$ 274,180	\$ 2,100,617	\$ 952,201	\$ 819,607	\$ 171,857	\$ 36,531



Department Finance and Administrative Services

Fund Public Improvement

Revenue Item Arapahoe County Road and Bridge

Account / Source 30.1003.32565 / Intergovernmental

Authorization 43-2-202 & 43-2-203 CRS 1973 as amended

Description Establishment of the Road & Bridge Fund mill levy, collection of tax and disbursement of fund, are by authority of the above noted Colorado Revised Statutes. Englewood's share equals mill levy X City's assessed valuation X 50%. Expenditures are restricted to construction and maintenance of streets and roads.

Fee Schedule 0.797 mills

Date Last Changed 2012, Effective 1-1-2013

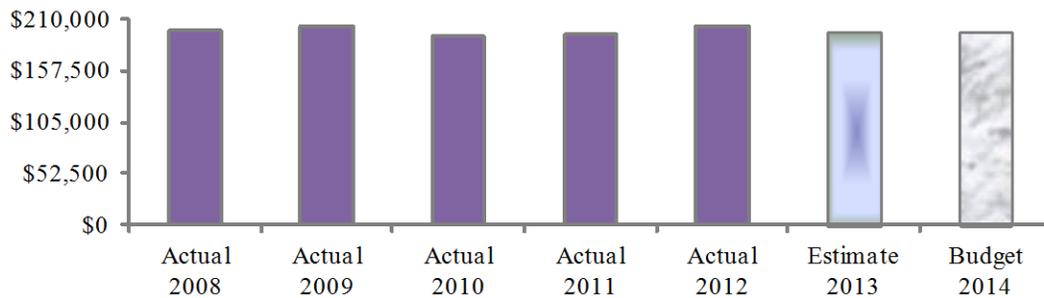
Previous Fee Schedule 0.799 mills

Formula Method The property tax mill levy is established by resolution of the Arapahoe County Board of County Commissioners. (Projected expenditures by County Engineer vs. projected total property valuation by the County Assessor.)

Projection Method Estimate based on prior years.

Comments Mill levy established by Arapahoe County for collection the following year.
Tax distributed by the County Treasurer on the 15th of January, April, July and October.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 200,990	\$ 192,109	\$ 194,067	\$ 201,973	\$ 198,528	\$ 199,000	\$ 199,000
% Change	1.64%	-4.42%	1.02%	4.07%	-1.71%	0.24%	0.00%



Department Finance and Administrative Services

Fund Public Improvement

Revenue Item Vehicle Use Tax

Account / Source 30.9999.31303 / Tax

Authorization EMC 4-4-5

Description A tax levied on motor vehicles purchased by Englewood residents from auto dealers.

Fee Schedule 3.5%

Date Last Changed 1987 - Effective 1/1/1988

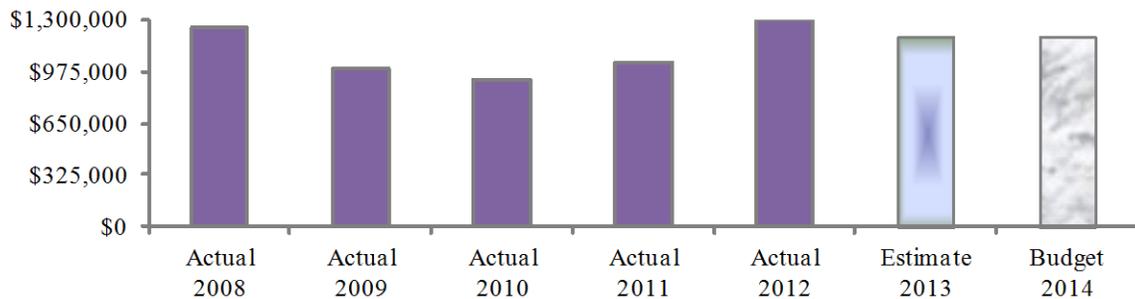
Previous Fee Schedule 3.0%

Formula Method N/A

Projection Method Projection based on a percentage change over the preceding year's collections. The percentage change is determined by evaluating economic conditions and local business conditions.

Comments This tax is collected by the County Clerk and paid to the City monthly about the 15th of each month.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 993,597	\$ 926,715	\$ 1,030,776	\$ 1,294,050	\$ 1,408,029	\$ 1,400,000	\$ 1,350,000
% Change	-20.65%	-6.73%	11.23%	25.54%	8.81%	-0.57%	-3.57%



Department Finance and Administrative Services

Fund Public Improvement

Revenue Item Building Use Tax

Account / Source 30.9999.31304 / Tax

Authorization EMC 4-4-5

Description A tax levied on the value of building materials used in construction projects within the City.

Fee Schedule 3.5%

Date Last Changed 1987 - Effective 1/1/1988

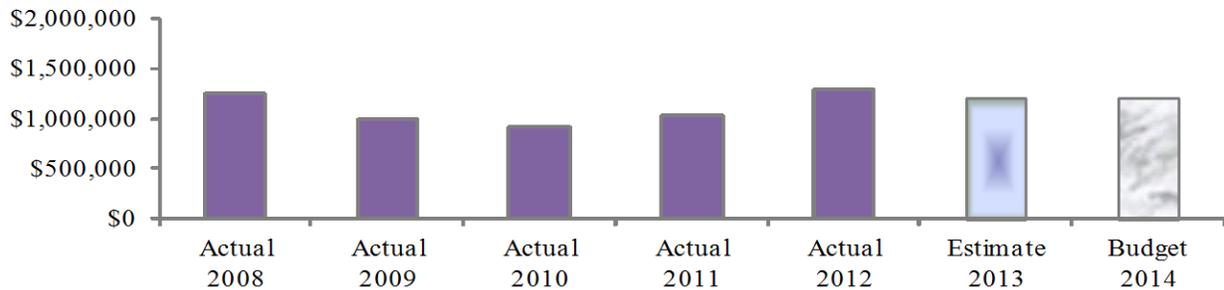
Previous Fee Schedule 3.0%

Formula Method Estimated valuation of projects X 50% X 3.5%

Projection Method Projections are based on an estimate of building activity expected for the budget year.

Comments The redevelopment at City Center has not proceeded according to the original schedule.

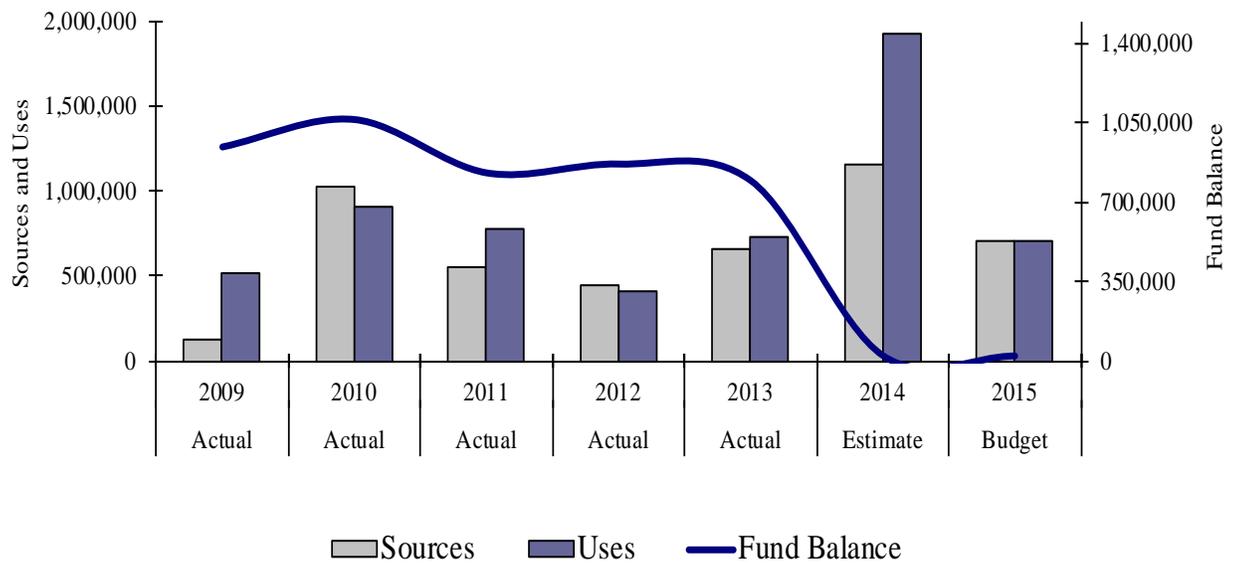
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 402,273	\$ 545,987	\$ 605,085	\$ 813,826	\$ 1,860,250	\$ 1,600,000	\$ 1,550,000
% Change	-47.69%	35.73%	10.82%	34.50%	128.58%	-13.99%	-3.13%



CAPITAL PROJECTS FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Fund Balance	\$ 1,338,085	\$ 941,009	\$ 1,061,738	\$ 827,183	\$ 865,986	\$ 19,391	\$ 792,754	\$ 23,018
Sources of Funds								
Revenue								
Other	44,142	288,896	120,785	75,492	53,741	53,000	53,000	53,000
Total Revenue	44,142	288,896	120,785	75,492	53,741	53,000	53,000	53,000
Other Financing Sources	79,370	734,594	425,000	370,000	600,000	1,100,000	1,100,000	650,000
Total Sources of Funds	123,512	1,023,490	545,785	445,492	653,741	1,153,000	1,153,000	703,000
Uses of Funds								
Expenditures								
Capital Outlay	520,588	781,641	780,340	406,689	726,973	1,151,975	1,922,736	704,602
Other Financing Uses	-	121,120	-	-	-	-	-	-
Total Uses of Funds	520,588	902,761	780,340	406,689	726,973	1,151,975	1,922,736	704,602
Net Sources (Uses) of Funds	(397,076)	120,729	(234,555)	38,803	(73,232)	1,025	(769,736)	(1,602)
Ending Fund Balance	\$ 941,009	\$ 1,061,738	\$ 827,183	\$ 865,986	\$ 792,754	\$ 20,416	\$ 23,018	\$ 21,416
Fund Balance Percentage Change	-29.67%	12.83%	-22.09%	4.69%	-8.46%	-97.42%	12.74%	-6.96%
Funds Designated For:								
Project Completion	763,665	1,000,438	827,183	844,088	744,044	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 177,344	\$ 61,300	\$ -	\$ 21,898	\$ 48,710	\$ 20,416	\$ 23,018	\$ 21,416



Major Revenue Source

The Capital Projects Fund receives its financing based on available resources from the General Fund and/or the Public Improvement Fund. Additional funding is received from the Utility Enterprise Funds for its share of the capital required to maintain the City’s information technology’s infrastructure.

Enterprise Funds

Enterprise Funds account for operations that: (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the City Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

Water Fund – Accounts for revenues and expenses associated with providing water services to City of Englewood residents.

Sewer Fund – Accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.

Storm Drainage Fund – Accounts for revenues and expenses associated with maintaining the City’s storm drainage system.

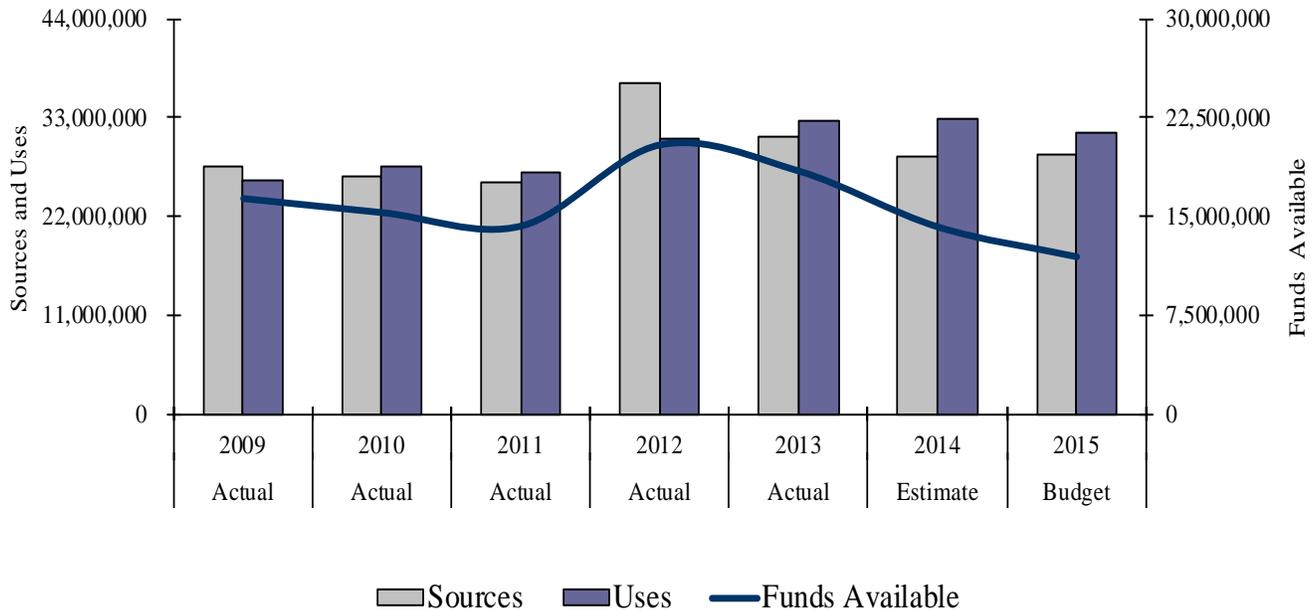
Golf Course Fund – Accounts for revenues and expenses associated with the operations of the Broken Tee Englewood Golf Course.

Concrete Utility Fund – Accounts for revenues and expenses associated with maintaining the City’s sidewalks, curbs and gutters.

Housing Rehabilitation Fund – Accounts for revenues and expenses associated with the City’s housing rehabilitation program.

Enterprise Funds
 Water Fund, Sewer Fund, Storm Drainage Fund, Golf Course Fund,
 Concrete Utility Fund and Housing Rehabilitation Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balance

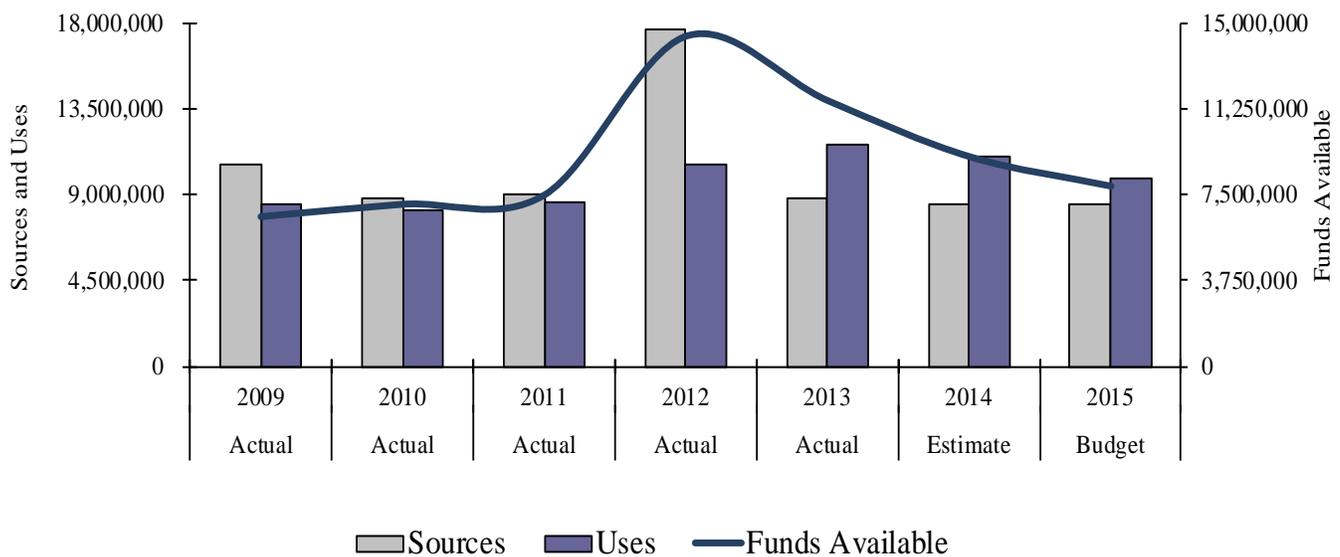
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 14,801,967	\$ 16,312,500	\$ 15,236,543	\$ 14,209,100	\$ 20,127,357	\$ 14,587,713	\$ 18,401,205	\$ 14,140,051
Sources of Funds								
Total Revenue	24,605,842	26,429,869	25,781,815	27,114,568	27,739,882	28,948,816	28,589,359	28,909,269
Other Financing Sources	2,864,774	50,000	-	9,756,617	3,214,770	2,000,000	-	-
Total Sources of Funds	27,470,616	26,479,869	25,781,815	36,871,185	30,954,652	30,948,816	28,589,359	28,909,269
Uses of Funds								
Total Expenditures	25,860,083	27,555,826	26,809,258	30,672,695	30,164,223	33,660,909	32,787,513	31,187,844
Other Financing Uses	100,000	-	-	-	2,516,581	63,000	63,000	-
Total Uses of Funds	25,960,083	27,555,826	26,809,258	30,672,695	32,680,804	33,723,909	32,850,513	31,187,844
Net Sources (Uses) of Funds	1,510,533	(1,075,957)	(1,027,443)	6,198,490	(1,726,152)	(2,775,093)	(4,261,154)	(2,278,575)
Ending Funds Available	\$ 16,312,500	\$ 15,236,543	\$ 14,209,100	\$ 20,407,590	\$ 18,401,205	\$ 11,812,620	\$ 14,140,051	\$ 11,861,476
Funds Available Percentage Change		-6.60%	-6.74%	43.62%	-9.83%	-42.12%	19.70%	-16.11%



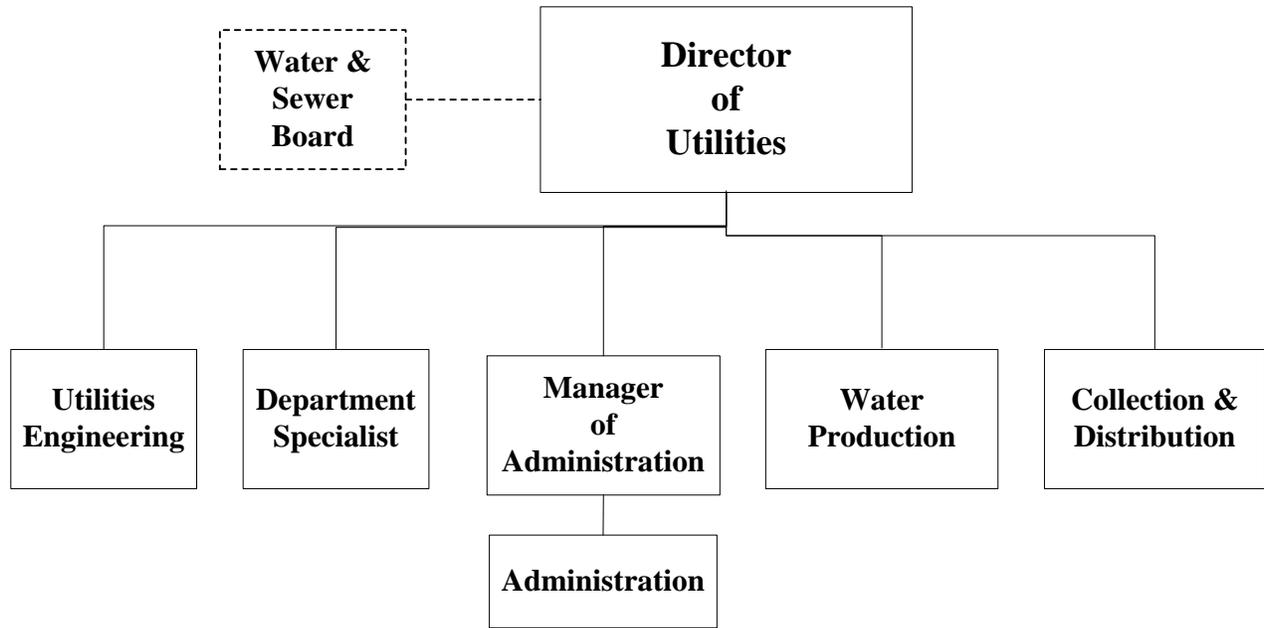
WATER FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$4,467,524	\$6,507,421	\$7,045,894	\$ 7,445,386	\$ 14,364,269	\$10,793,233	\$ 11,562,241	\$ 9,121,504
Sources of Funds								
Operating Revenues								
Charges for services	5,610,944	6,491,573	6,640,604	6,782,379	6,287,541	6,874,313	6,318,184	6,318,184
Raw water sales	2,074,975	2,024,963	2,088,330	1,859,598	2,083,496	1,850,000	1,850,000	1,850,000
City ditch revenue	54,465	38,914	34,112	69,288	51,496	69,288	69,288	69,288
Water meter sales	21,190	21,434	27,213	25,295	36,058	23,000	23,000	23,000
Total Operating Revenues	7,761,574	8,576,884	8,790,259	8,736,560	8,458,591	8,816,601	8,260,472	8,260,472
Nonoperating revenue	169,005	150,744	207,666	214,457	162,399	236,084	226,329	236,084
System development fees	9,256	16,960	22,779	54,343	187,280	23,400	23,400	23,400
Other Financing Sources	2,615,000	-	-	8,590,000	-	-	-	-
Total Sources of Funds	10,554,835	8,744,588	9,020,704	17,595,360	8,808,270	9,076,085	8,510,201	8,519,956
Uses of Funds								
Operating Expenses								
Operating Costs	6,234,068	6,204,171	6,467,258	6,447,796	5,877,277	6,987,946	6,871,200	7,118,218
Total Operating Expenses	6,234,068	6,204,171	6,467,258	6,447,796	5,877,277	6,987,946	6,871,200	7,118,218
Capital outlay	874,637	526,935	683,500	660,059	4,120,243	3,005,429	2,418,003	1,023,226
Debt Service - Principal	865,852	898,686	920,634	948,954	995,018	995,018	995,018	1,033,339
Debt Service - Interest	540,381	576,323	549,820	507,430	617,760	666,717	666,717	633,810
Debt Service - Issue Costs	-	-	-	1,970,000	-	-	-	-
Total Uses of Funds	8,514,938	8,206,115	8,621,212	10,534,239	11,610,298	11,655,110	10,950,938	9,808,593
Net Sources(Uses) of Funds	2,039,897	538,473	399,492	7,061,121	(2,802,028)	(2,579,025)	(2,440,737)	(1,288,637)
Prior period restatement	-	-	-	(142,238)	-	-	-	-
Ending Funds Available	\$6,507,421	\$7,045,894	\$7,445,386	\$ 14,364,269	\$ 11,562,241	\$ 8,214,208	\$ 9,121,504	\$ 7,832,867
Funds Available Percentage Change	45.66%	8.27%	5.67%	92.93%	-19.51%	-28.96%	11.05%	-14.13%



Department Utilities
Fund Water



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

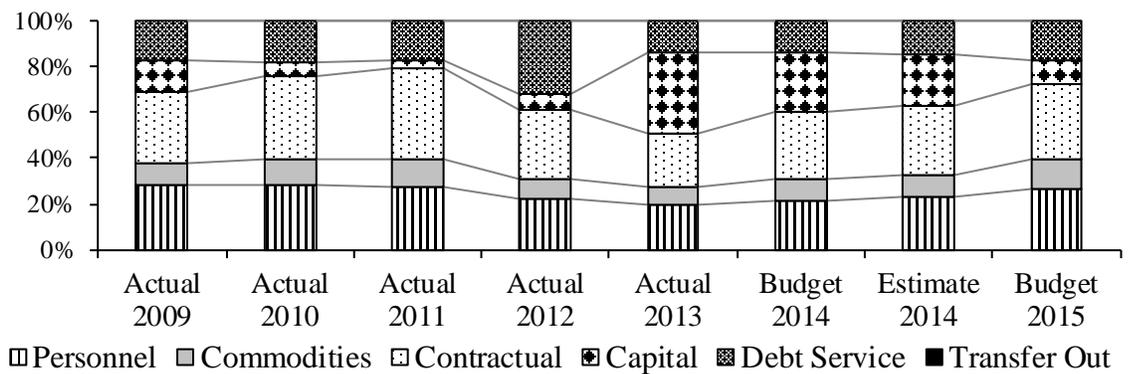
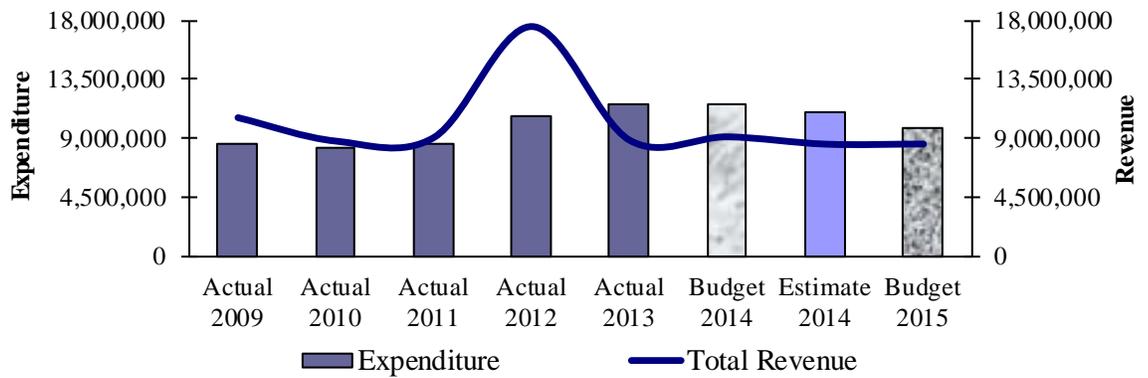
The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission The mission of the Utilities Department regarding the Water Enterprise Fund is to provide the citizens of Englewood an adequate supply of high quality water at the lowest possible price.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Repairs of Allen Plant, East and West 3mg Roofs • Aging Water Main Replacement 	<ul style="list-style-type: none"> •
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • UV Disinfection System Construction • Aging Water Main Replacement 	<ul style="list-style-type: none"> •

Department Utilities
Fund Water
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	12,605	19,042	-	-	-
Charges for Services	7,802,035	8,627,274	8,846,393	8,859,761	8,678,612	8,872,281	8,316,372	8,316,372
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	77,841	47,714	54,760	61,929	(14,689)	142,584	132,629	142,584
Other	59,959	69,601	119,552	71,065	125,305	61,220	61,200	61,000
LT Debt Proceeds	2,615,000	-	-	8,590,000	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	10,554,835	8,744,589	9,020,705	17,595,360	8,808,270	9,076,085	8,510,201	8,519,956
Percent Change		-17.15%	3.16%	95.06%	-49.94%	3.04%	-6.23%	0.11%
Expenditure								
Personnel	2,384,753	2,318,568	2,358,599	2,351,812	2,293,378	2,473,807	2,504,896	2,618,301
Commodities	835,849	934,474	1,036,928	956,661	926,204	1,099,050	1,019,507	1,214,700
Contractual	2,608,308	2,995,708	3,429,566	3,202,591	2,681,394	3,415,089	3,346,797	3,285,217
Capital	1,176,716	482,356	325,667	739,029	4,096,546	3,005,429	2,418,003	1,023,226
Debt Service	1,509,312	1,475,008	1,470,454	3,426,385	1,612,776	1,661,735	1,661,735	1,667,149
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	8,514,938	8,206,114	8,621,214	10,676,478	11,610,298	11,655,110	10,950,938	9,808,593
Percent Change		-3.63%	5.06%	23.84%	8.75%	0.39%	-6.04%	-10.43%
Employees FTE	30.400	29.174	29.944	31.100	31.100	31.100	27.600	27.600
Percent Change FTE		-4.03%	2.64%	3.86%	0.00%	0.00%	-11.25%	0.00%



Department Utilities

Fund Water

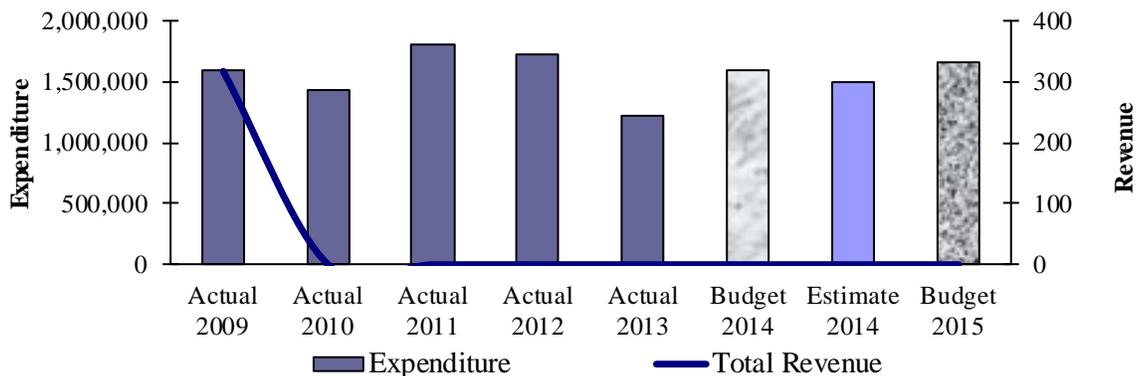
Division Source of Supply

Account 40.1601

Description Responsible for maintaining raw water sources, reservoirs, equipment and the operations and accounting of the Englewood Water Right Portfolio. Among the areas maintained are City Ditch, McBroom Ditch, Boreas Pass Ditch, McLellan Reservoir, McLellan Pump Station, Golf Course Wells and the Union Ave. Pump Station and Reservoir.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	318	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	318	-						
Percent Change		-100.00%	----	----	----	----	----	----
Expenditure								
Personnel	354,795	354,460	346,103	352,776	286,552	404,410	392,983	416,333
Commodities	50,484	50,635	57,611	30,402	66,605	69,350	72,375	72,850
Contractual	852,082	957,334	1,207,854	1,206,723	841,217	975,697	973,697	805,956
Capital	329,253	70,013	194,196	137,660	21,574	150,174	50,174	365,374
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,586,614	1,432,442	1,805,764	1,727,561	1,215,948	1,599,631	1,489,229	1,660,513
Percent Change		-9.72%	26.06%	-4.33%	-29.61%	31.55%	-6.90%	11.50%
Employees FTE	5.200	4.168	4.137	5.000	5.000	5.000	4.000	4.000
Percent Change FTE		-19.85%	-0.74%	20.86%	0.00%	0.00%	-20.00%	0.00%



Department Utilities

Fund Water

Division Source of Supply

Account 40.1601

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain all source water infrastructure in good working order	Investigate. Design, bid and repair or replace equipment as needed.
A progressive City that provides responsive and cost efficient services	2. Protect our water rights (Dave Hill, Joe Tom) 3. Piping of City Ditch	Ongoing water court cases. Enclose Problem Areas to Improve Flows.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Acre Feet		9,530	11,119	10,288	9,364	12,000	12,000	12,000
Raw water supplied for treatment and sales. Will vary from year to year depending upon the weather – hot or cool summers.								

Department Utilities

Fund Water

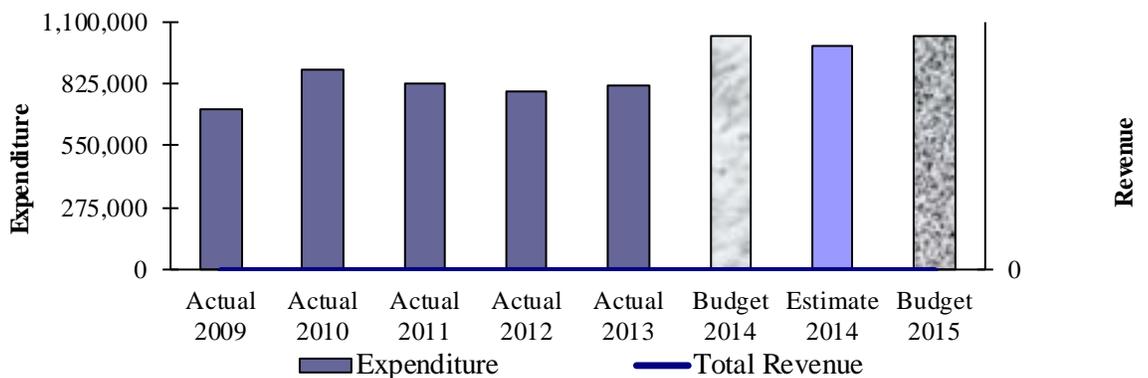
Division Power and Pumping

Account 40.1602

Description Power and Pumping Division is responsible for maintaining 32 pumps and motors throughout the City. These pumps and motors deliver water to storage areas or are used as booster pumps to increase pressure as needed.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	267,354	292,232	289,836	290,447	286,714	294,645	296,826	311,878
Commodities	1,889	25,825	6,622	3,495	22,105	14,900	15,251	14,900
Contractual	426,467	567,245	525,858	496,194	510,262	663,827	614,121	633,875
Capital	18,794	2,055	5,133	2,055	2,055	67,055	67,055	77,055
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	714,504	887,357	827,449	792,191	821,136	1,040,427	993,253	1,037,708
Percent Change		24.19%	-6.75%	-4.26%	3.65%	26.71%	-4.53%	4.48%
Employees FTE	3.200	3.175	3.152	3.000	3.000	3.000	3.000	3.000
Percent Change FTE		-0.77%	-0.74%	-4.82%	0.00%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

Division Power and Pumping

Account 40.1602

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains and improves pumps	Zone I and Zone II Pumps Rehabilitated and Maintained.
A progressive City that provides responsive and cost efficient services	2. Cost efficient use of electricity to the pumps.	Upgrade VFDs when needed. Operate pumps efficiently.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Over all electrical costs. Will reflect rate increases.								
Electrical Costs	2	\$416,391	\$498,912	\$483,970	\$480,465	\$550,000	\$550,000	\$550,000

Department Utilities

Fund Water

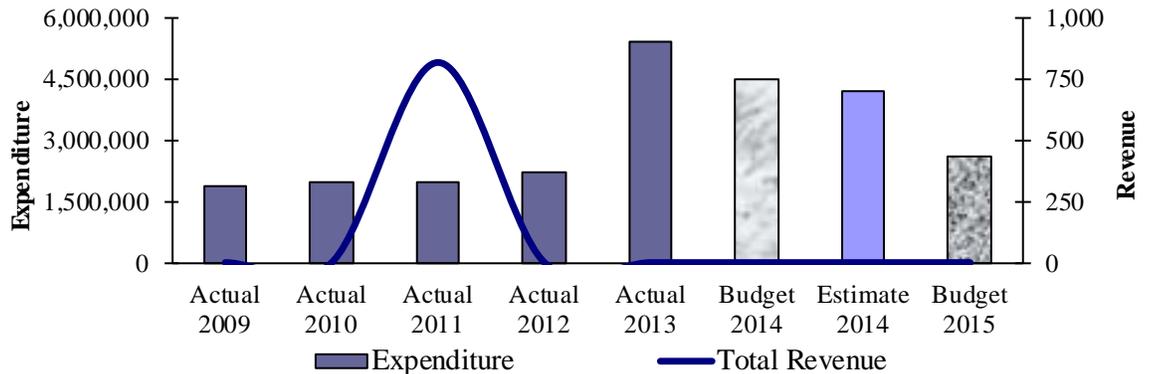
Division Purification

Account 40.1603

Description The Purification Division is responsible for maintaining a safe and pleasant tasting water supply for the citizens of Englewood. It is responsible for treating the raw water pumped from the South Platte River by coagulation, sedimentation, filtration and disinfection. The division is responsible for the operation and maintenance of the equipment, building and grounds.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	817	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	817	-	-	-	-	-
Percent Change		----	----	-100.00%	----	----	----	----
Expenditure								
Personnel	670,929	632,566	652,494	650,907	658,899	655,982	717,916	753,792
Commodities	583,344	645,774	716,864	705,157	586,178	684,550	693,350	752,350
Contractual	328,740	443,634	562,247	362,595	190,206	604,785	615,058	656,436
Capital	284,188	273,160	50,822	506,356	3,968,847	2,565,186	2,177,760	442,782
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,867,201	1,995,134	1,982,427	2,225,015	5,404,130	4,510,503	4,204,084	2,605,360
Percent Change		6.85%	-0.64%	12.24%	142.88%	-16.54%	-6.79%	-38.03%
Employees FTE	8.200	8.137	8.077	9.000	9.000	9.000	8.000	8.000
Percent Change FTE		-0.77%	-0.74%	11.43%	0.00%	0.00%	-11.11%	0.00%



Department Utilities
Fund Water
Division Purification
Account 40.1603

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, maintains and improves Allen Plant	Ongoing plant maintenance. Optimize plant treatment including chemical feeds & UV System.
A safe, clean, healthy and attractive City	2. Insures safe drinking water that meets all State and Federal rules	Monitor, upgrade plant processes as needed.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Billions of Gallons		2.500	2.349	2.052	2.026	2.500	2.500	2.500

Department Utilities

Fund Water

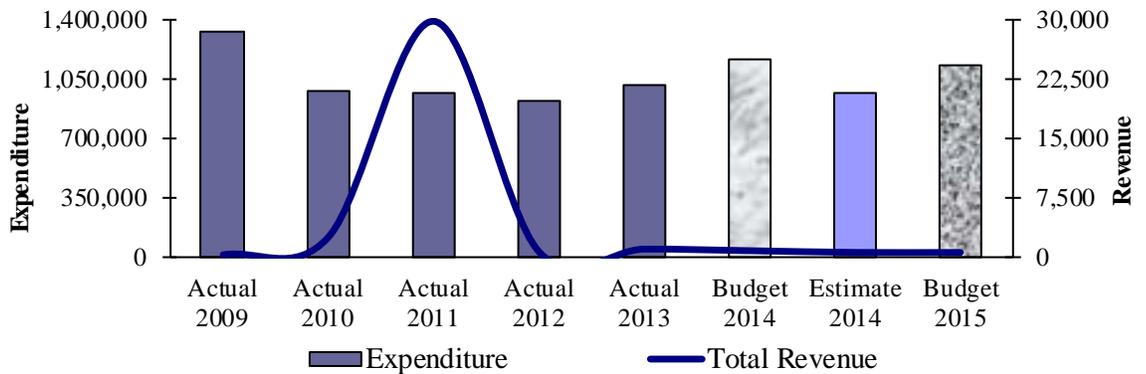
Division Transmission and Distribution

Account 40.1604

Description The Water Distribution Division is responsible for the integrity of the physical system and supplies potable water to the City of Englewood. The Water Distribution System consists of approximately 160 miles of water mains, 2,000 valves, 630 fire hydrants and numerous appurtenances that transmit and distribute water to approximately 10,850 water user accounts. The Division personnel plan, construct, operate and maintain the system to insure that a safe, reliable supply of water is provided for industrial, commercial, domestic and fire-suppression needs of the City of Englewood.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	199	2,454	29,786	571	920	720	500	500
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	199	2,454	29,786	571	920	720	500	500
Percent Change		1133.17%	1113.77%	-98.08%	61.12%	-21.74%	-30.56%	0.00%
Expenditure								
Personnel	623,892	586,463	599,430	575,503	546,318	576,632	566,983	593,309
Commodities	87,351	133,653	141,891	137,656	176,024	188,400	104,320	233,950
Contractual	114,105	135,428	165,108	144,092	225,502	188,127	183,154	187,595
Capital	498,096	117,525	56,748	57,026	70,501	211,461	111,461	111,462
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,323,444	973,069	963,177	914,277	1,018,345	1,164,620	965,918	1,126,316
Percent Change		-26.47%	-1.02%	-5.08%	11.38%	14.36%	-17.06%	16.61%
Employees FTE	7.700	7.641	7.585	7.500	7.500	7.500	6.500	6.500
Percent Change FTE		-0.77%	-0.74%	-1.11%	0.00%	0.00%	-13.33%	0.00%



Department Utilities

Fund Water

Division Transmission and Distribution

Account 40.1604

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains water distribution system	Reline or replace water mains when needed. Valve maintenance, hydrant maintenance.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Water Main Repairs								
Number of repairs	1	34	31	44	37	35	35	35

Department Utilities

Fund Water

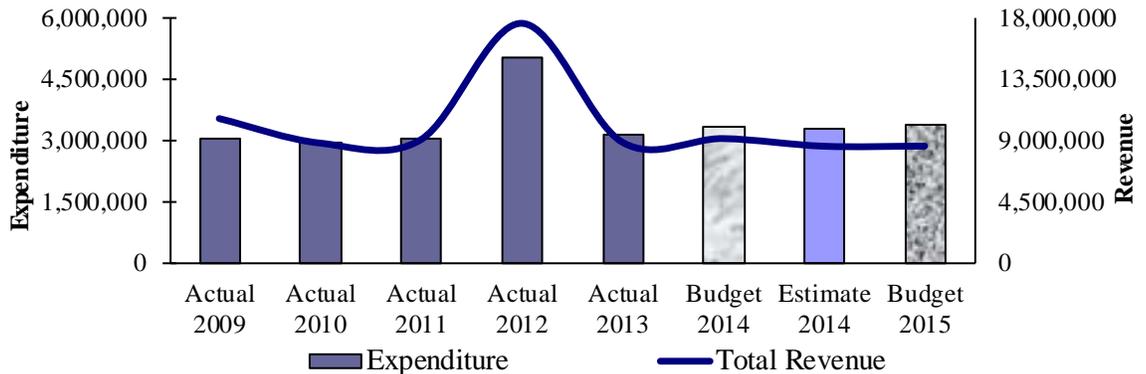
Division Administration

Account 40.1607

Description The Administration Division is responsible for coordinating the efforts of the Water Department and includes such customer services as billing, delinquent account collections, water meter reading and maintenance, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map maintenance.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	12,605	19,042	-	-	-
Charges for Services	7,802,035	8,627,274	8,846,393	8,859,761	8,678,612	8,872,281	8,316,372	8,316,372
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	77,841	47,714	54,760	61,929	(14,689)	142,584	132,629	142,584
Other	59,442	67,147	88,949	70,494	124,385	60,500	60,700	60,500
LT Debt Proceeds	2,615,000	-	-	8,590,000	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	10,554,318	8,742,135	8,990,102	17,594,789	8,807,350	9,075,365	8,509,701	8,519,456
Percent Change		-17.17%	2.84%	95.71%	-49.94%	3.04%	-6.23%	0.11%
Expenditure								
Personnel	467,783	452,847	470,736	482,179	514,895	542,138	530,188	542,989
Commodities	112,781	78,587	113,940	79,951	75,292	141,850	134,211	140,650
Contractual	886,914	892,067	968,499	992,987	914,207	982,653	960,767	1,001,355
Capital	46,385	19,603	18,768	35,932	33,569	11,553	11,553	26,553
Debt Service	1,509,312	1,475,008	1,470,454	3,426,385	1,612,776	1,661,735	1,661,735	1,667,149
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	3,023,175	2,918,112	3,042,397	5,017,434	3,150,739	3,339,929	3,298,454	3,378,696
Percent Change		-3.48%	4.26%	64.92%	-37.20%	6.00%	-1.24%	2.43%
Employees FTE	6.100	6.053	6.994	6.600	6.600	6.600	6.100	6.100
Percent Change FTE		-0.77%	15.54%	-5.63%	0.00%	0.00%	-7.58%	0.00%



Department Utilities
Fund Water
Division Administration
Account 40.1607

Outcome	Goal / Activity Answers the <u>When, What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain and improve water metering system	Continue transition to Itron Automated Reading System.
A progressive City that provides responsive and cost efficient services	2. Provides one of the lowest treated water rates in the metro area. 3. Provides cost efficient customer contact and maintains zero delinquency balance	Efficient management of resources.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Customer contacts (bill, notices, turn offs, etc)	1	84,438	85,570	81,940	81,980	82,000	82,000	82,000
Contacts								

Schedules of Debt Service Requirements

Year	Total Debt Service	General Obligation Water Bonds - 2012 (Refunding)				General Obligation Water Bonds - 2009			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2015	1,599,385	2.000	165,000	259,400	424,400	-	-	117,828	117,828
2016	1,589,329	2.000	160,000	256,150	416,150	-	-	117,828	117,828
2017	1,579,538	2.000	160,000	252,950	412,950	-	-	117,828	117,828
2018	1,302,642	2.000	165,000	249,700	414,700	-	-	117,828	117,828
2019	534,178	2.000	170,000	246,350	416,350	-	-	117,828	117,828
2020	987,878	4.000	480,000	235,050	715,050	4.150	155,000	117,828	272,828
2021	986,845	4.000	500,000	215,450	715,450	4.250	160,000	111,395	271,395
2022	989,645	4.000	520,000	195,050	715,050	4.300	170,000	104,595	274,595
2023	990,185	2.500	540,000	177,900	717,900	4.400	175,000	97,285	272,285
2024	992,335	3.000	560,000	162,750	722,750	4.500	180,000	89,585	269,585
2025	992,285	3.000	570,000	145,800	715,800	4.500	195,000	81,485	276,485
2026	991,185	3.000	585,000	128,475	713,475	4.500	205,000	72,710	277,710
2027	992,485	3.000	380,000	114,000	494,000	4.600	435,000	63,485	498,485
2028	991,000	3.000	385,000	102,525	487,525	4.625	460,000	43,475	503,475
2029	992,950	3.000	400,000	90,750	490,750	4.625	480,000	22,200	502,200
2030	986,025	3.000	915,000	71,025	986,025				
2031	983,200	3.000	940,000	43,200	983,200				
2032	984,550	3.000	970,000	14,550	984,550				
Totals	19,465,640		8,565,000	2,961,075	11,526,075		2,615,000	1,393,183	4,008,183

State Revolving Loan Fund - October 1, 1997

Year	Rate	Principal	Interest	Total
2015	4.141	895,774	161,383	1,057,157
2016	4.141	938,300	117,051	1,055,351
2017	4.141	1,016,491	32,269	1,048,760
2018	4.141	790,147	(20,033)	770,114
Totals		3,640,712	290,670	3,931,382

Department Utilities

Fund Water

Division Administration

Account 40.1607

General Obligation Bonds

The City has issued general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the City. The City is authorized to levy an ad valorem tax to pay the principal and interest on these bonds.

General Obligation Water Bonds, Series 2009, original principal amount of \$2,615,000, dated July 8, 2009. The bonds were issued to finance water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund. The bonds are rated A2 by Moody's and AA- by Standard and Poor's.

General Obligation Water Bonds, Series 2012 (Refunding), original principal amount of \$8,590,000, dated July 11, 2012. The bonds will be used to finance water system improvement projects and to refund Series 2004 General Obligation Bonds maturing in years 2015-2025. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund. The bonds are rated Aa3 by Moody's and AA- by Standard and Poor's.

Colorado Water Resources and Power Development Authority – Water Loan to fund water treatment plant and distribution system improvements. The original loan amount of \$15,292,636 was issued on 10/1/1997 with an interest rate of 4.141%.

Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

Authorization Municipal Code 12-1D-1:A and Resolution No. 78 Series of 2008

Description Water usage sales.

Fee Schedule January 1, 2015 a rate increase of 4% is effective.

Date Last Changed January 1, 2010 a rate increase of 7% is effective.

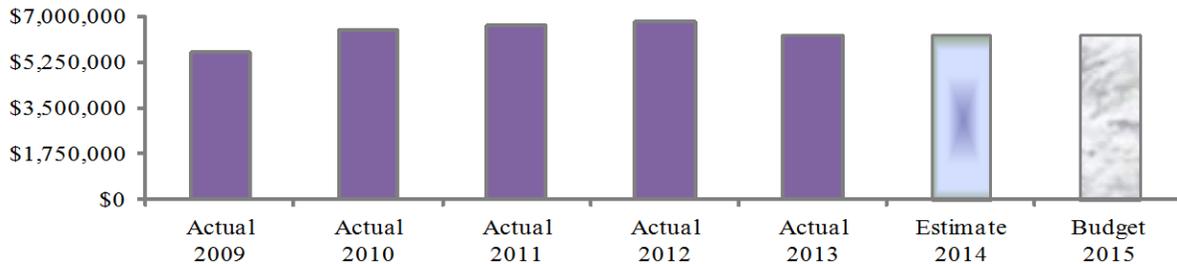
Previous Fee Schedule See following pages.

Formula Method Amount of water utilized X price of water, or by minimum or flat rate.

Projection Method Projection is based on historic revenues, number of accounts transferring from flat rate to metered, number of new accounts, expected weather patterns, and the type of water conservation measures anticipated for the coming irrigation season.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
33209	\$ 29,790	\$ 28,105	\$ 28,415	\$ 26,490	\$ 27,270	\$ 24,000	\$ 24,000
33210	\$ 285,133	\$ 305,734	\$ 329,187	\$ 339,646	\$ 344,548	\$ -	\$ -
33421	\$ 5,296,021	\$ 6,157,734	\$ 6,283,002	\$ 6,450,672	\$ 5,915,723	\$ 6,294,184	\$ 6,294,184
Amount	\$ 5,610,944	\$ 6,491,573	\$ 6,640,603	\$ 6,816,808	\$ 6,287,541	\$ 6,318,184	\$ 6,318,184
% Change	-5.28%	15.69%	2.30%	2.65%	-7.76%	0.49%	0.00%



Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

FLAT RATE SERVICE INSIDE CITY OF ENGLEWOOD

RESIDENCE RATES

QUARTERLY RATE

Facility	2012	2013
1-3 Rooms	19.76	19.76
4-5 Rooms	24.71	24.71
6-7 Rooms	28.72	28.72
8-9 Rooms	31.81	31.81
	3.64	3.64
Bath	19.81	19.81
Bath and Shower	19.81	19.81
Separate Shower	19.81	19.81
Water Closet	19.81	19.81
Automatic Washer	9.46	9.46
Dishwasher	10.83	10.83
Garbage Disposal	7.27	7.27
1 or More Automobiles Per Family	9.45	9.45

IRRIGATION RATES:

Per front foot of property (normal depth tracts)	0.9090	0.9090
Per square foot of property (odd, irregular, over	0.0519	0.0519

METERED SERVICE INSIDE CITY OF ENGLEWOOD

AVAILABILITY: Available to consumers on meters taking service inside the corporate limits of the City of Englewood, Colorado, as of January 1, 2011.

APPLICABILITY: Applicable for residential, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

METERED QUARTERLY RATES - INSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2012</u>	<u>2013</u>	
FIRST 400,000	3.29	3.29	
OVER 400,000	2.04	2.04	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2012</u>	<u>2013</u>	<u>Minimum Bill</u>
5/8"	8.51	8.51	None
3/4"	9.71	9.71	None
1"	83.10	83.10	22
1.25"	104.25	104.25	28
1.5"	158.81	158.81	45
2"	249.66	249.66	72
3"	461.65	461.65	135
4"	764.65	764.50	225
6"	1,457.92	1,457.92	450

METERED SERVICE OUTSIDE CITY OF ENGLEWOOD

AVAILABILITY: Available to consumers on meters taking service outside the corporate limits of the City of Englewood, Colorado, as of January 1, 2011.

APPLICABILITY: Applicable for residents, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

METERED QUARTERLY RATES - OUTSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2012</u>	<u>2013</u>	
FIRST 400,000	4.61	4.61	
OVER 400,000	3.29	3.29	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2012</u>	<u>2013</u>	<u>Minimum Bill</u>
5/8"	8.58	8.58	None
3/4"	9.22	9.22	None
1"	112.80	112.80	22
1.25"	142.26	142.26	28
1.5"	218.12	218.12	45
2"	344.59	344.59	72
3"	639.62	639.62	135
4"	1,057.04	1,057.04	225
6"	2,049.42	2,049.42	450

Department Utilities

Fund Water

Revenue Item Raw Water Sales

Account / Source 40.1607.33431 / Charges for Services

Authorization Charter Section 124

Description Sales of untreated (raw) water to Centennial Water District.

Fee Schedule Ordinance No. of Series 2003. Set by contractual negotiations. First 1500 acre-feet charge is \$411.84 per acre-foot of water, the charge drops to \$213.88 per acre-foot, then \$120.99 per acre-foot depending on the water availability.

Date Last Changed 2006

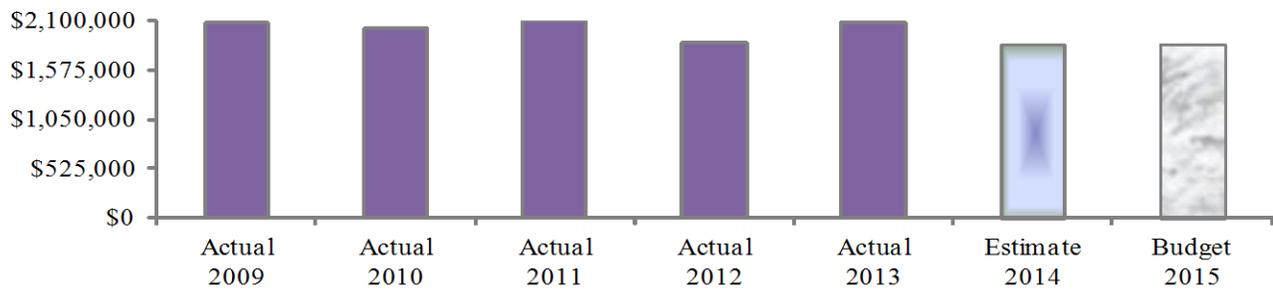
Previous Fee Schedule Set by contractual negotiations. Basic charge is \$381.79 per acre-foot of water.

Formula Method Rate set by contract negotiation with Centennial Water District.

Projection Method Projections based on the terms of the contractual agreements.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 2,074,975	\$ 2,024,963	\$ 2,088,330	\$ 1,859,598	\$ 2,083,496	\$ 1,850,000	\$ 1,850,000
% Change	5.35%	-2.41%	3.13%	-10.95%	12.04%	-11.21%	0.00%



Department Utilities

Fund Water

Revenue Item City Ditch Revenue

Account / Source 40.1607.33441 / Charges for Services

Authorization Charter Section 125

Description City Ditch fees collected from ditch shareholders. Fees pay for the repair and maintenance of the ditch.

Fee Schedule Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

Date Last Changed 1998

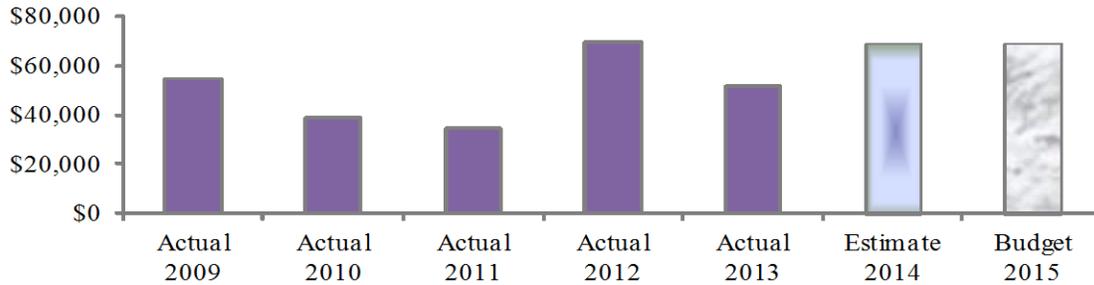
Previous Fee Schedule Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

Formula Method Cost of repair and maintenance multiplied by the number of shares held.

Projection Method Historic costs and revenues and anticipated repair projects.

Comments The large drop from 2002 to 2003 is due to Denver abandoning City Ditch and no longer paying shareholder fees. They didn't want to pay to bring the Ditch under TREX.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 54,465	\$ 38,914	\$ 34,112	\$ 69,288	\$ 51,691	\$ 69,288	\$ 69,288
% Change	6.71%	-28.55%	-12.34%	103.12%	-25.40%	34.04%	0.00%



Department Utilities

Fund Water

Revenue Item Meter Sales

Account / Source 40.1607.33451 / Charges for Services

Authorization Charter Section 12-1A-4:A

Description All water tap material and meter sales excluding water tap license connection fees.

Fee Schedule Cost of materials plus markup as approved by Council. See water sales fees schedules.

Date Last Changed N/A

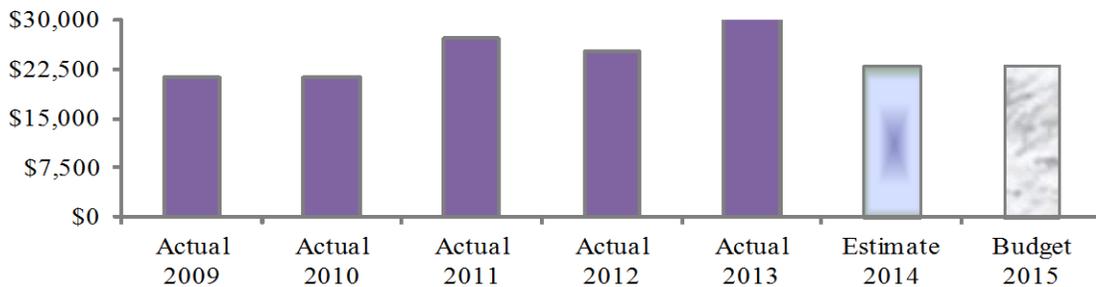
Previous Fee Schedule N/A

Formula Method Cost of materials plus markup as approved by Council. See water sales fees schedules.

Projection Method Projections based on historic information and anticipated new water connection sales and water meter sales.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,190	\$ 21,434	\$ 27,214	\$ 25,294	\$ 36,059	\$ 23,000	\$ 23,000
% Change	-15.33%	1.15%	26.96%	-7.05%	42.56%	-36.21%	0.00%



Department Utilities

Fund Water

Revenue Item Ranch/Cabin Creek Climax O&M Reimbursement

Account / Source 40.1607.36309 / Other

Authorization Charter Section 125

Description The City and Climax Mine jointly own the Ranch Creek Water Diversion Project. Climax Mine pays 55% of the O&M costs. Denver Water Department bills Englewood for O&M, Englewood bills Climax for its 55% share. This account tracks payments of Climax's 55% share.

Fee Schedule Climax reimburses Englewood for 55% of the O&M charges from the Denver Water Department.

Date Last Changed This is the same rate set in the original contract.

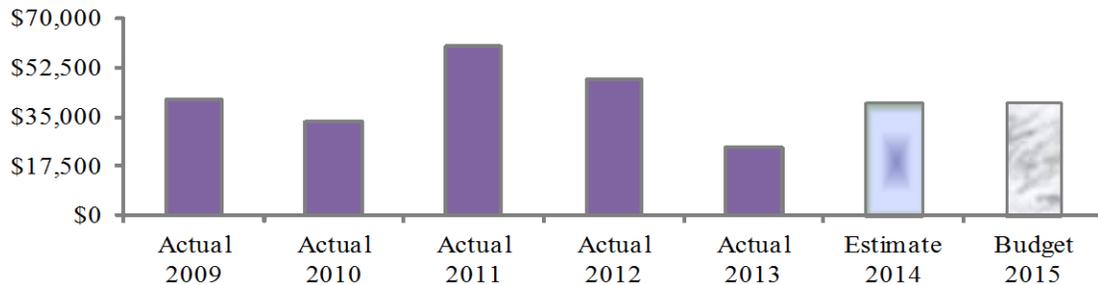
Previous Fee Schedule N/A

Formula Method 55% of O&M charges as billed to Englewood by the Denver Water Department.

Projection Method Historic O&M charges and anticipated construction projects.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 41,203	\$ 33,285	\$ 60,337	\$ 48,257	\$ 24,592	\$ 40,000	\$ 40,000
% Change	31.22%	-19.22%	81.27%	-20.02%	-49.04%	62.65%	0.00%



Department Utilities

Fund Water

Revenue Item Connection Charge

Account / Source 40.1607.37311 / Other

Authorization Municipal Code 12-1A-1

Description Water tap connection charge

Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	3/4"	\$4,360	\$6,540
	1"	\$7,270	\$10,905
	1-1/2"	\$14,500	\$21,750
	2"	\$23,300	\$34,950
	3"	\$46,500	\$69,750
	4"	\$72,700	\$109,050
	6"	\$174,400	\$261,600

Multi Family: Base fee of \$2,620; \$580 for the first 12 units, \$450 for the next 22 units; \$275 for all units over 34.

Date Last Changed October 2012

Previous Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	5/8"	\$1,000	\$1,500
	3/4"	\$1,800	\$1,500
	1"	\$4,000	\$2,700
	1-1/2"	\$4,000	\$6,000
	2"	\$7,200	\$10,800
	3"	\$16,000	\$24,000
	4"	\$28,800	\$43,200
	6"	\$64,000	\$96,000
	8"	\$115,200	\$172,800

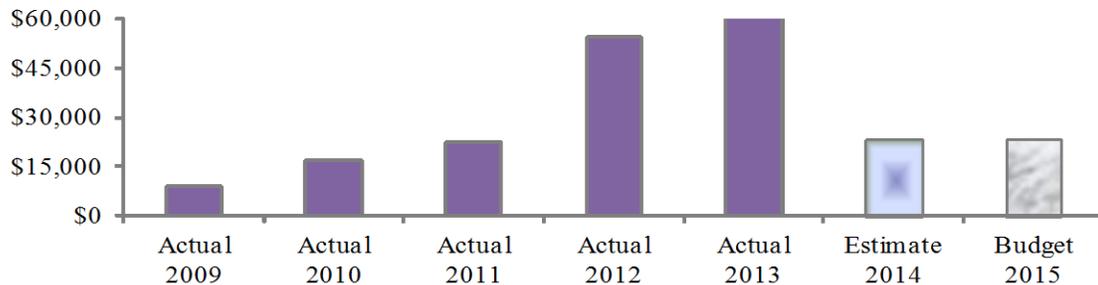
Multi Family: \$1,000.00 for the first unit, \$500.00 of each additional unit.

Formula Method Fee X estimated number of taps.

Projection Method Projections are based on historic information and anticipated new taps for the new year.

Comments Average less than 10 new connections per year.

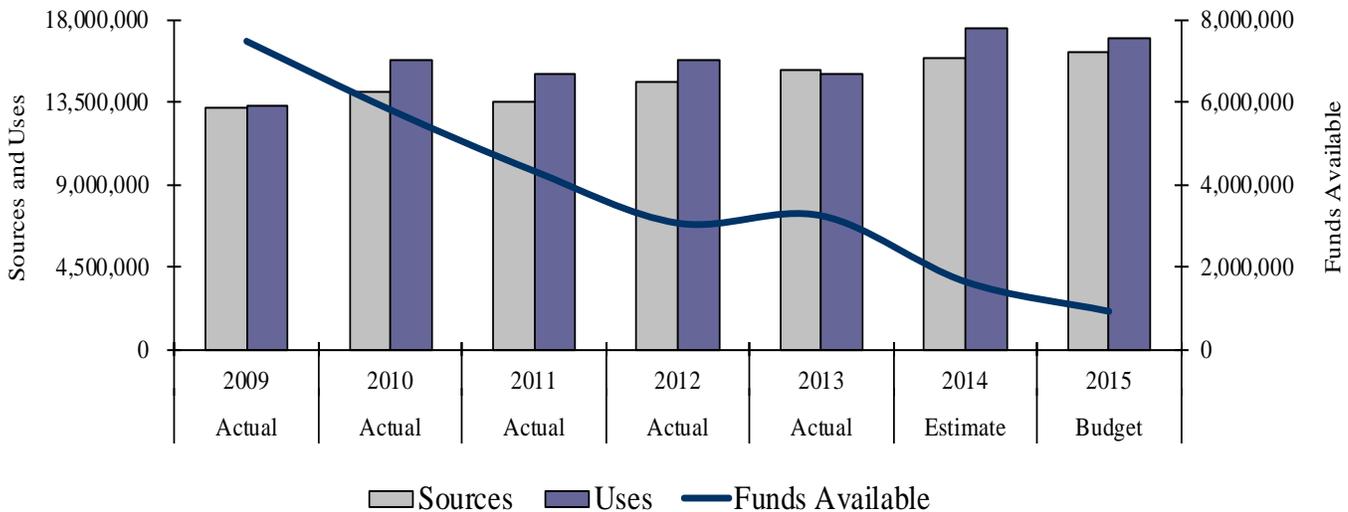
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 9,256	\$ 16,960	\$ 22,779	\$ 54,343	\$ 187,280	\$ 23,400	\$ 23,400
% Change	-83.26%	83.23%	34.31%	138.57%	244.63%	-87.51%	0.00%



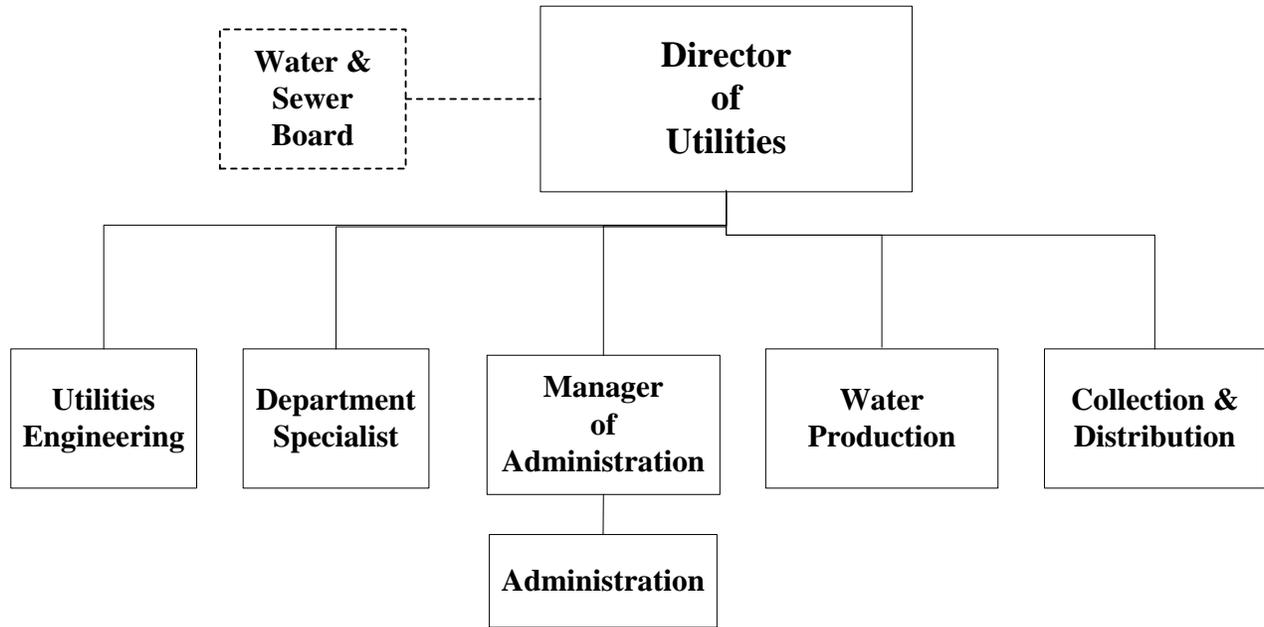
SEWER FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 7,495,965	\$ 7,473,534	\$ 5,811,481	\$ 4,324,852	\$ 3,060,129	\$ 1,134,620	\$ 3,238,111	\$ 1,639,312
Sources of Funds								
Operating Revenues								
Charges for Services	12,313,655	13,457,877	12,942,137	13,909,041	14,762,251	15,001,511	15,395,840	15,795,102
Total Operating Revenues	12,313,655	13,457,877	12,942,137	13,909,041	14,762,251	15,001,511	15,395,840	15,795,102
Nonoperating Revenues	553,525	422,696	352,522	260,787	123,926	190,000	255,020	190,000
System development fees	360,218	200,364	231,920	372,488	337,863	222,500	222,500	222,500
Loan Proceeds	-	-	-	-	-	2,000,000	-	-
Total Sources of Funds	13,227,398	14,080,937	13,526,579	14,542,316	15,224,040	17,414,011	15,873,360	16,207,602
Uses of Funds								
Operating Expenses								
Operating Costs	10,218,906	10,530,816	9,817,702	10,816,655	10,801,563	11,524,998	11,561,917	11,955,192
Total Operating Expenses	10,218,906	10,530,816	9,817,702	10,816,655	10,801,563	11,524,998	11,561,917	11,955,192
Capital outlay	-	-	-	-	-	1,451,929	1,589,621	700,448
Debt Service - Principal	949,177	3,231,045	3,387,676	3,270,884	2,535,351	2,660,351	2,535,351	2,795,351
Debt Service - Interest	2,081,746	1,981,129	1,807,830	1,646,306	1,709,144	1,609,125	1,785,270	1,476,375
Debt Service - Issue costs	-	-	-	-	-	-	-	-
Total Uses of Funds	13,249,829	15,742,990	15,013,208	15,733,845	15,046,058	17,246,403	17,472,159	16,927,366
Net Sources (Uses) of Funds	(22,431)	(1,662,053)	(1,486,629)	(1,191,529)	177,982	167,608	(1,598,799)	(719,764)
Prior period restatement	-	-	-	(73,194)	-	-	-	-
Ending Funds Available	\$ 7,473,534	\$ 5,811,481	\$ 4,324,852	\$ 3,060,129	\$ 3,238,111	\$ 1,302,228	\$ 1,639,312	\$ 919,548
Funds Available Percentage Change	-0.30%	-22.24%	-25.58%	-29.24%	5.82%	-59.78%	25.89%	-43.91%



Department Utilities
Fund Sewer



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

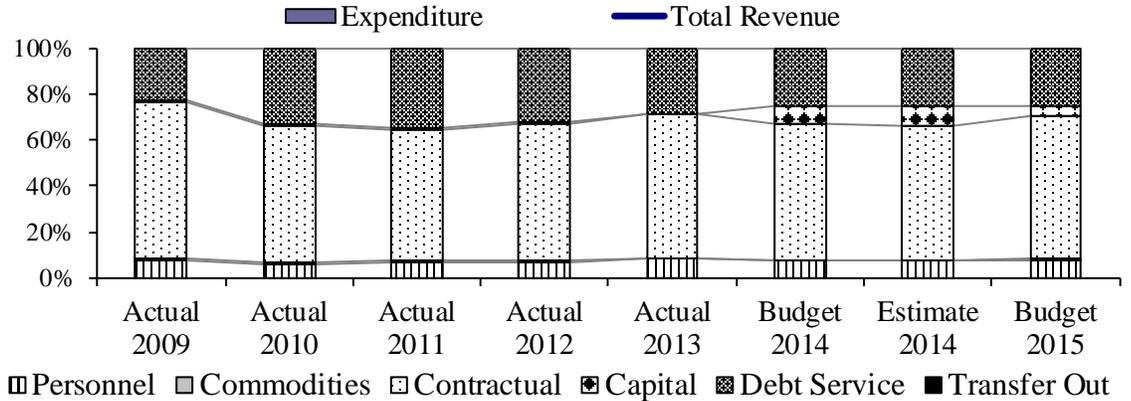
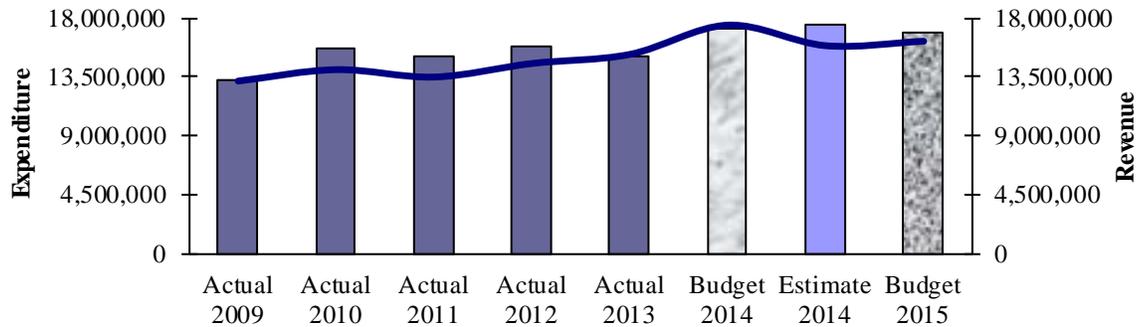
The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission The mission of the Utilities Department regarding the Sewer Fund is to provide citizens within the Englewood service area with an operating wastewater collection system at the lowest possible cost.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Sewer Collection System Replacement 	<ul style="list-style-type: none"> •
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Replace work truck crane. • Acquire Work Truck Disinfection System. 	<ul style="list-style-type: none"> •

Department Utilities
Fund Sewer
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	12,790,094	13,786,005	13,326,410	14,431,731	15,239,620	15,319,011	15,714,440	16,112,602
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	430,738	279,998	200,008	106,578	(22,728)	95,000	156,913	95,000
Other	6,566	14,934	162	4,007	7,148	-	2,007	-
LT Debt Proceeds	-	-	-	-	-	2,000,000	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	13,227,398	14,080,937	13,526,580	14,542,316	15,224,040	17,414,011	15,873,360	16,207,602
Percent Change		6.45%	-3.94%	7.51%	4.69%	14.38%	-8.85%	2.11%
Expenditure								
Personnel	1,017,208	982,039	1,016,249	1,116,422	1,213,097	1,256,679	1,277,958	1,323,240
Commodities	146,080	105,936	87,943	90,149	92,874	114,400	96,687	112,100
Contractual	8,955,812	9,354,852	8,639,248	9,335,221	9,395,381	10,153,919	10,187,272	10,519,852
Capital	99,807	87,989	74,262	263,324	100,213	1,451,929	1,589,621	700,448
Debt Service	3,030,922	5,212,174	5,195,506	5,001,924	4,244,493	4,269,476	4,320,621	4,271,726
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	13,249,829	15,742,990	15,013,208	15,807,040	15,046,058	17,246,403	17,472,159	16,927,366
Percent Change		18.82%	-4.64%	5.29%	-4.81%	14.62%	1.31%	-3.12%
Employees FTE	14.450	14.339	15.218	13.350	15.350	15.350	15.350	15.350
Percent Change FTE		-0.77%	6.13%	-12.28%	14.98%	0.00%	0.00%	0.00%



Department Utilities

Fund Sewer

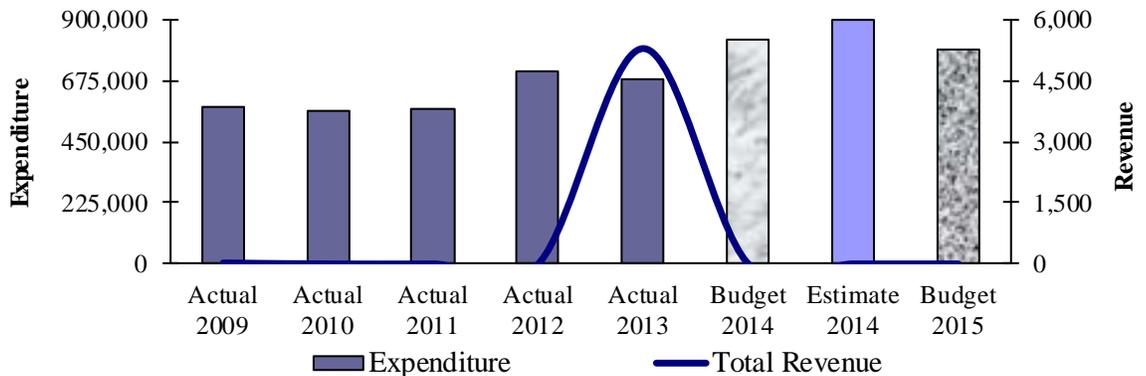
Division Wastewater Collections

Account 41.1605

Description The Wastewater Collection Division is responsible for the installation, operation and maintenance of the wastewater collection system.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	24	-	-	-	5,275	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	24	-	-	-	5,275	-	-	-
Percent Change		-100.00%	---	---	---	-100.00%	---	---
Expenditure								
Personnel	378,035	381,999	401,176	402,364	467,581	467,637	491,584	519,310
Commodities	75,872	38,565	39,612	38,815	35,593	51,400	37,687	46,100
Contractual	72,441	92,738	75,872	90,384	86,432	142,006	140,880	84,836
Capital	52,888	52,888	52,888	176,163	93,437	167,653	229,172	139,172
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	579,236	566,190	569,548	707,726	683,043	828,696	899,323	789,418
Percent Change		-2.25%	0.59%	24.26%	-3.49%	21.32%	8.52%	-12.22%
Employees FTE	5.500	5.458	5.418	4.400	6.400	6.400	6.400	6.400
Percent Change FTE		-0.77%	-0.74%	-18.78%	45.45%	0.00%	0.00%	0.00%



Department Utilities

Fund Sewer

Division Wastewater Collections

Account 41.1605

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains sewer collection system	Flush all sewer mains at least annually. Camera problem areas, root cut as needed, repair as needed.

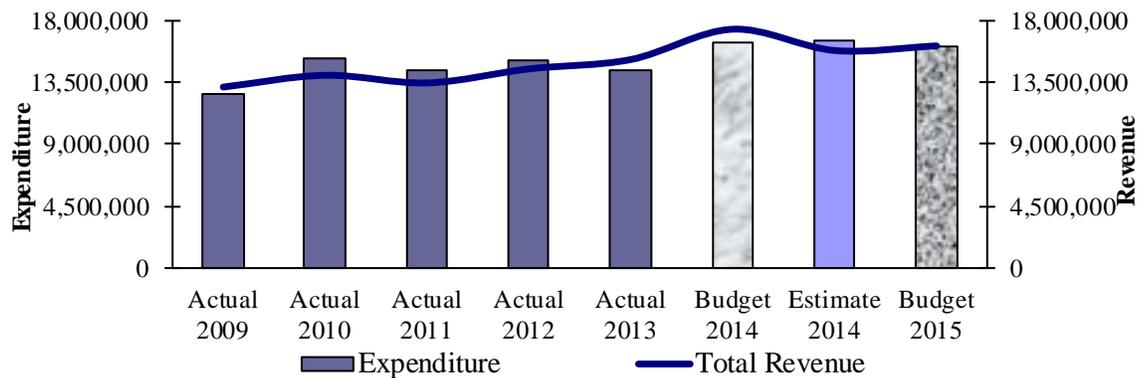
Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Sewer Mains Cleaned								
Feet of Mains Cleaned	1	652,837	550,180	542,375	518,295	542,000	542,000	542,000

Department Utilities
Fund Sewer
Division Administration
Account 41.1607

Description The Administration Division is responsible for coordinating the efforts of the Sewer Department and includes such customer services as billing, delinquent account collections, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map-system maintenance.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	12,790,094	13,786,005	13,326,410	14,431,731	15,239,620	15,319,011	15,714,440	16,112,602
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	430,738	279,998	200,008	106,578	(22,728)	95,000	156,913	95,000
Other	6,542	14,934	162	4,007	1,873	-	2,007	-
LT Debt Proceeds	-	-	-	-	-	2,000,000	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	13,227,374	14,080,937	13,526,580	14,542,316	15,218,765	17,414,011	15,873,360	16,207,602
Percent Change		6.45%	-3.94%	7.51%	4.65%	14.42%	-8.85%	2.11%
Expenditure								
Personnel	639,173	600,040	615,073	714,058	745,516	789,042	786,374	803,930
Commodities	70,208	67,371	48,331	51,334	57,281	63,000	59,000	66,000
Contractual	8,883,371	9,262,114	8,563,376	9,244,837	9,308,949	10,011,913	10,046,392	10,435,016
Capital	46,919	35,101	21,374	87,161	6,776	1,284,276	1,360,449	561,276
Debt Service	3,030,922	5,212,174	5,195,506	5,001,924	4,244,493	4,269,476	4,320,621	4,271,726
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	12,670,593	15,176,800	14,443,660	15,099,314	14,363,015	16,417,707	16,572,836	16,137,948
Percent Change		19.78%	-4.83%	4.54%	-4.88%	14.31%	0.94%	-2.62%
Employees FTE	8.950	8.881	9.801	8.950	8.950	8.950	8.950	8.950
Percent Change FTE		-0.77%	10.35%	-8.68%	0.00%	0.00%	0.00%	0.00%



Department Utilities
Fund Sewer
Division Administration
Account 41.1607

Outcome	Goal / Activity Answers the <u>When, What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Provides efficient customer service and a zero delinquency rate. 2. Provides one of the lowest waste water rates in the metro area	1. Timely and accurate billings and past due collections.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Bills and notices sent		75,316	75,407	75,324	81,980	75,600	75,600	75,600

Schedules of Debt Service Requirements

Colorado Water Resources and Power Development Authority									
May 1, 2004									
Year	Total Debt Service	Water Pollution Control Revolving Fund				Water Revenue Bond Program			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2015	4,271,726	3.870	5,351	1,097,875	1,103,226	4.110	2,790,000	378,500	3,168,500
2016	4,203,101	3.870	5,351	1,033,750	1,039,101	4.110	2,925,000	239,000	3,164,000
2017	4,072,754	3.870	1,182,571	942,433	2,125,004	4.110	1,855,000	92,750	1,947,750
2018	4,035,283	3.870	3,162,441	872,842	4,035,283	-	-	-	-
2019	4,034,484	3.870	3,258,759	775,725	4,034,484	-	-	-	-
2020	4,030,584	3.870	3,360,428	670,156	4,030,584	-	-	-	-
2021	4,034,075	3.870	3,467,448	566,627	4,034,075	-	-	-	-
2022	4,036,197	3.870	3,574,468	461,729	4,036,197	-	-	-	-
2023	4,023,976	3.870	3,686,839	337,137	4,023,976	-	-	-	-
2024	3,946,093	3.870	3,799,210	146,883	3,946,093	-	-	-	-
2025	4,009,590	3.870	4,007,899	1,691	4,009,590	-	-	-	-
Totals	44,697,863		29,510,765	6,906,848	36,417,613		7,570,000	710,250	8,280,250

Colorado Water Resources and Power Development Authority – Sewer loans to fund the City’s share in the capital improvements to the Littleton/Englewood Wastewater Treatment Plant and the City’s sewer collection system.

Issue Date	Original Amount	Interest Rate	Last Payment Date
5/1/2004	\$19,715,000	4.110%	8/1/2017
5/1/2004	\$29,564,275	3.870%	8/1/2025

Department Utilities

Fund Sewer

Revenue Item Disposal Service Fee

Account / Source 41.1607.33511 / Charges for Services

Authorization EMS 12-2-3 and Ordinance No. 06 Series 2009

Description Sewer service charge.

Fee Schedule Refer to schedule on the next page.

Date Last Changed January 1, 2013 a rate increase of 4% is effective.

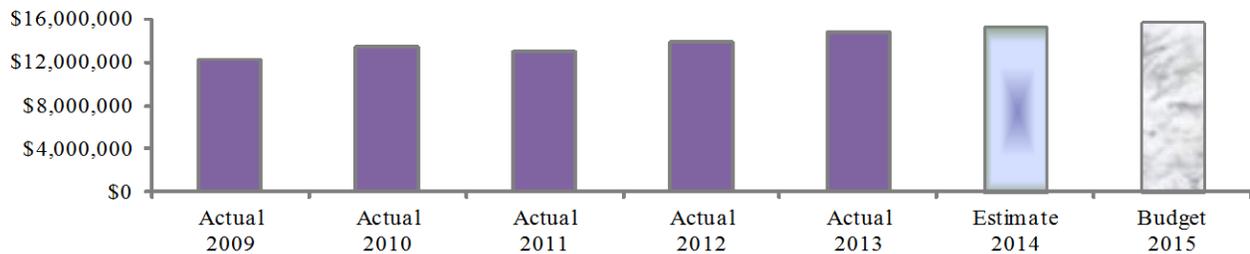
Previous Fee Schedule January 1, 2011 a rate increase of 8% is effective See schedule on next page.

Formula Method Number of accounts X revenue per account.

Projection Method Projections based on historical revenues, rate increases and projected growth in the service area.

Comments As of January, 2011, there are approximately 10,400 inside City sewer accounts and 32,400 outside City accounts. The City maintains wastewater treatment agreements with 15 sanitation districts in Arapahoe County.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 12,313,655	\$ 13,457,877	\$ 12,942,137	\$ 13,909,041	\$ 14,762,251	\$ 15,356,240	\$ 15,755,502
% Change	16.69%	9.29%	-3.83%	7.47%	6.13%	4.02%	2.60%



Department Utilities

Fund Sewer

Revenue Item Disposal Service Fee

Account / Source 41.1607.33511 / Charges for Services

Sewage Treatment Rate Schedule: 2013

Rate per 1000 gallons								
Sewer Treatment Charge	2.6253							
Collection System Charge	0.3497							
TOTAL	2.9749							
	Schedule I	Schedule II	Schedule III	Schedule IV				
	In City City Sewers Billed Qrtly	In City District Sewers Billed Qrtly	Outside City District Sewers Billed Annually	Outside City District Sewers Billed Qrtly				
Customer Class	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum
Single-Family Dwell	62.60	56.94	55.22	50.19	231.36	210.68	57.89	52.72
Multi-Fam. Unit	38.77	35.29	34.21	31.09	143.63	130.45	35.94	32.63
Mobile Unit	23.87	21.68	21.04	19.17	88.43	80.27	22.13	20.11
Com & Ind (by meter size)								
5/8"	86.23	78.55	76.22	69.32	319.77	290.95	76.89	72.78
3/4"	130.94	119.14	115.56	105.20	485.31	441.39	116.69	110.38
1"	217.11	197.51	191.72	174.47	805.00	732.28	193.53	183.10
1.5"	434.16	395.14	383.24	348.76	1,609.97	1,464.54	387.05	366.16
2"	695.92	633.38	614.28	558.94	2,579.81	2,347.86	620.19	587.01
3"	1,388.99	1,263.92	1,225.98	1,115.5	5,148.31	4,685.64	1,237.60	1,171.44
4"	2,171.06	1,975.79	1,916.23	1,743.82	8,047.83	7,323.73	1,934.62	1,830.96
6"	4,342.24	3,951.51	3,832.40	3,487.43	16,096.19	14,647.41	3,869.31	3,661.87
8"	6,899.59	6,278.65	6,071.60	5,525.07	25,577.57	23,275.53	6,148.40	5,818.97
10"	9,918.21	9,025.66	8,728.19	7,942.48	36,767.94	33,458.73	8,838.39	8,364.84

Sewage Treatment Rate Schedule: 2012

Rate Per 1,000 Gallons								
Sewage Treatment Charge	2.52							
Collection System Charge	0.4							
TOTAL	2.86							
	SCHEDULE I		SCHEDULE II		SCHEDULE III		SCHEDULE IV	
Customer Class	In City City Sewers Billed Quarterly		In City District Sewers Billed Quarterly		Outside City District Billed Annually		Outside City District Billed Quarterly	
	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.
Single-fam. dwg.	60.19	54.75	53.10	48.26	222.47	202.57	55.67	50.69
Multi-fam. unit	37.28	33.94	32.89	29.89	138.10	125.43	34.55	31.38
Mobile home	22.95	20.85	20.23	18.43	85.03	77.18	21.28	19.34
Com. & Ind. (by meter size)								
5/8"	82.91	75.53	73.29	66.65	307.47	279.76	76.89	69.98
3/4"	125.90	114.56	111.12	101.15	466.64	424.41	116.69	106.13
1"	208.76	189.91	184.35	167.76	774.04	704.12	193.53	176.06
1 1/2"	417.46	379.94	368.50	335.35	1,548.05	1,408.21	387.05	352.08
2"	669.15	609.02	590.65	537.44	2,480.59	2,257.56	620.19	564.43
3"	1,335.57	1,215.31	1,178.83	1,072.61	4,950.30	4,505.42	1,237.60	1,126.38
4"	2,087.56	1,899.80	1,842.53	1,676.75	7,738.30	7,042.05	1,934.62	1,760.54
6"	4,175.23	3,799.53	3,685.00	3,353.30	15,477.11	14,084.05	3,869.31	3,521.03
8"	6,634.22	6,037.16	5,838.08	5,312.57	24,593.82	22,380.32	6,148.40	5,595.16
10"	9,536.74	8,678.52	8,392.49	7,637.00	35,353.79	32,171.86	8,838.39	8,043.12

Department Utilities

Fund Sewer

Revenue Item South Englewood Maintenance Fee

Account / Source 41.1607.33512 / Charges for Services

Authorization Ordinance 40, Series of 1997

Description Fees collected from South Englewood Sanitation District for the maintenance of their sanitary sewer lines inside the City of Englewood.

Fee Schedule \$39,600 per year

Date Last Changed 1997

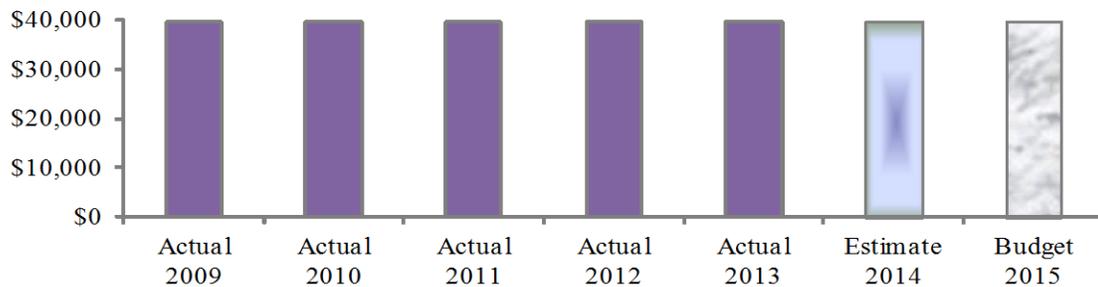
Previous Fee Schedule \$36,000 per year

Formula Method By contract

Projection Method By contract and consumer price index.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Charge – Inside City

Account / Source 41.1607.37312 / Other

Authorization EMC 12-2-5 & 12-2-8

Description Fee charged to inside city users to connect and/or discharge to the wastewater system.

Water Meter Size	Sewer Tap Fee
3/4"	\$1,400
1"	\$2,333
1-1/2"	\$4,667
2"	\$7,467
3"	\$14,932
4"	\$23,332
6"	\$46,667
8"	\$74,667
10"	\$107,332

Multi Family = Base charge of \$845, first 12 units \$185, next 22 units & \$150, and all units over 34 \$85.

Date Last Changed 2011

Previous Fee Schedule

Water Meter Size	Sewer Tap Fee
3/4"	\$800
1"	\$1,333
1-1/2"	\$2,667
2"	\$4,267
3"	\$8,533
4"	\$13,333
6"	\$26,667
8"	\$42,667
10"	\$61,333

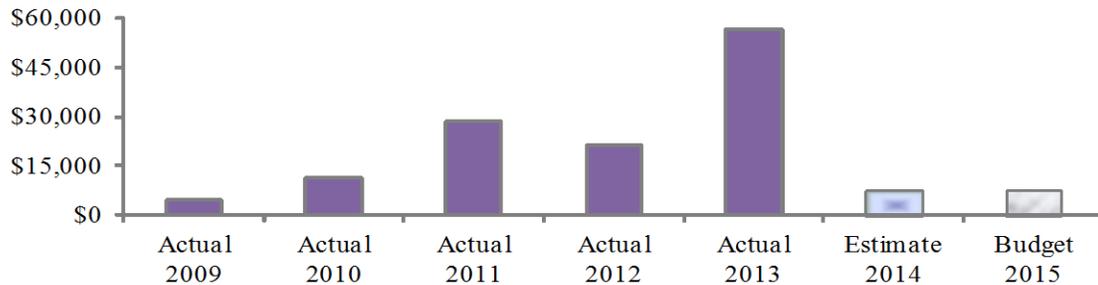
Multi Family = \$1,400 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments Average less than 10 new taps per year.

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Amount	\$ 4,605	\$ 11,425	\$ 28,403	\$ 21,557	\$ 56,298	\$ 7,500	\$ 7,500
% Change	-96.35%	148.11%	148.60%	-24.10%	161.16%	-86.68%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Charge – Outside City

Account / Source 41.1607.37313 / Other

Authorization EMC 12-2-5 & 12-2-8

Description Fee charged to users outside City limits to connect and/or discharge to the wastewater system.

Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$1,400
	1"	\$2,333
	1-1/2"	\$4,667
	2"	\$7,467
	3"	\$14,932
	4"	\$23,332
	6"	\$46,667
	8"	\$74,667
	10"	\$107,332

Multi Family = Base charge of \$845, first 12 units \$185, next 22 units \$150, and all units over 34 \$85.

Date Last Changed 2011

Previous Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$800
	1"	\$1,333
	1-1/2"	\$2,667
	2"	\$4,267
	3"	\$8,533
	4"	\$13,333
	6"	\$26,667
	8"	\$42,667
	10"	\$61,333

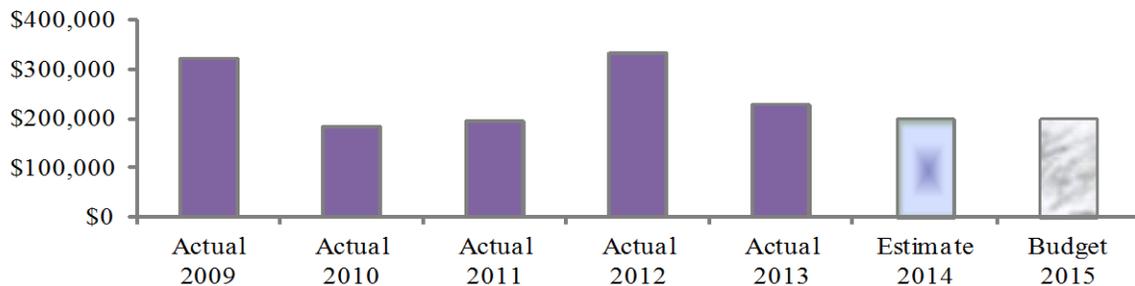
Multi Family = \$1,400 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments 270 new accounts per year.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 319,485	\$ 182,272	\$ 195,316	\$ 330,564	\$ 228,625	\$ 200,000	\$ 200,000
% Change	-72.22%	-42.95%	7.16%	69.25%	-30.84%	-12.52%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Surcharge (Collection System)

Account / Source 41.1607.37314 / Other

Authorization EMC 12-2-8

Description Surcharge of sewer tap fee to fund Northeast Englewood Relief Sewer System infrastructure.

Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$1,200
	1"	\$2,000
	1-1/2"	\$4,000
	2"	\$6,400
	3"	\$12,800
	4"	\$20,000
	6"	\$48,000

Multi Family = Base charge of \$720, first 12 units \$160, next 22 units \$125, and all units over 34 \$75.

Date Last Changed 2011

Previous Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$500
	1"	\$833
	1-1/2"	\$1,667
	2"	\$2,667
	3"	\$5,333
	4"	\$8,333
	6"	\$16,667
	8"	\$26,667
	10"	\$38,333

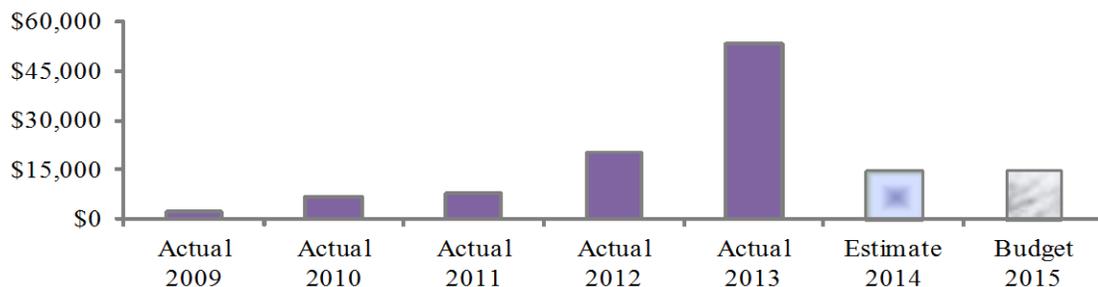
Multi Family = \$500 per unit

Formula Method Number of new taps in City sewer area X fee.

Projection Method 1% growth.

Comments 15 new accounts per year.

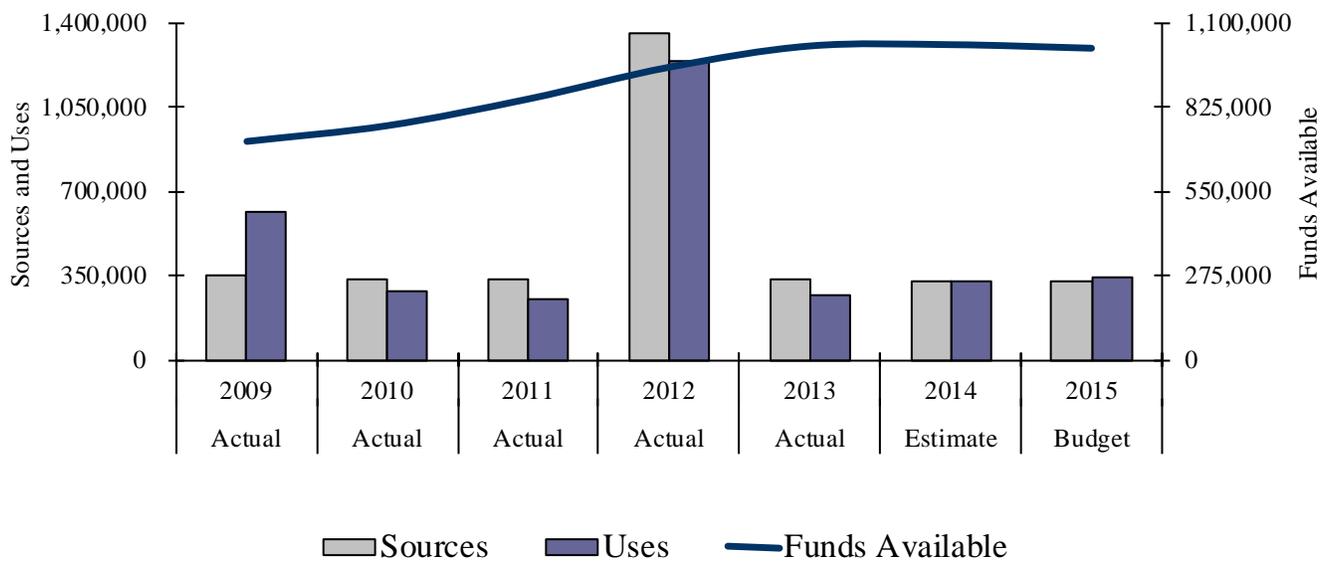
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 2,667	\$ 6,667	\$ 8,201	\$ 20,367	\$ 52,940	\$ 15,000	\$ 15,000
% Change	-57.88%	149.98%	23.01%	148.35%	159.93%	-71.67%	0.00%



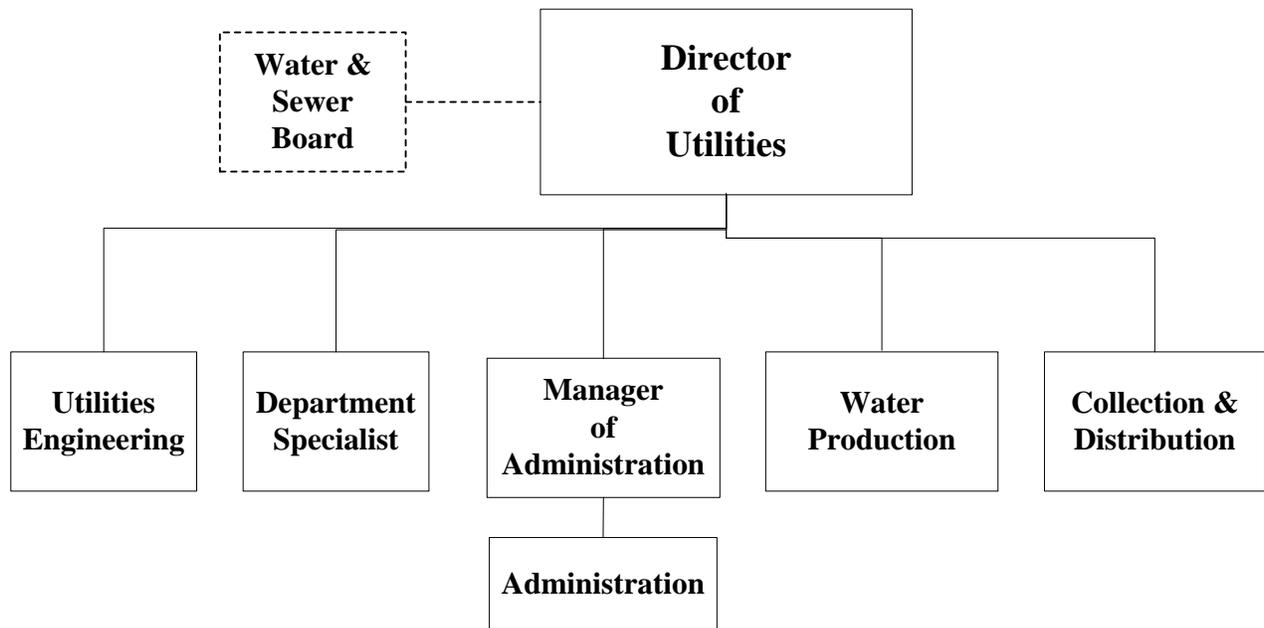
STORM DRAINAGE FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 982,564	\$ 714,435	\$ 765,997	\$ 852,983	\$ 956,580	\$ 972,029	\$ 1,025,957	\$ 1,030,219
Sources of Funds								
Operating Revenues								
Charges for Services	320,781	318,981	319,211	316,244	317,935	320,450	313,569	313,569
Interest and other	26,722	12,734	18,106	16,424	16,078	12,672	14,831	15,444
Total Operating Revenues	347,503	331,715	337,317	332,668	334,013	333,122	328,400	329,013
Other financing sources	-	-	-	1,025,000	-	-	-	-
Total Sources of Funds	347,503	331,715	337,317	1,357,668	334,013	333,122	328,400	329,013
Uses of Funds								
Operating Expenses								
Operating Costs	121,774	144,104	112,833	133,066	152,115	107,956	108,358	124,834
Total Operating Expenses	121,774	144,104	112,833	133,066	152,115	107,956	108,358	124,834
Capital outlay	359,564	-	-	-	-	100,000	100,000	100,000
Debt Service - Principal	70,000	75,000	80,000	90,000	95,000	100,000	100,000	100,000
Debt Service - Interest	64,294	61,049	57,498	75,239	17,521	15,780	15,780	15,780
Debt Service - Issue Costs	-	-	-	940,000	-	-	-	-
Total Uses of Funds	615,632	280,153	250,331	1,238,305	264,636	323,736	324,138	340,614
Net Sources(Uses) of Funds	(268,129)	51,562	86,986	119,363	69,377	9,386	4,262	(11,601)
Prior period restatement	-	-	-	(15,766)	-	-	-	-
Ending Funds Available	\$ 714,435	\$ 765,997	\$ 852,983	\$ 956,580	\$ 1,025,957	\$ 981,415	\$ 1,030,219	\$ 1,018,618
Funds Available Percentage Change	-27.29%	7.22%	11.36%	12.15%	7.25%	-4.34%	4.97%	-1.13%



Department Utilities
Fund Storm Drainage



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission **Responsible for maintaining the storm water catch basins and mains in the City. Functions include: main flushing and cleaning, catch basin cleaning, point repair and installation, emergency response and locating responsibilities.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
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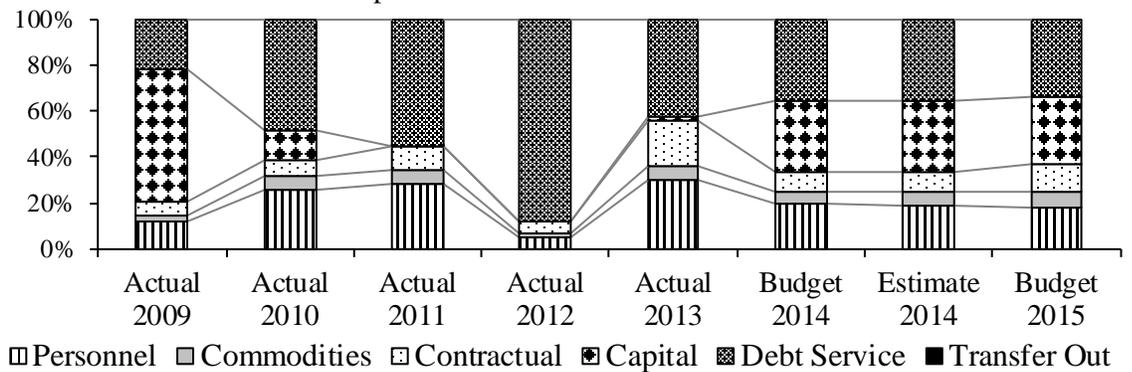
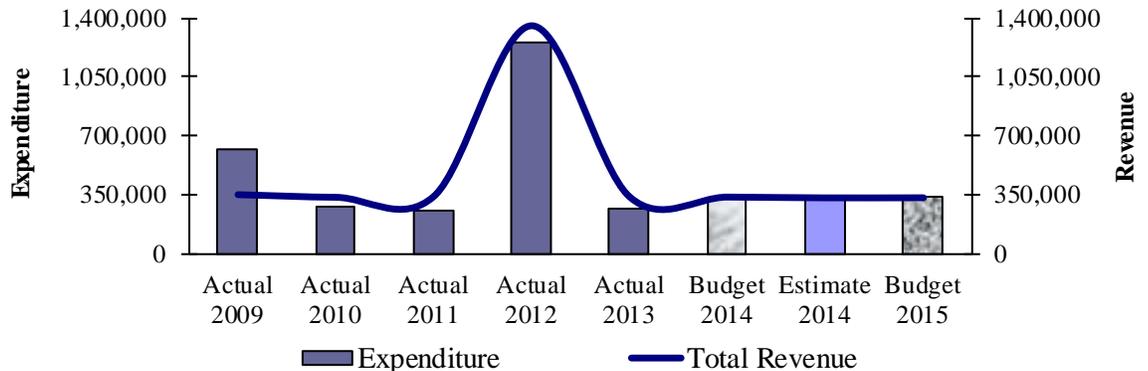
- | | |
|--|--|
| <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. | <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. |
|--|--|

2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
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- | | |
|--|--|
| <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. | <ul style="list-style-type: none"> Storm drains inspected and repaired/cleaned as needed. |
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Department Utilities
Fund Storm Drainage
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	3,114	3,551	8,372	7,236	16,923	4,000	4,000	4,000
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	321,910	320,140	320,321	317,282	319,001	319,450	314,569	314,569
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	22,479	8,025	8,624	8,151	(1,911)	9,672	9,831	10,444
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	1,025,000	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	347,503	331,716	337,317	1,357,669	334,013	333,122	328,400	329,013
Percent Change		-4.54%	1.69%	302.49%	-75.40%	-0.27%	-1.42%	0.19%
Expenditure								
Personnel	73,733	71,910	70,162	66,525	80,044	62,998	61,464	62,190
Commodities	12,731	16,778	15,986	15,182	15,434	16,914	18,100	22,100
Contractual	37,227	20,677	25,301	67,125	53,436	28,044	28,794	40,544
Capital	357,648	34,740	1,383	-	3,200	100,000	100,000	100,000
Debt Service	134,294	136,049	137,498	1,105,240	112,522	115,780	115,780	115,780
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	615,633	280,154	250,330	1,254,072	264,636	323,736	324,138	340,614
Percent Change		-54.49%	-10.65%	400.97%	-78.90%	22.33%	0.12%	5.08%
Employees FTE	0.650	0.645	0.640	0.550	0.550	0.550	0.550	0.550
Percent Change FTE		-0.77%	-0.73%	-14.10%	0.00%	0.00%	0.00%	0.00%



Department Utilities
Fund Storm Drainage
Division Field Maintenance, Administration and Special Projects
Account 42.1606, 42.1607 and 42.1608

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains, repairs and improves storm drainage system	1. Inspect, flush and repair as needed.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Schedule of Debt Service Requirements

Storm Water Revenue Refunding Bonds - 2012				
Year	Total	Rate	Principal	Interest
2015	114,780	1.25	100,000	14,780
2016	113,530	1.50	100,000	13,530
2017	117,030	1.75	105,000	12,030
2018	115,192	2.00	105,000	10,192
2019	113,093	2.25	105,000	8,093
2020	110,730	2.50	105,000	5,730
2021	118,105	2.70	115,000	3,105
Totals	802,460		735,000	67,460

Revenue Bonds

The City also issues bonds where the City pledges income derived from the acquired or constructed assets to pay debt service.

Storm Water Enterprise Revenue Bonds, Series 2001 (refunded in 2012), original principal amount of \$1,675,000, dated October 1, 2001, consisting of serial bonds due annually from December 1, 2002 through December 1, 2021. Interest is payable semi-annually at rates ranging from 4.10% to 5.50% on the outstanding bonds. Bonds maturing on or after December 1, 2012 are callable at par in any order of maturity on December 1, 2012. The bonds were issued to finance miscellaneous storm drainage system improvement projects. The bonds are non-rated.

Storm Water Enterprise Revenue Bonds, Series 2012 (Refunding), original principal amount of \$930,000, dated May 11, 2012 consisting of serial bonds due annually from December 1, 2012 through December 1, 2021. Interest is payable semi-annually at rates ranging from 1.00% to 2.70% on the outstanding bonds. The bonds were issued to refinance the 2001 Storm Water Enterprise Revenue Bonds issued to finance miscellaneous storm drainage system improvement projects.

Department Utilities

Fund Storm Drainage

Revenue Item Storm Water Maintenance Fee

Account / Source 42.1607.33513 / Charges for Services

Authorization EMC 12-5-4:A

Description Fees collected from all properties for the operation, repair and maintenance of the storm water collection system.

Fee Schedule \$16.66 per year for residential, all other customer classes is billed at \$0.00554 per square foot of impervious area within their property.

Date Last Changed 2001

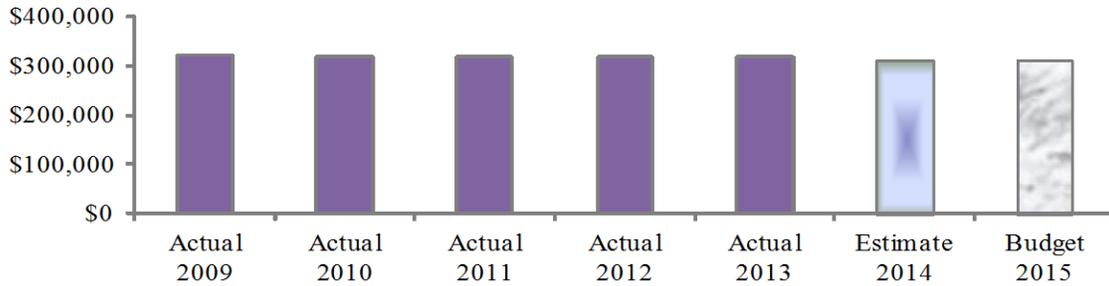
Previous Fee Schedule \$6.80 per year for residential, all other customer classes is billed at \$0.00226 per square foot of impervious area within their property.

Formula Method N/A

Projection Method Historic revenues.

Comments N/A

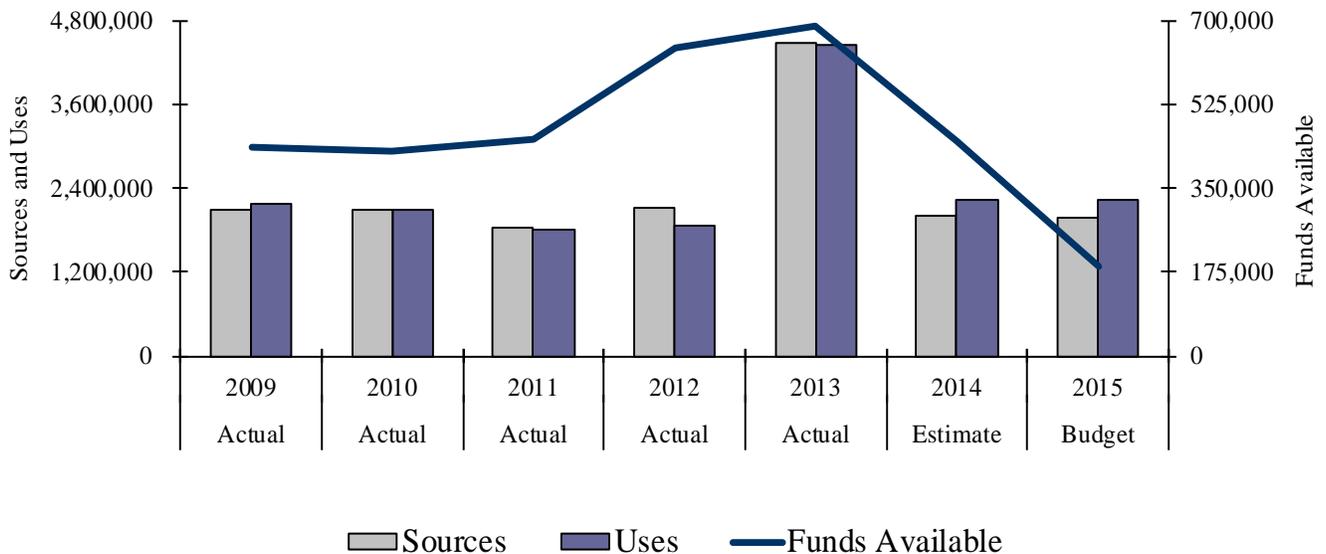
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 320,781	\$ 318,981	\$ 319,211	\$ 316,244	\$ 317,935	\$ 313,569	\$ 313,569
% Change	-83.26%	83.23%	34.31%	138.57%	0.53%	-1.37%	0.00%



GOLF COURSE FUND

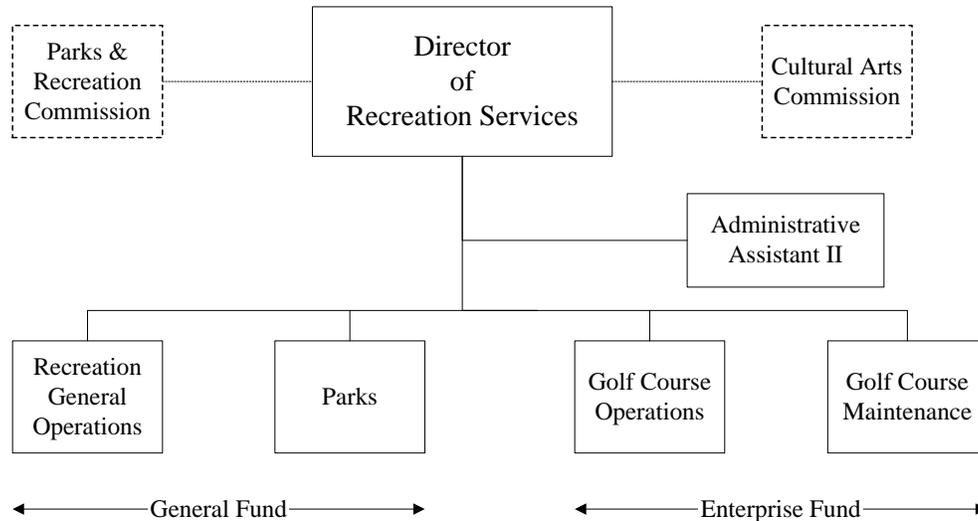
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Funds Available	\$ 515,864	\$ 436,975	\$ 425,376	\$ 449,897	\$ 643,376	\$ 599,441	\$ 688,866	\$ 448,750
Sources of Funds								
Revenues								
Charges for Services	1,737,808	2,008,788	1,825,599	2,101,572	1,709,908	2,210,247	1,985,700	1,961,000
Interest and other	109,607	20,494	14,793	11,822	241,287	31,151	7,498	7,498
Revenues	1,847,415	2,029,282	1,840,392	2,113,394	1,951,195	2,241,398	1,993,198	1,968,498
Other Financing Sources	249,774	50,000	-	-	2,530,000	-	-	-
Total Sources of Funds	2,097,189	2,079,282	1,840,392	2,113,394	4,481,195	2,241,398	1,993,198	1,968,498
Uses of Funds								
Operating Expenses								
Operating Costs	1,797,159	1,670,866	1,586,028	1,642,720	1,649,811	1,698,371	1,579,170	1,640,834
Total Operating Expenses	1,797,159	1,670,866	1,586,028	1,642,720	1,649,811	1,698,371	1,579,170	1,640,834
Debt Service-Principal	55,000	60,000	60,000	65,000	85,000	53,985	85,000	85,000
Debt Service-Interest	157,338	155,025	152,372	97,303	98,152	143,985	123,788	122,088
Capital Acquisitions	66,581	204,990	17,471	65,857	86,161	667,157	382,357	382,857
Total Expenses	2,076,078	2,090,881	1,815,871	1,870,880	1,919,124	2,563,498	2,170,314	2,230,778
Other Financing Uses	100,000	-	-	-	2,516,581	63,000	63,000	-
Total Uses of Funds	2,176,078	2,090,881	1,815,871	1,870,880	4,435,705	2,626,498	2,233,314	2,230,778
Net Sources(Uses) of Funds	(78,889)	(11,599)	24,521	242,514	45,490	(385,100)	(240,116)	(262,280)
Prior period restatement	-	-	-	(49,035)	-	-	-	-
Ending Funds Available	\$ 436,975	\$ 425,376	\$ 449,897	\$ 643,376	\$ 688,866	\$ 214,341	\$ 448,750	\$ 186,470
Funds Available Percentage Change	-15.29%	-2.65%	5.76%	43.01%	7.07%	-68.88%	109.36%	-58.45%



Department Parks and Recreation

Fund Golf Course



Description Broken Tee Englewood is one of the finest public golf facilities in the Rocky Mountain region. The award-winning golf course is operated by Englewood's Parks and Recreation Department.

The golf course features:

- Complete 18-hole Championship Course, including a Dye Design front nine
- Dye Design Par 3 Course
- Driving Range
- Practice Area
- MetaGolf Learning Center
- Pro Shop
- Restaurant and Bar

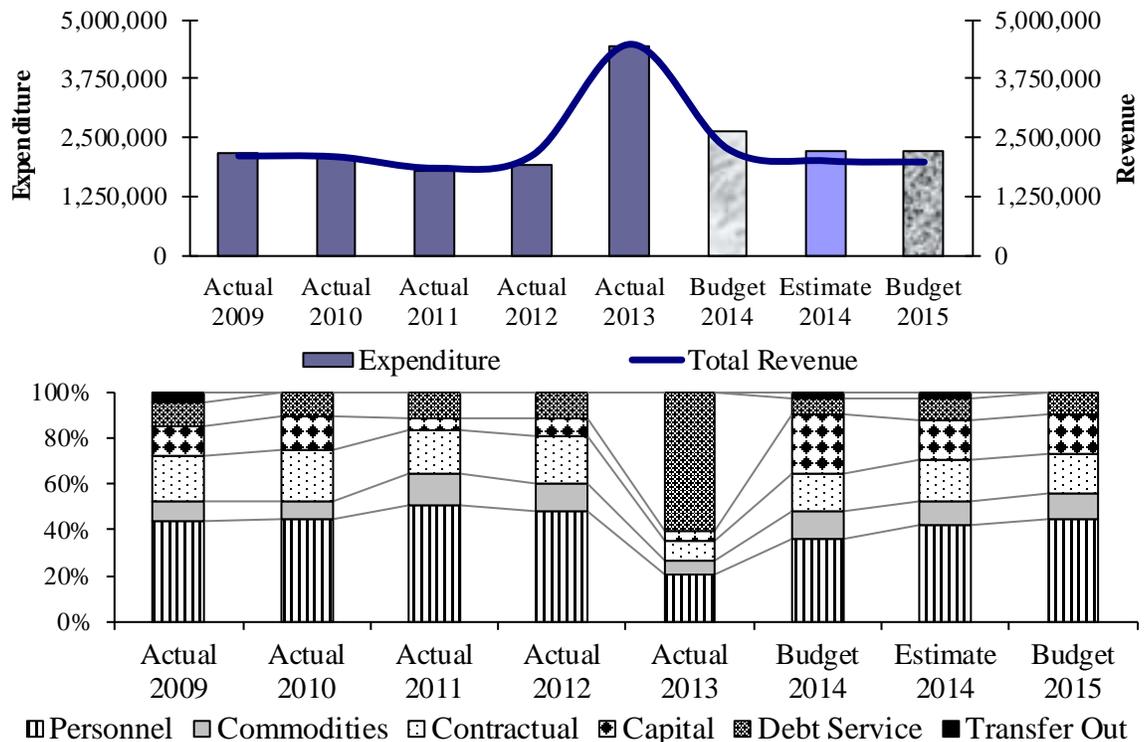
Mission To provide an enjoyable and satisfying golfing experience for the residents of Englewood and all golfers from around the metro area. With profits generated from revenue over expenses, the total operational mission of staff is to continually maintain an attractive clubhouse and practice facility and continue the upkeep of a challenging 18-hole golf course and Par 3 course.

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Install improved surveillance system • Replace wet well • Complete golf cart storage plan • Refinance existing golf course bonds • Pro Shop renovation 	<ul style="list-style-type: none"> • Olson and Bell Wells to be refurbished • River Point project to start in the Fall of 2015 • Provide golf opportunities for all Englewood elementary schools (4th-6th grade) • Continue to host outside groups such as Golf 4 the Disabled, Jr Golf events, Women's events, etc
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Install improved surveillance system • Replace wet well on front nine irrigation station • Create Golf Cart Storage plan • Evaluate short and long term capital items • New contract for restaurant concessionaire • Complete Driving Range drainage 	<ul style="list-style-type: none"> •

Department Parks and Recreation
Fund Golf Course

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	2,070,514	2,008,788	1,825,599	2,101,572	1,950,665	2,210,247	1,985,700	1,961,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	22,106	8,862	6,498	7,312	(1,276)	16,151	6,300	6,300
Other	4,569	11,632	5,469	4,511	1,806	15,000	1,198	1,198
LT Debt Proceeds	-	-	-	-	2,530,000	-	-	-
Transfers In	-	50,000	-	-	-	-	-	-
Total Revenue	2,097,189	2,079,282	1,837,566	2,113,395	4,481,195	2,241,398	1,993,198	1,968,498
Percent Change		-0.85%	-11.62%	15.01%	112.04%	-49.98%	-11.07%	-1.24%
Expenditure								
Personnel	960,732	931,766	913,576	916,513	926,725	949,087	946,109	988,728
Commodities	179,319	171,284	260,273	244,336	246,537	315,050	225,100	256,000
Contractual	432,858	463,275	340,487	396,353	380,856	434,234	407,960	396,105
Capital	290,832	309,531	86,336	148,162	181,853	667,157	382,357	382,857
Debt Service	212,337	215,025	212,373	214,552	2,699,734	197,970	208,788	207,088
Transfer Out	100,000	-	-	-	-	63,000	63,000	-
Total Expenditure	2,176,078	2,090,881	1,813,045	1,919,916	4,435,705	2,626,498	2,233,314	2,230,778
Percent Change		-3.92%	-13.29%	5.89%	131.04%	-40.79%	-14.97%	-0.11%
Employees FTE	8.500	7.442	7.269	7.380	7.380	7.380	7.380	7.380
Percent Change FTE		-12.44%	-2.32%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Parks and Recreation

Fund Golf Course

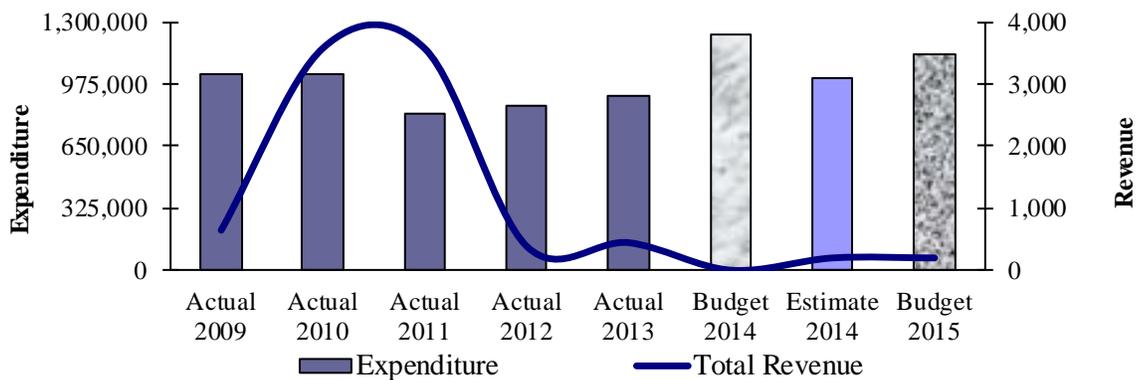
Division Golf Course Operations

Account 43.1306

Description The golf operations division is responsible for administering and managing the general operations of the Golf Course. Functions included in this division are general administration, 18 hole and Par 3 golf course, merchandising, driving range, cart rental, senior and adult lesson program, junior and family golf programs and restaurant concessions contract with outside vendor.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	2,070,514	2,008,788	1,825,599	2,101,572	1,950,665	2,210,247	1,985,700	1,961,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	22,106	8,862	6,498	7,312	(1,276)	16,151	6,300	6,300
Other	3,924	8,044	1,895	4,129	1,362	15,000	1,000	1,000
LT Debt Proceeds	-	-	-	-	2,530,000	-	-	-
Transfers In	-	50,000	-	-	-	-	-	-
Total Revenue	2,096,544	2,075,694	1,833,992	2,113,013	4,480,751	2,241,398	1,993,000	1,968,300
Percent Change		-0.99%	-11.64%	15.21%	112.06%	-49.98%	-11.08%	-1.24%
Expenditure								
Personnel	403,365	395,855	391,279	411,560	409,913	418,735	417,556	442,561
Commodities	61,814	53,032	101,229	103,955	91,153	154,500	96,800	96,800
Contractual	331,507	380,273	269,339	322,085	300,396	362,996	355,302	314,497
Capital	38,556	16,597	18,292	2,675	22,255	193,000	80,000	40,000
Debt Service	212,337	215,025	212,373	214,552	2,699,734	197,970	208,788	207,088
Transfer Out	100,000	-	-	-	-	63,000	63,000	-
Total Expenditure	1,147,579	1,060,782	992,512	1,054,827	3,523,451	1,390,201	1,221,446	1,100,946
Percent Change		-7.56%	-6.44%	6.28%	234.03%	-60.54%	-12.14%	-9.87%
Employees FTE	3.000	1.985	2.837	2.880	2.880	2.880	2.880	2.880
Percent Change FTE		-33.85%	42.94%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Parks and Recreation

Fund Golf Course

Division Golf Course Operations

Account 43.1306

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Asset Management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair. 2. IT Equipment- Golf Trac, Upgrade computers	1. Maintain equipment properly, train staff proper use of equipment. 2. Computers were upgraded in 2008 along with new computers for starters/cashiers
A safe, clean, healthy and attractive City	3. Provide a championship and par 3 course for all citizens. 4. Provide a program for disabled golfers (Golf4Fun) 5. Offer affordable golf.	3. Golfers can walk 18 holes or Par 3 Course 4. Three carts are available for disabled golfers. 5. Provide discounts for seniors and youth and residents.
A progressive City that provides responsive and cost efficient services	6. Balance the golf budget. 7. Provide proper staffing levels for proper guest services 8. Productive staff Guest services training and development. 9. Provide benefits for Englewood residents 10. Maximize revenues. 11. Security/Alarm System-	6. The Englewood Golf Course operates as an enterprise fund. 7. Use of volunteers for junior golf program 8. Through training programs, first aid/CPR. 9. Early tee time registration and discounted rates for Englewood citizens. 10. Special pricing for clubs, groups, tournaments, etc. 11. Consolidate accounts for cost savings.
A City that is business-friendly and economically diverse.	12. Offer discounted golf for the community 13. Create relationships with vendors and the business community. 14. The golf course supports local business and community groups 15. Provide attractive services for area businesses.	12. The golf course provides discount fees for Englewood business owners. Discounts are provided to City of Sheridan residents. 13. Partnerships/sponsorships have been coordinated with the restaurant operation, vendors and the business community. 14. . Provide golf round donations for local fundraising efforts. 15. Coordination of golf tournaments for local businesses and business organizations.
A City that provides diverse cultural, recreational and entertainment opportunities.	16. Provides golf as a life long leisure service. 17. Provide a large junior program that attracts both juniors and families. 18. Offer programs for troubled youth.	16. The golf course has facilities and programs to accommodate different age groups – 18 hole regulation course, Par 3 course for youth, adults, beginners, etc., individual group, senior and family lessons and play, youth development programs, scheduled classes and instruction, host city sponsored events, support of high school golf program, etc. 17. Hole-N-One Jr program, family nights, etc 18. Provide a location and instruction for groups such as Golf 4 the Disabled to promote health, good conduct and life learning lessons.

Department Parks and Recreation
Fund Golf Course
Division Golf Course Operations
Account 43.1306

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Schedule of Debt Service Requirements

Golf Course Revenue Refunding Bonds - 2013

Year	Total	Rate	Principal	Interest
2015	206,866	2.00	85,000	121,866
2016	210,166	2.25	90,000	120,166
2017	208,141	2.75	90,000	118,141
2018	210,666	3.25	95,000	115,666
2019	207,579	3.75	95,000	112,579
2020	209,016	4.00	100,000	109,016
2021	210,016	4.50	105,000	105,016
2022	210,291	4.75	110,000	100,291
2023	210,066	5.00	115,000	95,066
2024	209,316	5.25	120,000	89,316
2025	208,017	5.50	125,000	83,017
2026	201,142	5.63	125,000	76,142
2027	214,110	5.75	145,000	69,110
2028	215,773	5.75	155,000	60,773
2029	206,860	5.80	155,000	51,860
2030	207,870	5.80	165,000	42,870
2031	208,300	6.00	175,000	33,300
2032	207,800	6.00	185,000	22,800
2033	206,700	6.00	195,000	11,700
Totals	<u>3,968,695</u>		<u>2,430,000</u>	<u>1,538,695</u>

Revenue Bonds

The City also issues bonds where the City pledges income derived from the acquired or constructed assets to pay debt service.

Golf Course Revenue Refunding Bonds, Series 2013, original principal amount of \$2,530,000, dated September 19, 2013, consisting of serial bonds in the original amount of \$1,335,000 due annually in varying amounts through December 1, 2026, and term bonds in the original amount of \$300,000 due on December 1, 2028 and term bonds in the original amount of \$320,000 due on December 1, 2030 and term bonds in the original amount of \$555,000 due on December 1, 2033.. Interest is payable semiannually at rates ranging from 2.00% to 5.625%. Bonds maturing on or after December 1, 2023 are callable at par in any order of maturity on December 1, 2013. The bonds are non-rated. The original 2003 bonds that were refunded by this issue were utilized for the construction of the golf course improvements.

Department Parks and Recreation

Fund Golf Course

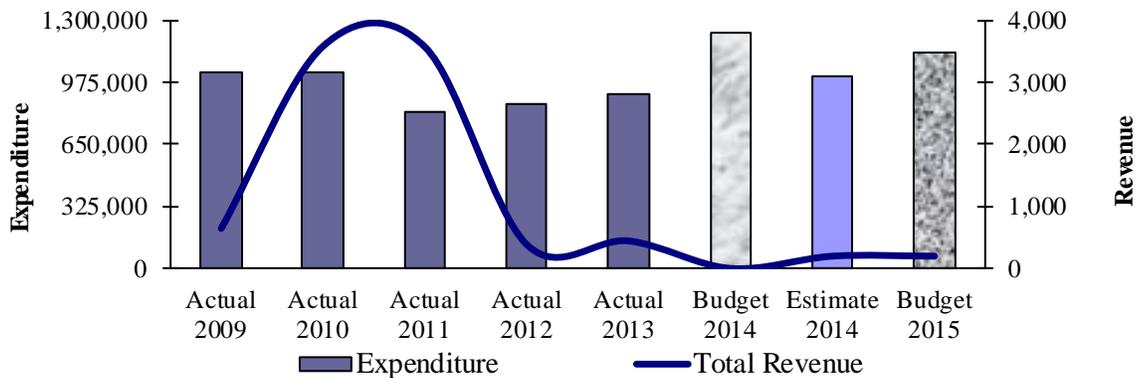
Division Golf Course Maintenance

Account 43.1307

Description The Golf Maintenance Division is responsible for long term strategic planning and maintaining and improving course conditions for long term success of the golf course. Functions in this division include administration, irrigation, equipment repair and maintenance and course maintenance.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	645	3,588	3,574	382	444	-	198	198
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	645	3,588	3,574	382	444	-	198	198
Percent Change		456.28%	-0.39%	-89.31%	16.23%	-100.00%	----	0.00%
Expenditure								
Personnel	557,367	535,911	522,297	504,953	516,812	530,352	528,553	546,167
Commodities	117,505	118,252	159,044	140,381	155,384	160,550	128,300	159,200
Contractual	101,351	83,002	71,148	74,268	80,460	71,238	52,658	81,608
Capital	252,276	292,934	68,044	145,487	159,598	474,157	302,357	342,857
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,028,499	1,030,099	820,533	865,089	912,254	1,236,297	1,011,868	1,129,832
Percent Change		0.16%	-20.34%	5.43%	5.45%	35.52%	-18.15%	11.66%
Employees FTE	5.500	5.458	4.433	4.500	4.500	4.500	4.500	4.500
Percent Change FTE		-0.77%	-18.78%	1.52%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Provide daily and long term maintenance to the golf course. Irrigation – Installs, maintains repairs system for quality course conditions. 	Maintain infrastructure thru appropriate staffing levels and capital expenditures. (1. – 5.)

Department Parks and Recreation
Fund Golf Course
Division Golf Course Maintenance
Account 43.1307

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<ul style="list-style-type: none"> 3. Provides maintenance, repairs and improvements to all maintenance and support buildings. 4. Service and maintain all equipment necessary for maintenance operation. 5. Implementation and monitoring of the Golf Course Redevelopment Plan. 	
A safe, clean, healthy and attractive City	<ul style="list-style-type: none"> 6. Provides an attractive, inviting, and clean environment for public use. 7. Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor. 8. Provides snow removal and appropriate access to golf course, restaurant, and teaching facility year round. 9. Monitors ground water and methane levels related to landfill conditions. 	Maintain areas thru proper staffing levels. (6. – 9.)
A progressive City that provides responsive and cost efficient services	<ul style="list-style-type: none"> 10. Provides outlet for citizen, school and community groups to contribute to community welfare – Platte River Clean Up, ecological education, community service requirements, and youth work programs, etc. 11. Support to other departments/divisions in equipment sharing and support staff. 12. Computerize irrigation system/weather station for efficient use of water consumption. 	Community service workers, efficient use of water resources thru weather station and computerized irrigation system. (10. – 12.)

Performance Measure	Goals /	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
	Activities Measured							

Department Parks and Recreation

Fund Golf Course

Revenue Item Green Fee – 9 or 18 Holes

Account / Source 43.1306.33611 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Green fees.

Fee Schedule	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>	
9 holes:		\$14	\$16	\$11	\$ 9
18 holes:		\$24	\$26	\$18	\$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>	
9 holes:		\$16	\$18	\$14	
18 holes:		\$28	\$33	\$26	

Date Last Changed 2014

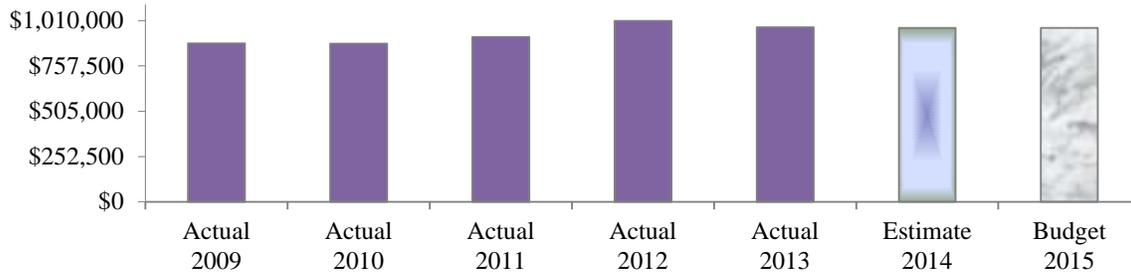
Previous Fee Schedule	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>	
9 holes:		\$14	\$16	\$11	\$ 9
18 holes:		\$24	\$26	\$18	\$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>	
9 holes:		\$15	\$17	\$14	
18 holes:		\$26	\$29	\$24	

Formula Method Type of green fee and cost of fee based on previous year's rounds of play and projected increase.

Projection Method 5 – 10% increase bi-annually.

Comments Revenues from Green fees are dictated by weather, playing condition of the course, and general economic conditions.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 882,612	\$ 881,401	\$ 917,834	\$ 1,007,769	\$ 973,481	\$ 970,000	\$ 970,000
% Change	33.55%	-0.14%	4.13%	9.80%	-3.40%	-0.36%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Par 3 Green Fee

Account / Source 43.1306.33612 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Par 3 green fees.

Fee Schedule Par 3 Resident \$8, Non-Resident \$10, Senior/Junior \$6

Date Last Changed 2009

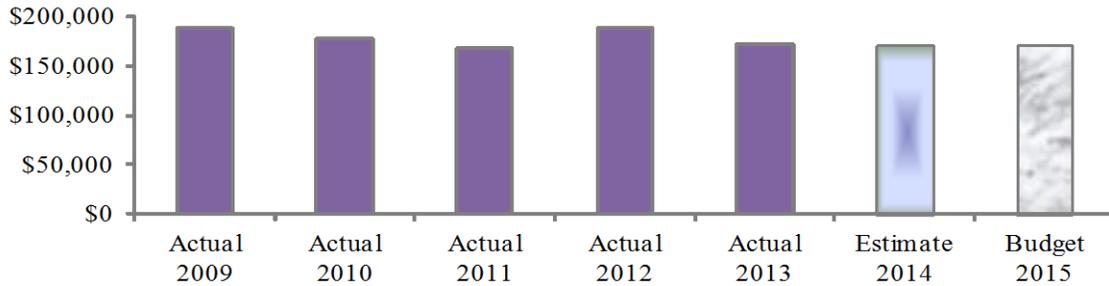
Previous Fee Schedule Par 3 Resident \$7, Non-Resident \$9, Senior/Junior \$5

Formula Method Number of rounds X \$1

Projection Method

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 188,824	\$ 177,015	\$ 168,582	\$ 187,931	\$ 171,842	\$ 170,000	\$ 170,000
% Change	109.09%	-6.25%	-4.76%	11.48%	-8.56%	-1.07%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item **Golf Cart Rental**

Account / Source 43.1306.33621 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Cart Rentals

Fee Schedule 9 holes \$16

18 holes \$30

Date Last Changed 2014

Previous Fee Schedule 9 holes \$14

18 holes \$24

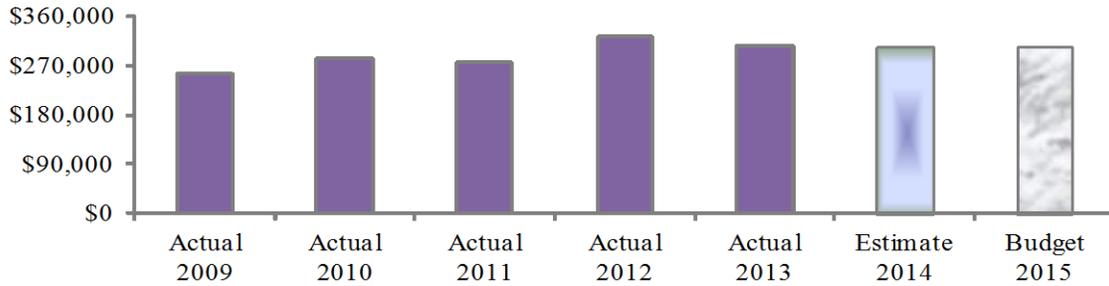
Formula Method Projected number of 18 hole rounds X \$28 X 65%

Projected number of 9 hole rounds X \$14 X 55%

Projection Method 2% increase annually

Comments Use of carts affected by weather and number of players

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 257,108	\$ 282,496	\$ 275,213	\$ 323,803	\$ 306,788	\$ 305,000	\$ 305,000
% Change	30.71%	9.87%	-2.58%	17.66%	-5.25%	-0.58%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Driving Range Fee

Account / Source 43.1306.33631 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Golf Range fees.

Fee Schedule	XLarge Bucket of balls	\$8
	Large bucket of balls	\$6
	Small bucket of balls	\$4

Date Last Changed 2014

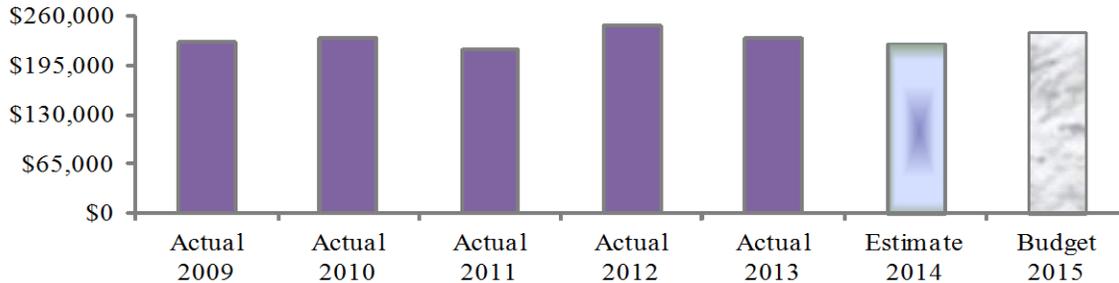
Previous Fee Schedule	XLarge Bucket of balls	\$7
	Large bucket of balls	\$5
	Small bucket of balls	\$3

Formula Method Number of each size bucket sold X price per bucket

Projection Method Estimate based on previous years.

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 226,408	\$ 230,257	\$ 215,713	\$ 247,032	\$ 231,019	\$ 225,000	\$ 240,000
% Change	123.08%	1.70%	-6.32%	14.52%	-6.48%	-2.61%	6.67%



Department Parks and Recreation

Fund Golf Course

Revenue Item Merchandise Sales

Account / Source 43.1306.33641 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Clothing, hats, balls, etc. sold in the Pro Shop.

Fee Schedule Cost X 1.6 on most items.

Date Last Changed N/A

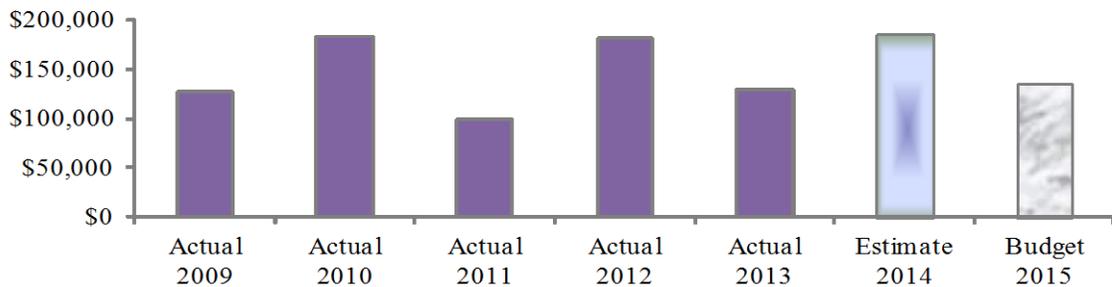
Previous Fee Schedule Cost X 1.6 on most items

Formula Method N/A

Projection Method Previous sales, economy.

Comments Many leagues and clubs have gift certificates that expire every other year. This accounts for the fluctuation in revenues.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 126,905	\$ 182,971	\$ 99,244	\$ 180,520	\$ 129,261	\$ 185,000	\$ 135,000
% Change	-13.84%	44.18%	-45.76%	81.90%	-28.40%	43.12%	-27.03%



Department Parks and Recreation

Fund Golf Course

Revenue Item Food Concessions

Account / Source 43.1306.33651 / Charges for Services

Authorization Contract

Description Concession Sales; Bar and Restaurant

Fee Schedule \$36,000 rental per year.

Date Last Changed 2006

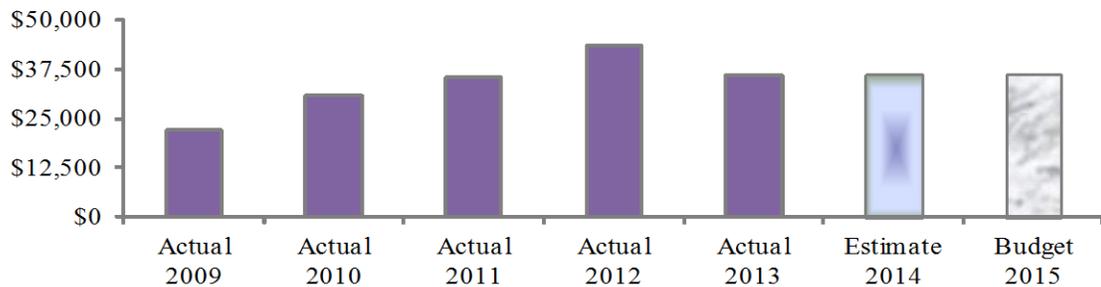
Previous Fee Schedule \$36,000 rental per year.

Formula Method Rental based on comparable restaurant and bar facilities of similar size within service area.

Projection Method 2% every contract.

Comments Due to construction, no rent will be charged to the restaurant until May 2008.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 22,000	\$ 30,691	\$ 35,599	\$ 43,215	\$ 36,000	\$ 36,000	\$ 36,000
% Change	144.44%	39.50%	15.99%	21.39%	-16.70%	0.00%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Golf Course Annual Pass

Account / Source 43.1306.33661 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Annual passes (available only to residents of Englewood, Sheridan and grandfathered non-residents.)

Fee Schedule Five Day Play M-F Only \$450, Seniors \$350, Seven Day Play \$650.
Token Fee \$2 par 3 course, \$3 per nine holes, \$5 per 18 holes.

Date Last Changed 2009

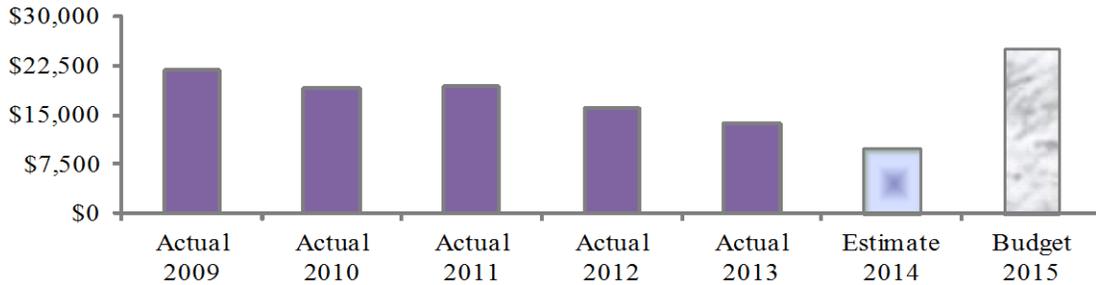
Previous Fee Schedule Five Day Play M-F Only \$400, Seniors \$325, Seven Day Play \$600.
Token Fee \$1 per three holes, \$2 per nine holes, \$4 per 18 holes.

Formula Method Various passes X fee.

Projection Method 1% increase yearly

Comments Approximately 100 passes issued per year. As of 1/1/04; **No** new Seven Day passes will be issued except to those grandfathered.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,752	\$ 19,018	\$ 19,460	\$ 15,971	\$ 13,799	\$ 10,000	\$ 25,000
% Change	31.73%	-12.57%	2.32%	-17.93%	-13.60%	-27.53%	150.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Learning Station Center Rental

Account / Source 43.1306.33671 / Charges for Services

Authorization Five Year Contract with Renewal Option

Description Lease of Learning Center Station located at Broken Tee Golf Course.

Fee Schedule Fixed Fee as adjusted for share in operation and maintenance costs

Date Last Changed 2008

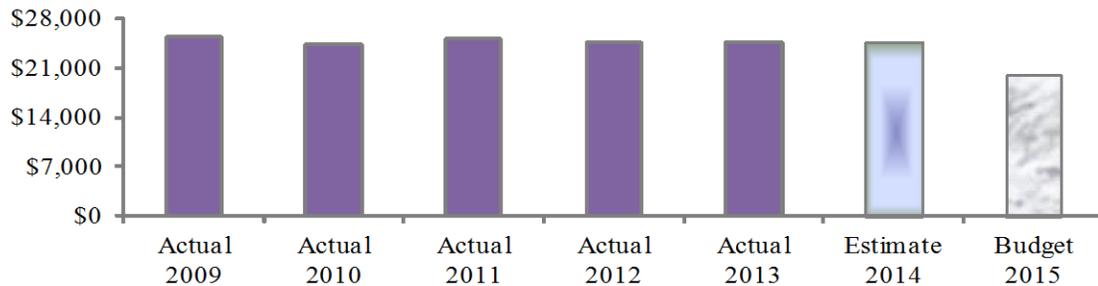
Previous Fee Schedule N/A

Formula Method Fixed Fee as adjusted for operation and maintenance costs

Projection Method As negotiated.

Comments

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 25,341	\$ 24,428	\$ 25,045	\$ 24,700	\$ 24,700	\$ 24,700	\$ 20,000
% Change	325.26%	-3.60%	2.53%	-1.38%	0.00%	0.00%	-19.03%



Department Parks and Recreation

Fund Golf Course

Revenue Item Junior Golf Program

Account / Source 43.1306.33683 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Fee for golf program for juniors aged 5 through 17.

Fee Schedule Resident - \$69, Non-Resident - \$74

Date Last Changed 2011

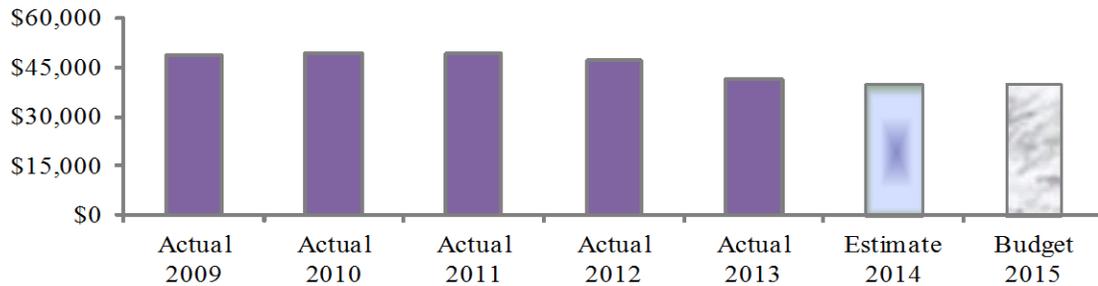
Previous Fee Schedule Resident - \$64, Non-Resident - \$69

Formula Method Number of students X fee.

Projection Method Estimate based on previous years.

Comments

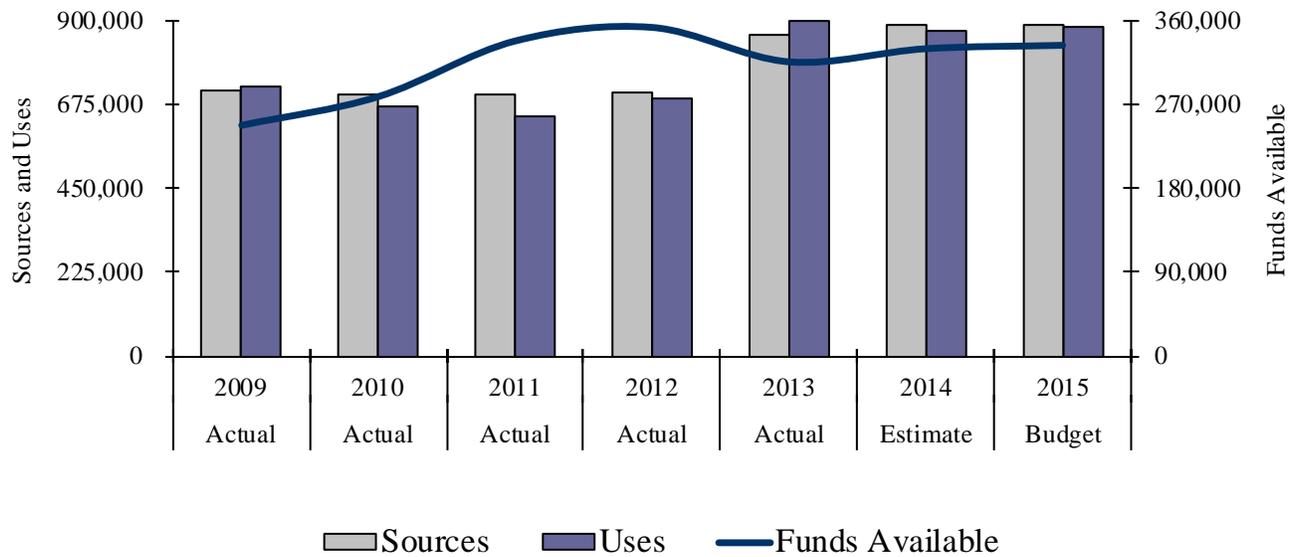
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 48,500	\$ 49,404	\$ 49,197	\$ 47,091	\$ 41,251	\$ 40,000	\$ 40,000
% Change	28.29%	1.86%	-0.42%	-4.28%	-12.40%	-3.03%	0.00%



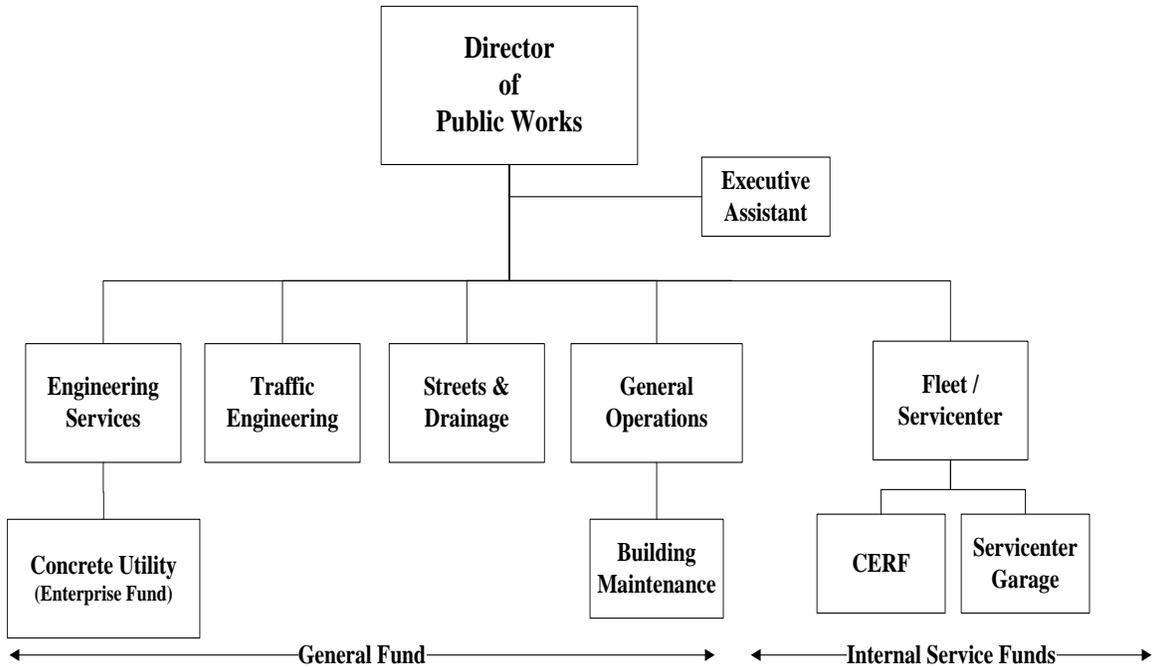
CONCRETE UTILITY FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Funds Available	\$ 257,217	\$ 246,705	\$ 277,906	\$ 338,297	\$ 352,984	\$ 338,371	\$ 315,615	\$ 329,851
Sources of Funds								
Operating Revenues								
Charges for Services	699,546	692,774	693,921	695,466	859,754	863,000	863,000	863,000
Interest and other	12,446	6,449	7,059	7,758	1,046	21,200	21,200	21,200
Total Operating Revenues	711,992	699,223	700,980	703,224	860,800	884,200	884,200	884,200
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	711,992	699,223	700,980	703,224	860,800	884,200	884,200	884,200
Uses of Funds								
Operating Expenses								
Operating Costs	356,316	345,640	366,275	359,755	363,889	369,333	367,135	377,664
Total Operating Expenses	356,316	345,640	366,275	359,755	363,889	369,333	367,135	377,664
Capital outlay	366,188	322,382	274,314	328,782	534,280	502,829	502,829	502,829
Total Uses of Funds	722,504	668,022	640,589	688,537	898,169	872,162	869,964	880,493
Net Sources(Uses) of Funds	(10,512)	31,201	60,391	14,687	(37,369)	12,038	14,236	3,707
Ending Funds Available	\$ 246,705	\$ 277,906	\$ 338,297	\$ 352,984	\$ 315,615	\$ 350,409	\$ 329,851	\$ 333,558
Funds Available Percentage Change	-4.09%	12.65%	21.73%	4.34%	-10.59%	11.02%	-5.87%	1.12%



Department Public Works
Fund Concrete Utility



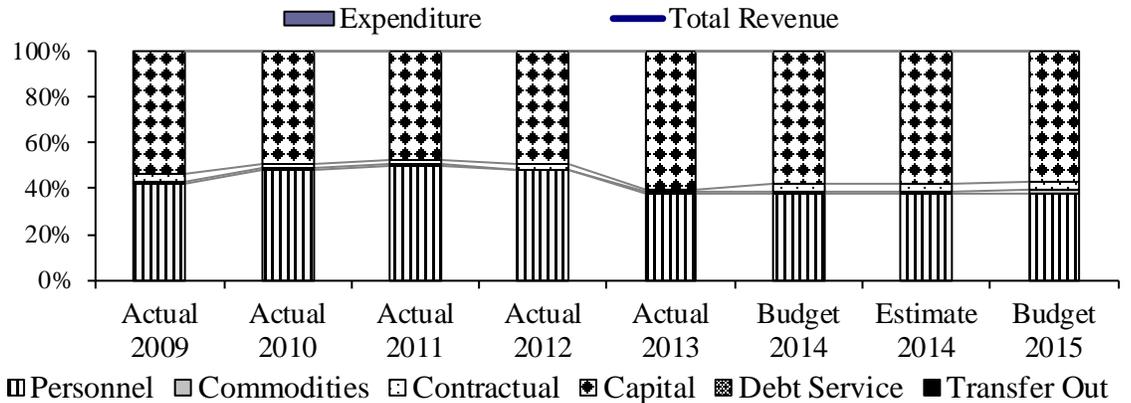
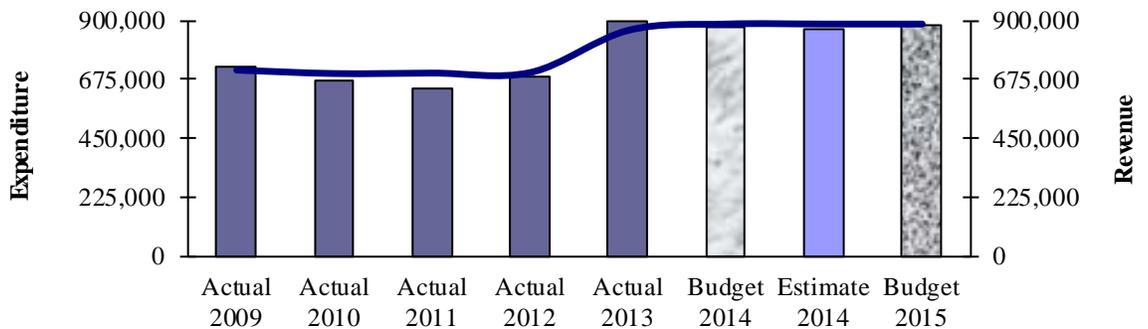
Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
•	•
•	•
•	•
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department Public Works
Fund Concrete Utility
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	702,142	695,175	695,799	698,946	862,155	864,200	864,200	864,200
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	9,852	4,048	5,181	4,278	(1,355)	20,000	20,000	20,000
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	711,994	699,223	700,980	703,224	860,800	884,200	884,200	884,200
Percent Change		-1.79%	0.25%	0.32%	22.41%	2.72%	0.00%	0.00%
Expenditure								
Personnel	305,531	322,321	318,788	329,003	339,574	327,649	324,922	335,490
Commodities	2,265	2,436	3,304	3,541	3,855	9,166	9,695	9,695
Contractual	26,603	11,612	12,620	14,222	11,401	32,518	32,518	32,479
Capital	388,106	331,654	305,877	341,771	543,339	502,829	502,829	502,829
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	722,505	668,023	640,589	688,537	898,169	872,162	869,964	880,493
Percent Change		-7.54%	-4.11%	7.48%	30.45%	-2.90%	-0.25%	1.21%
Employees FTE	3,916	3,886	3,857	3,916	4,166	3,916	2,916	2,916
Percent Change FTE		-0.77%	-0.74%	1.52%	6.38%	-6.00%	-25.54%	0.00%



Department Public Works
Fund Concrete Utility
Division Administration and Concrete Replacement
Account 44.1001 and 44.1006
Description The Concrete Utility is responsible for maintenance of the concrete infrastructure providing for the safe movement of vehicles and pedestrians in the City.

Outcome	Goal / Activity Answers the <u>When, What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Administer year-round annual Concrete Utility	<ul style="list-style-type: none"> Maintain the Concrete Utility data base for land records and inventory. Maintain the Concrete Utility billing system. Identify and repair inferior concrete throughout the City.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
Concrete Utility Full time employees		3.53	3.92	3.92	3.92	2.92	2.92	2.92
Square feet of concrete removed and replaced.		54,276	44,303	37,426	40,000	45,000	45,000	45,000

Department Public Works
Fund Concrete Utility

Revenue Item Sidewalk / Curb Concrete Maintenance Fee

Account / Source 44.1006.33357 / Charges for Services

Authorization EMC 12-8-6-C

Description Fee for the repair, installation and maintenance of public concrete walks and curbs.

Fee Schedule \$.1225 per square foot per year.

Date Last Changed 2012, Effective January 1, 2013

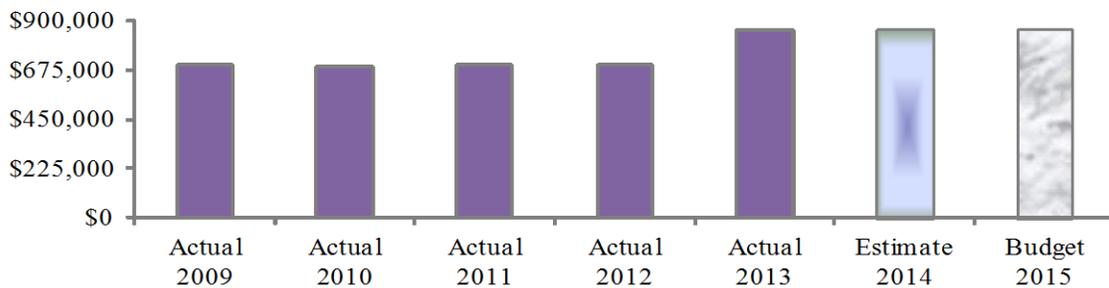
Previous Fee Schedule \$.098 per square foot per year.

Formula Method Number of square feet of applicable concrete X fee.

Projection Method Estimate based on previous participation.

Comments Established in May, 1997. Billings began in August, 1997. This utility allows property owners the option of participating in the fund instead of having to cover the costs of curb and gutter replacement in a single year.

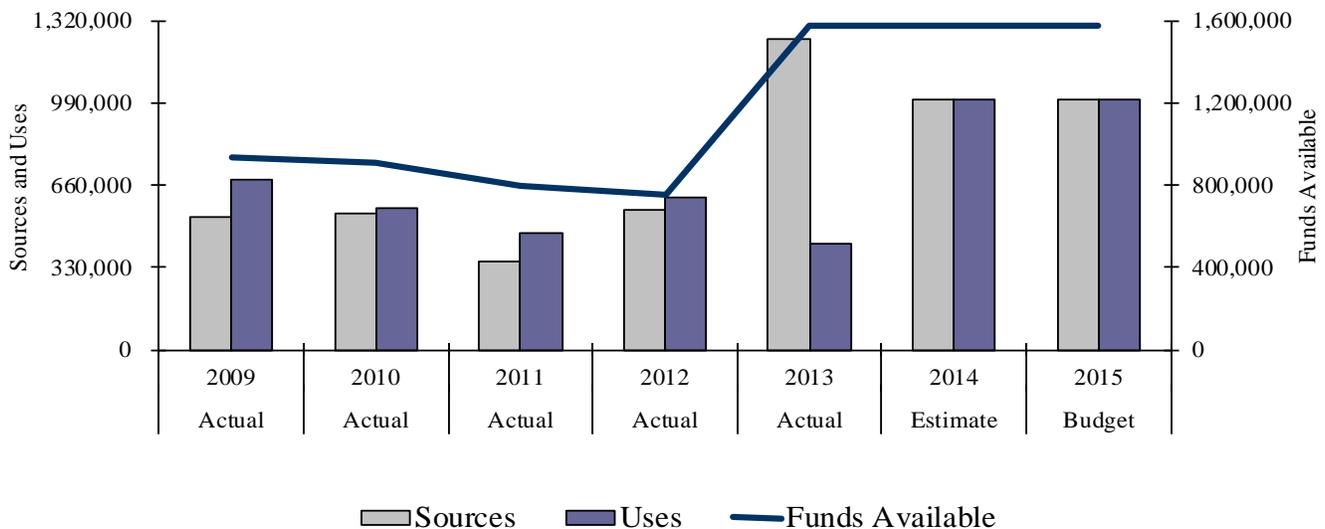
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 699,546	\$ 692,774	\$ 693,921	\$ 695,466	\$ 859,754	\$ 863,000	\$ 863,000
% Change	26.69%	-0.97%	0.17%	0.22%	23.62%	0.38%	0.00%



HOUSING REHABILITATION FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$1,082,833	\$ 933,430	\$ 909,889	\$ 797,685	\$ 750,019	\$ 750,019	\$1,570,415	\$1,570,415
Sources of Funds								
Operating Revenues								
Program revenues	467,426	480,248	204,036	220,893	252,422	855,000	855,000	855,000
Grant income	54,502	57,855	144,978	149,000	103,500	120,000	120,000	120,000
Other	9,771	6,021	6,829	47,713	205,642	25,000	25,000	25,000
Total Operating Revenues	531,699	544,124	355,843	417,606	561,564	1,000,000	1,000,000	1,000,000
Other Financing Sources	-	-	-	141,617	684,770	-	-	-
Total Sources of Funds	531,699	544,124	355,843	559,223	1,246,334	1,000,000	1,000,000	1,000,000
Uses of Funds								
Operating Expenses								
Program expenses	629,506	511,889	373,887	280,597	246,397	940,000	940,000	940,000
Interest expense	51,596	55,776	51,538	52,870	44,546	60,000	60,000	60,000
Total Operating Expenses	681,102	567,665	425,425	333,467	290,943	1,000,000	1,000,000	1,000,000
Capital outlay	-	-	-	-	-	-	-	-
Transfers Out	-	-	42,622	273,422	134,995	-	-	-
Total Uses of Funds	681,102	567,665	468,047	606,889	425,938	1,000,000	1,000,000	1,000,000
Net Sources(Uses) of Funds	(149,403)	(23,541)	(112,204)	(47,666)	820,396	-	-	-
Ending Funds Available	\$ 933,430	\$ 909,889	\$ 797,685	\$ 750,019	\$1,570,415	\$ 750,019	\$1,570,415	\$1,570,415
Funds Available Percentage Change	-13.80%	-2.52%	-12.33%	-5.98%	109.38%	-52.24%	109.38%	0.00%



The City has entered into various loans with local banks to fund the housing rehabilitation loan program. The loans are serviced by the Housing Rehabilitation Fund.

Vectra and US Bank – Lines of credit at various interest rates ranging from 3.85% to 7.00% are used to provide interim financing for the Housing Rehabilitation Fund program. The funds from the City’s loans with local banks are subsequently loaned to homeowners to finance their home improvements. Repayments are made when payments are received on the corresponding notes receivable. The lines of credit are retired from the proceeds of long-term notes secured by individual homeowners’ notes to the City. The repayments of these notes are based on the repayment of the corresponding notes receivable. The balance of these notes at December 31, 2013 for Vectra and US Bank is \$394,653 and \$699,798, respectively.

Department Community Development

Fund Housing Rehabilitation

Revenue Item Arapahoe County Community Development Block Grant

Account 45.0803.32512

Authorization EMC 4-3-13

Description This fund shall be used to provide for housing rehabilitation activities in the City of Englewood, Colorado.

Fee Schedule N/A

Date Last Changed N/A

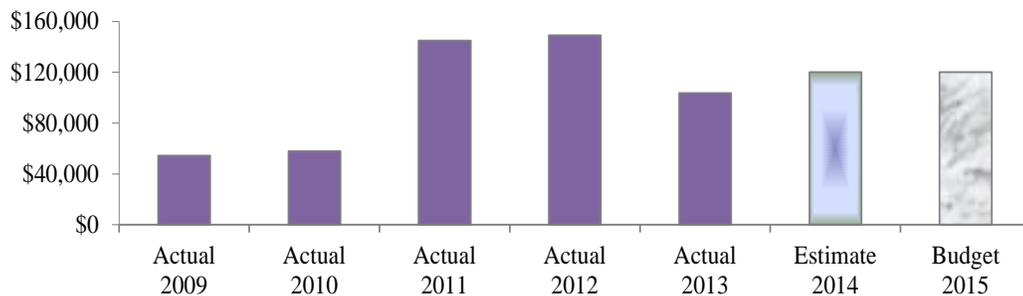
Previous Fee Schedule N/A

Formula Method Federal Operating Grant passed through by Arapahoe County

Projection Method N/A

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 54,502	\$ 57,855	\$ 144,978	\$ 149,000	\$ 103,500	\$ 120,000	\$ 120,000
% Change	-58.95%	6.15%	150.59%	2.77%	-30.54%	15.94%	0.00%



Department Community Development
Fund 45 Arapahoe County CDBG and 46 Housing Rehabilitation

Revenue Item Interest on Rehabilitation Loans

Account 45.0803.35301, 46.0803.35301, 45.0803.35302 and 46.0803.35302

Authorization Ordinance 26, Series of 1999

Description Interest on loans to citizens for rehabilitation of existing housing.

Fee Schedule Varies from 0% to 7.75% depending on income.

Date Last Changed N/A

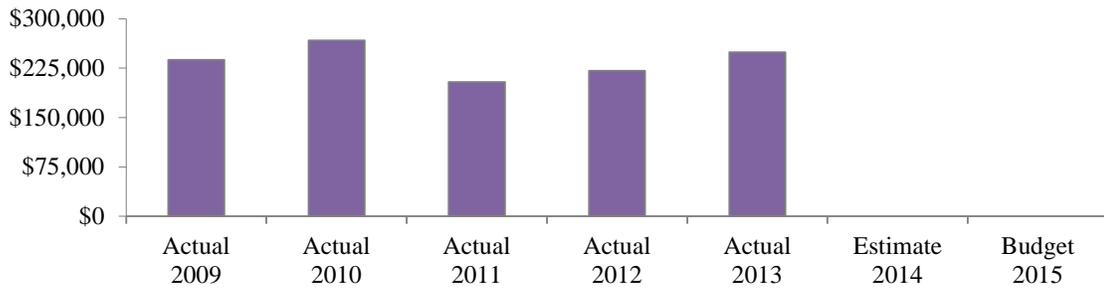
Previous Fee Schedule N/A

Formula Method Number of loans X interest rate.

Projection Method N/A

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
45...35301	\$ 1,610	\$ 3,559	\$ 3,703	\$ 2,495	\$ -	\$ -	\$ -
45...35302	\$ 1,278	\$ 21,066	\$ 2,482	\$ 4,219	\$ 8,894	\$ -	\$ -
46...35301	\$ 227,458	\$ 241,249	\$ 197,811	\$ 213,179	\$ 240,395	\$ -	\$ -
46...35302	\$ 7,080	\$ 1,374	\$ 40	\$ 1,000	\$ -	\$ -	\$ -
Amount	\$ 237,426	\$ 267,248	\$ 204,036	\$ 220,893	\$ 249,290	\$ -	\$ -
% Change	-13.08%	12.56%	-23.65%	8.26%	12.86%	-100.00%	----



Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City as well as other governmental organizations on a cost-reimbursement basis.

Central Services Fund – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City on a cost reimbursement basis.

Servicenter Fund – Accounts for the financing of automotive repairs and services provided by the Servicenter to other departments of the City, or to other governmental units, on a cost reimbursement basis.

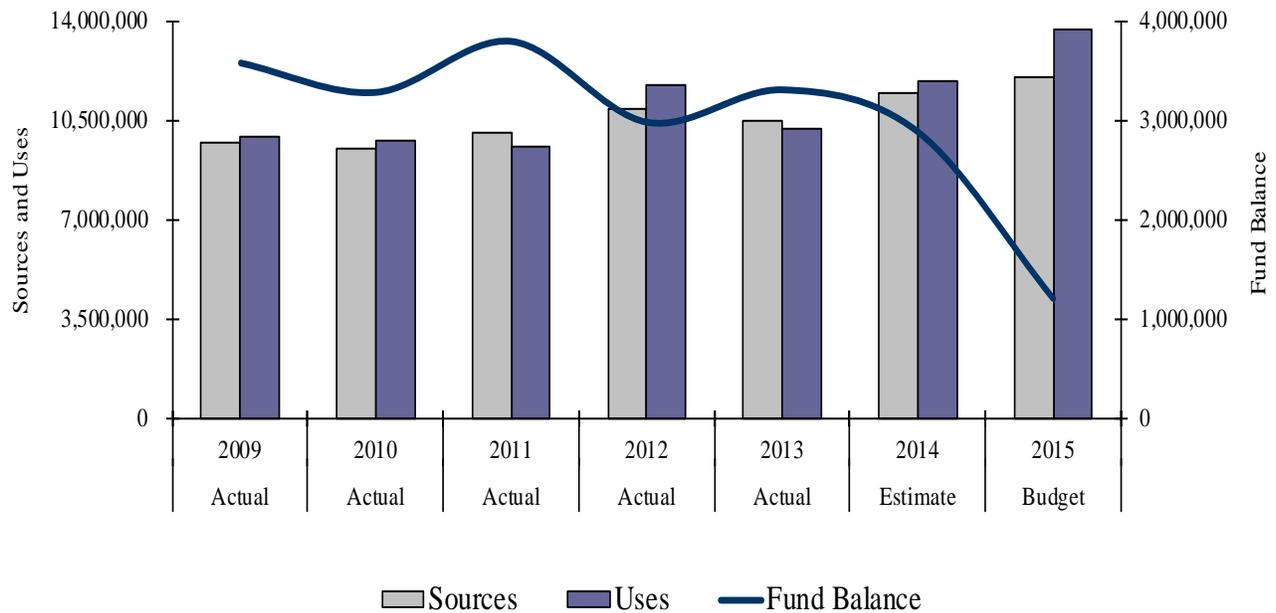
Capital Equipment Replacement Fund – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

Risk Management Fund – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

Employee Benefits Fund – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.

Internal Service Funds
 Central Services Fund, Servicenter Fund, Capital Equipment Replacement Fund,
 Risk Management Fund, and Employee Benefits Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balance

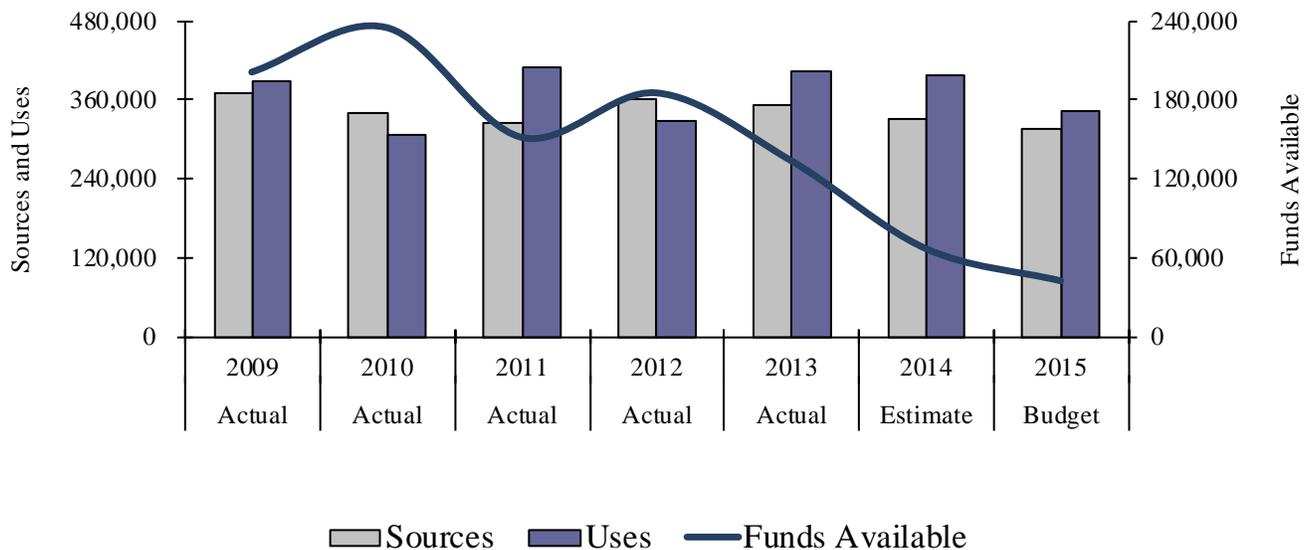
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 3,783,004	\$ 3,572,508	\$ 3,277,944	\$ 3,789,485	\$ 2,977,858	\$ 3,316,540	\$ 3,303,687	\$ 2,882,052
Sources of Funds								
Total Revenue	9,716,548	9,507,772	9,747,869	10,106,278	10,505,156	11,434,405	11,379,879	11,985,202
Other Financing Sources	-	-	330,465	795,000	-	100,000	100,000	-
Total Sources of Funds	9,716,548	9,507,772	10,078,334	10,901,278	10,505,156	11,534,405	11,479,879	11,985,202
Uses of Funds								
Total Expenditures	9,377,044	8,505,859	8,520,793	10,649,905	9,929,327	12,589,717	11,451,514	13,657,991
Other Financing Uses	550,000	1,296,477	1,046,000	1,063,000	250,000	450,000	450,000	-
Total Uses of Funds	9,927,044	9,802,336	9,566,793	11,712,905	10,179,327	13,039,717	11,901,514	13,657,991
Net Sources (Uses) of Funds	(210,496)	(294,564)	511,541	(811,627)	325,829	(1,505,312)	(421,635)	(1,672,789)
Ending Funds Available	\$ 3,572,508	\$ 3,277,944	\$ 3,789,485	\$ 2,977,858	\$ 3,303,687	\$ 1,811,228	\$ 2,882,052	\$ 1,209,263
Funds Available Percentage Change		-8.25%	15.61%	-21.42%	10.94%	-39.18%	59.12%	-58.04%



CENTRAL SERVICES FUND

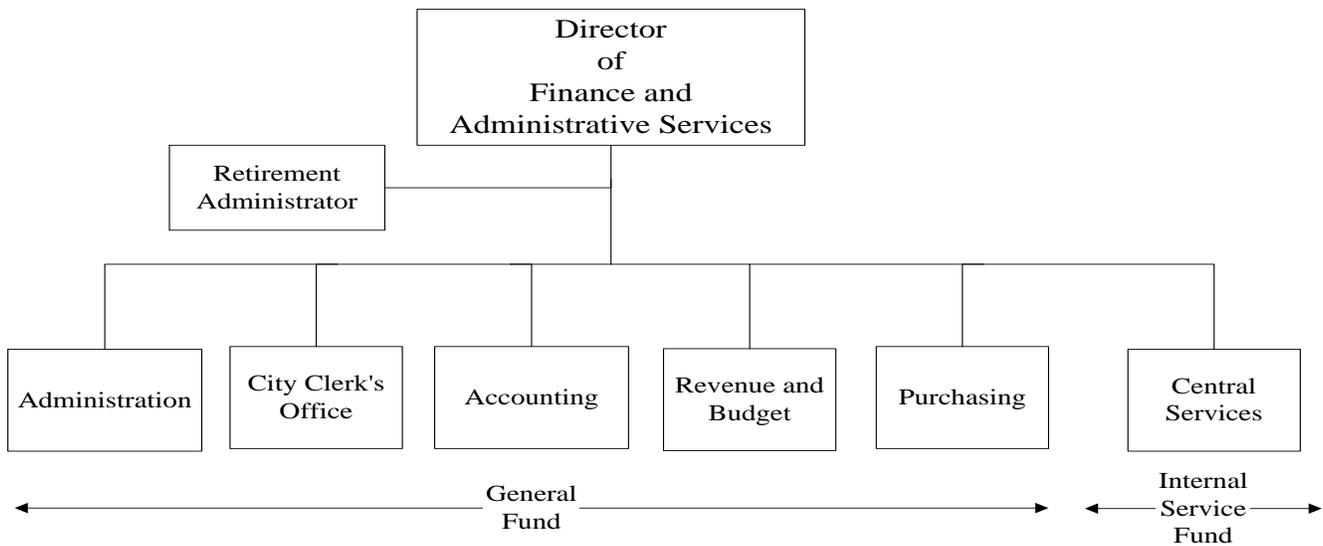
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Funds Available	\$ 218,674	\$ 200,630	\$ 234,309	\$ 151,323	\$ 184,905	\$ 152,509	\$ 133,693	\$ 67,141
Sources of Funds								
Operating Revenues								
Interdepartmental Charges	364,860	337,724	324,137	359,560	352,817	384,900	329,900	314,900
Interest and Other	4,203	2,237	1,545	1,475	(299)	3,500	2,000	2,000
Total Operating Revenues	369,063	339,961	325,682	361,035	352,518	388,400	331,900	316,900
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	369,063	339,961	325,682	361,035	352,518	388,400	331,900	316,900
Uses of Funds								
Operating Expenses								
Operating Costs	337,107	306,282	408,668	327,453	344,798	365,933	336,568	329,423
Total Operating Expenses	337,107	306,282	408,668	327,453	344,798	365,933	336,568	329,423
Capital outlay	-	-	-	-	8,932	13,766	11,884	11,884
Other Financing Uses	50,000	-	-	-	50,000	50,000	50,000	-
Total Uses of Funds	387,107	306,282	408,668	327,453	403,730	429,699	398,452	341,307
Net Sources(Uses) of Funds	(18,044)	33,679	(82,986)	33,582	(51,212)	(41,299)	(66,552)	(24,407)
Ending Funds Available	\$ 200,630	\$ 234,309	\$ 151,323	\$ 184,905	\$ 133,693	\$ 111,210	\$ 67,141	\$ 42,734
Funds Available Percentage Change	-8.25%	16.79%	-35.42%	22.19%	-27.70%	-16.82%	-39.63%	-36.35%



Department Finance and Administrative Services

Fund Central Services



Mission Meet the needs of staff, legislative bodies, public, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.

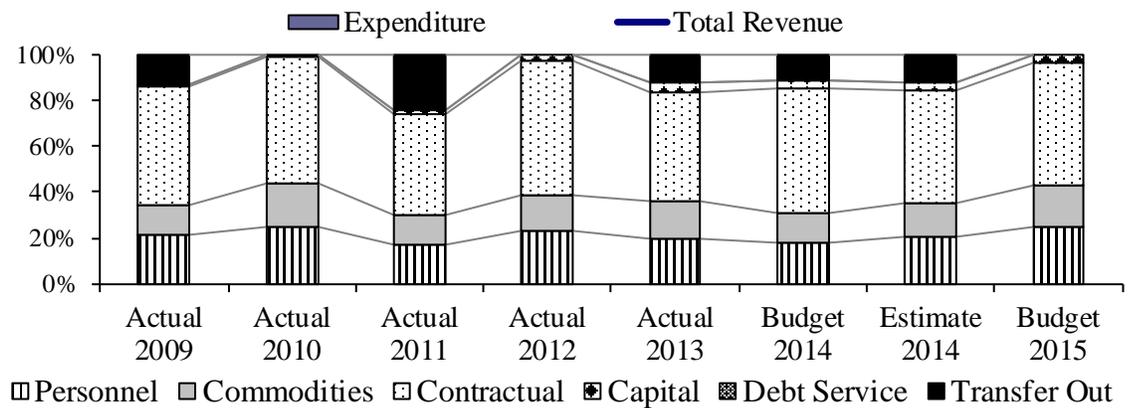
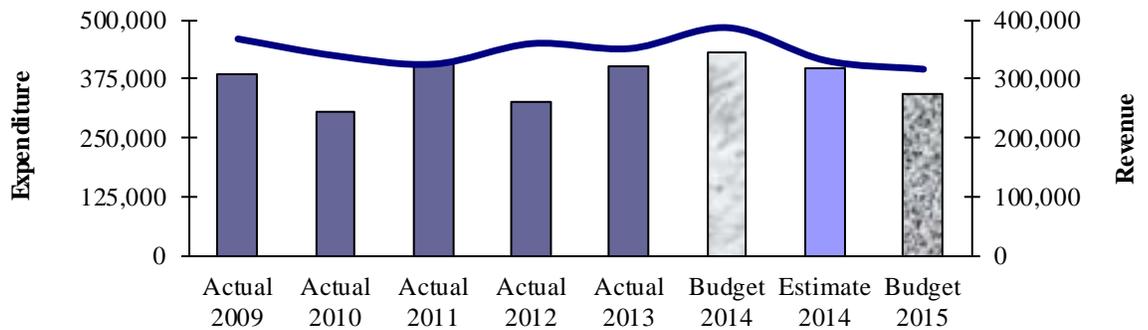
2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
•	•
•	•
•	•

2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department Finance and Administrative Services
Fund Central Services

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	364,853	336,460	323,053	359,390	351,958	384,900	329,900	314,900
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	4,204	2,237	1,545	1,475	(299)	3,000	1,500	1,500
Other	6	1,264	1,084	170	859	500	500	500
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	369,063	339,961	325,682	361,035	352,518	388,400	331,900	316,900
Percent Change		-7.89%	-4.20%	10.86%	-2.36%	10.18%	-14.55%	-4.52%
Expenditure								
Personnel	81,608	75,608	69,459	74,596	77,600	76,422	79,960	83,305
Commodities	50,413	57,550	53,391	51,245	66,665	56,459	61,125	63,625
Contractual	202,744	170,658	179,106	193,724	191,860	233,052	195,483	182,493
Capital	2,342	2,465	6,713	7,888	17,605	13,766	11,884	11,884
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	50,000	-	100,000	-	50,000	50,000	50,000	-
Total Expenditure	387,107	306,281	408,669	327,453	403,730	429,699	398,452	341,307
Percent Change		-20.88%	33.43%	-19.87%	23.29%	6.43%	-7.27%	-14.34%
Employees FTE	1.100	1.092	1.084	1.100	1.100	1.100	1.100	1.100
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Finance and Administrative Services

Fund Central Services

Division Postage, Inside Printing, Copiers, Supplies and Administration

Account 60.0606 Postage, 60.0608 Copiers/Printers,

Description Excellent communication is one of the most important goals of the City. As part of that goal, Central Services is responsible for printing, mailing, and maintaining an inventory of forms and supplies for user departments. This division of the Finance and Administrative Services Department operates high-speed copier/printers, printing press and other print shop equipment.

Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
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A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none">1. Ongoing competitive analysis of products and services2. Continued addition and application of computer graphics and desktop publishing technologies3. Continued outsourcing of services when they are cost effective4. Continue to implement printer plan and to complete in 2009.	
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Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
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Department Finance and Administrative Services

Fund Central Services

Revenue Item Postage Charges

Account / Source 60.0606.39501 / Charges for Services

Authorization Policy

Description Departmental charges for postage.

Fee Schedule Cost + 65%

Date Last Changed 1996

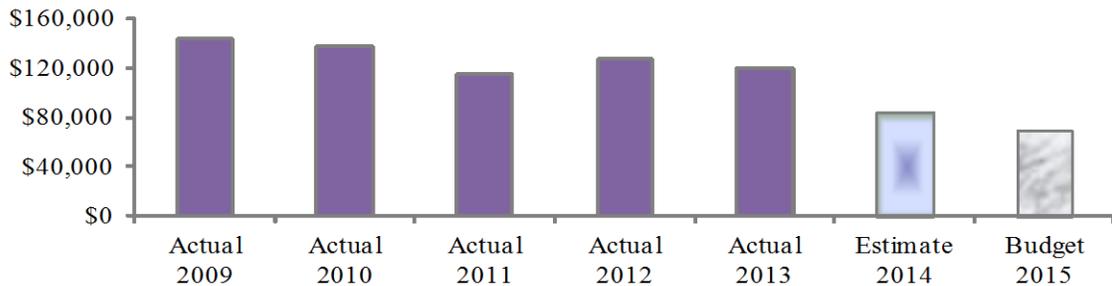
Previous Fee Schedule Cost + 30%

Formula Method N/A

Projection Method Estimate based on previous usage.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 143,883	\$ 136,725	\$ 115,387	\$ 127,172	\$ 119,060	\$ 85,000	\$ 70,000
% Change	-8.61%	-4.97%	-15.61%	10.21%	-6.38%	-28.61%	-17.65%



Department Finance and Administrative Services

Fund Central Services

Revenue Item Printing

Account / Source 60.0607.39502 / Charges for Services

Authorization Policy

Description Charges for departmental printing.

Fee Schedule Cost varies with job.

Date Last Changed N/A

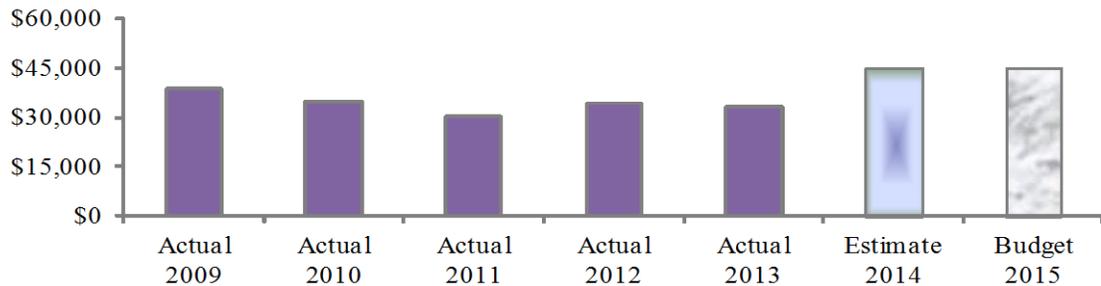
Previous Fee Schedule N/A

Formula Method Number of jobs X estimated costs = revenue

Projection Method Estimate based on previous usage.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 38,527	\$ 35,018	\$ 30,146	\$ 34,346	\$ 33,259	\$ 45,000	\$ 45,000
% Change	-28.95%	-9.11%	-13.91%	13.93%	-3.16%	35.30%	0.00%



Department Finance and Administrative Services

Fund Central Services

Revenue Item Copier and Printing Charges

Account / Source 60.0608.39503 / Charges for Services

Authorization Policy

Description Departmental copier charges.

Fee Schedule Copiers: \$.05 per copy Black & White
\$.20 per copy Color
Printers: \$.05 per copy Black & White
\$.20 per copy Color

Date Last Changed 2010

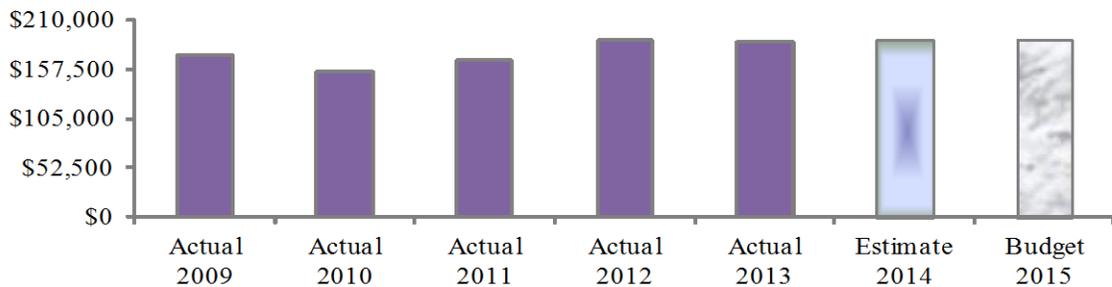
Previous Fee Schedule Copiers: \$.06 per copy Black & White
\$.30 per copy Color
Printers: \$.08 per copy Black & White
\$.35 per copy Color

Formula Method Fee X number of copies

Projection Method Estimate based on previous usage.

Comments N/A

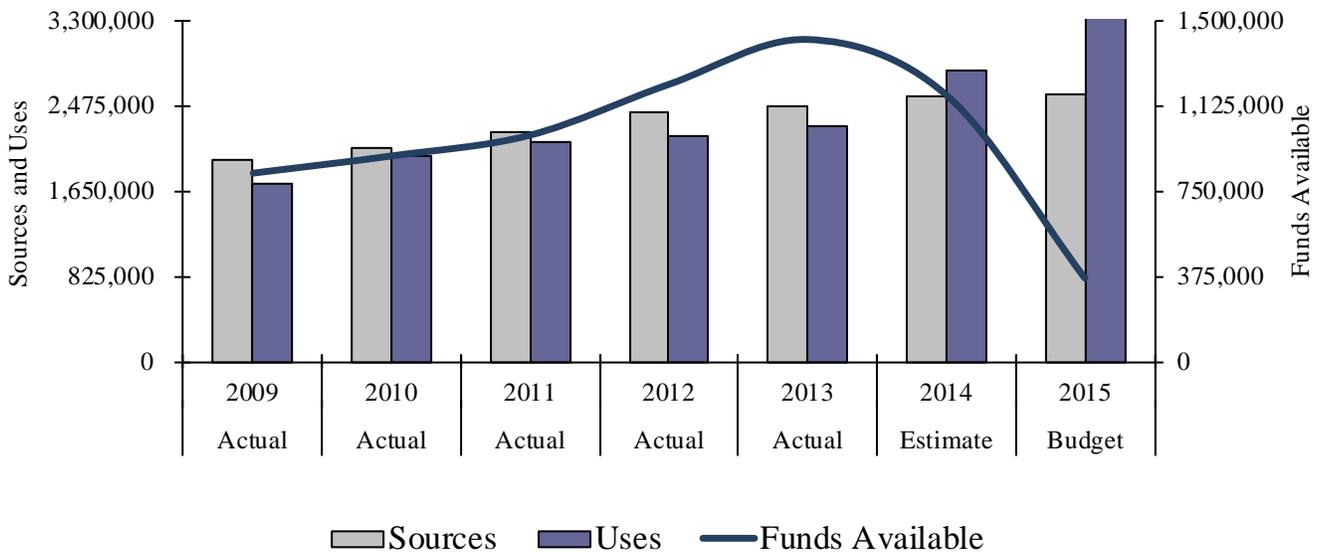
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 173,445	\$ 155,281	\$ 166,919	\$ 187,611	\$ 185,893	\$ 190,000	\$ 190,000
% Change	-13.74%	-10.47%	7.49%	12.40%	-0.92%	2.21%	0.00%



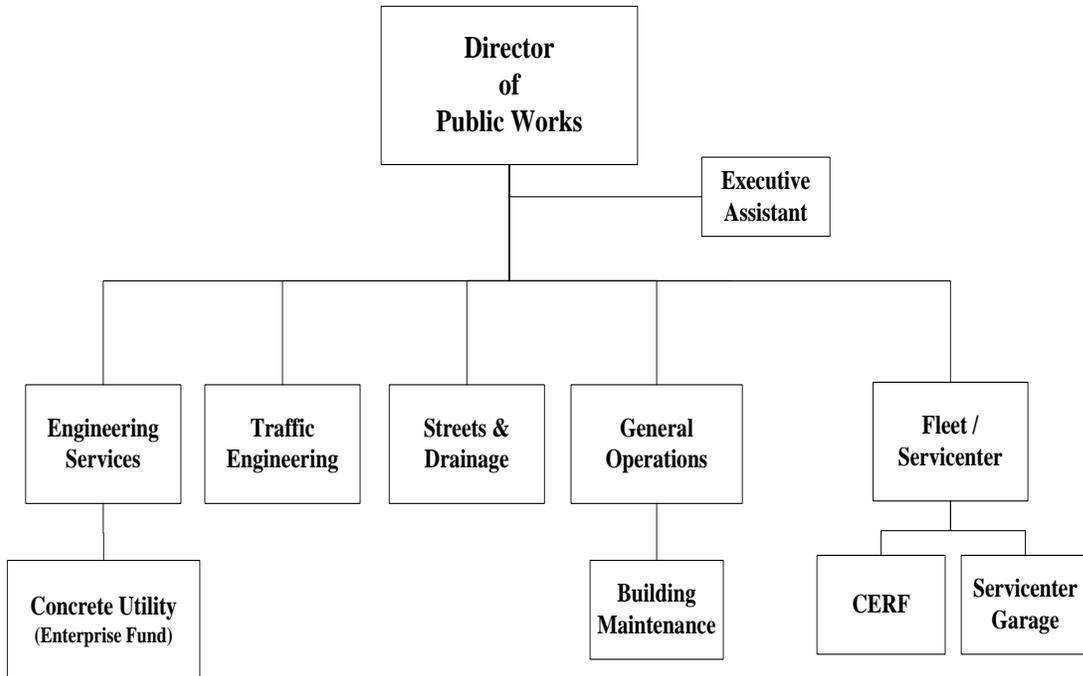
SERVICENTER FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 590,934	\$ 825,982	\$ 902,007	\$ 993,875	\$ 1,217,858	\$ 1,187,203	\$ 1,415,804	\$ 1,171,256
Sources of Funds								
Operating Revenues								
Vehicle maintenance	955,164	920,993	980,146	982,981	1,068,992	1,051,992	1,051,992	1,047,684
Building rentals	337,350	404,820	413,248	413,248	454,133	454,133	454,133	454,133
Direct charges	644,702	712,794	805,045	992,719	942,844	1,037,294	1,037,294	1,061,675
Interest and Other	19,169	19,682	15,028	14,726	2,740	17,741	17,741	17,741
Total Operating Revenues	1,956,385	2,058,289	2,213,467	2,403,674	2,468,709	2,561,160	2,561,160	2,581,233
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	1,956,385	2,058,289	2,213,467	2,403,674	2,468,709	2,561,160	2,561,160	2,581,233
Uses of Funds								
Operating Expenses								
Servicenter Garage Costs	1,277,504	1,445,325	1,506,150	1,735,397	1,715,743	1,813,339	1,827,441	2,001,109
Servicenter Admin Costs	418,413	327,967	277,906	263,759	339,269	508,040	508,616	530,862
Total Operating Expenses	1,695,917	1,773,292	1,784,056	1,999,156	2,055,012	2,321,379	2,336,057	2,531,971
Capital Acquisitions	25,420	8,972	37,543	80,535	15,751	568,801	69,651	857,651
Other Financing Uses	-	200,000	300,000	100,000	200,000	400,000	400,000	-
Total Uses of Funds	1,721,337	1,982,264	2,121,599	2,179,691	2,270,763	3,290,180	2,805,708	3,389,622
Net Sources(Uses) of Funds	235,048	76,025	91,868	223,983	197,946	(729,020)	(244,548)	(808,389)
Ending Funds Available	\$ 825,982	\$ 902,007	\$ 993,875	\$ 1,217,858	\$ 1,415,804	\$ 458,183	\$ 1,171,256	\$ 362,867
Funds Available Percentage C	39.78%	9.20%	10.18%	22.54%	16.25%	-67.64%	155.63%	-69.02%



Department Public Works
Fund Servicer



← General Fund → Internal Service Funds →

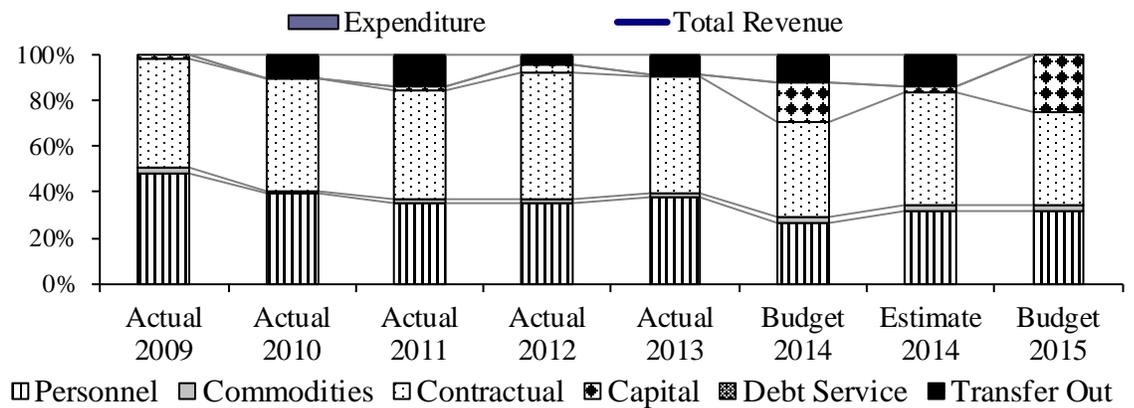
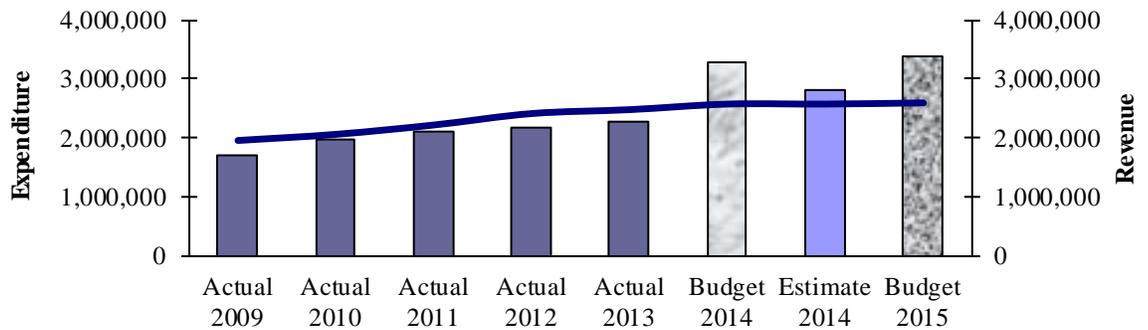
Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> Continued use of flex fueled vehicles in fleet Idle reduction strategies to improve fuel economy Continued use of GPS technology 	<ul style="list-style-type: none"> Implementation of tier 4 diesel engines for off road equipment. Refinement of synthetic oil program
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Implementation of GPS program for Public Works, Police, Fire, and WWT. Continuation of flex fueled vehicles in City Fleet Upgrade of software systems to be Window 7 compliant 	<ul style="list-style-type: none"> GPS program implemented Addition of 16 flex fueled vehicles in fleet. Software systems upgraded to Windows 7

Department Public Works
Fund Servicenter
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,939,817	2,044,367	2,199,747	2,390,422	2,463,414	2,547,619	2,547,619	2,567,692
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	13,852	7,097	8,899	8,334	(2,886)	9,578	9,578	9,578
Other	2,717	6,824	4,820	4,918	8,181	3,963	3,963	3,963
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,956,386	2,058,288	2,213,466	2,403,674	2,468,709	2,561,160	2,561,160	2,581,233
Percent Change		5.21%	7.54%	8.59%	2.71%	3.74%	0.00%	0.78%
Expenditure								
Personnel	832,888	774,849	754,423	769,041	858,698	883,980	897,476	1,065,714
Commodities	38,312	31,850	34,758	41,546	36,781	65,891	67,973	93,313
Contractual	824,717	966,592	994,874	1,188,569	1,159,533	1,371,508	1,370,608	1,372,944
Capital	25,421	8,972	37,543	80,535	15,751	568,801	69,651	857,651
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	200,000	300,000	100,000	200,000	400,000	400,000	-
Total Expenditure	1,721,338	1,982,263	2,121,598	2,179,691	2,270,763	3,290,180	2,805,708	3,389,622
Percent Change		15.16%	7.03%	2.74%	4.18%	44.89%	-14.72%	20.81%
Employees FTE	11.300	9.923	9.850	10.000	10.000	10.000	9.000	11.000
Percent Change FTE		-12.19%	-0.74%	1.52%	0.00%	0.00%	-10.00%	22.22%



Department Public Works

Fund Servicenter

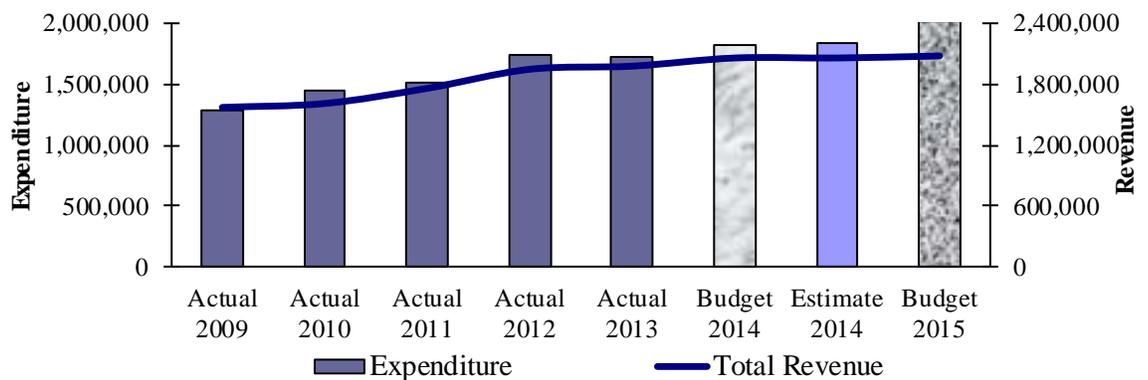
Division Garage

Account 61.1007

Description Provide quality, value-driven services to all our customers and user departments. Service, repair, purchase and dispose of replaced vehicles in a fleet of approximately 345 pieces of equipment. Perform preventative maintenance service and repair of vehicles as determined by maintenance inspection or as requested. Manage fuel and oil inventory accounts. Administer all operating functions and programs in the Servicenter Garage. Warehouse parts and supplies for all City departments, particularly for rolling stock.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,572,339	1,609,894	1,758,160	1,944,478	1,972,571	2,057,486	2,057,486	2,077,559
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	1,562	2,198	2,390	2,991	5,575	827	827	827
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,573,901	1,612,092	1,760,550	1,947,469	1,978,146	2,058,313	2,058,313	2,078,386
Percent Change		2.43%	9.21%	10.62%	1.58%	4.05%	0.00%	0.98%
Expenditure								
Personnel	634,312	668,652	645,427	662,971	690,034	715,210	728,706	897,866
Commodities	12,375	18,573	20,105	26,133	24,642	25,408	26,914	30,336
Contractual	630,817	758,099	840,618	1,046,293	1,001,067	1,072,721	1,071,821	1,072,907
Capital	6,801	6,801	6,801	6,801	6,801	6,801	6,801	6,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,284,305	1,452,125	1,512,951	1,742,198	1,722,544	1,820,140	1,834,242	2,007,910
Percent Change		13.07%	4.19%	15.15%	-1.13%	5.67%	0.77%	9.47%
Employees FTE	9,000	8,931	8,865	9,000	9,000	9,000	8,000	10,000
Percent Change FTE		-0.77%	-0.74%	1.52%	0.00%	0.00%	-11.11%	25.00%



Department Public Works

Fund Servicenter

Division Garage

Account 61.1007

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use. 2. Provide fleet maintenance and replacement	1. Purchase vehicles that are capable of operating on both Unleaded and E-85 fuel. Convert unleaded tank to E-85. 2. Utilize current programs and processes.
A City that is safe, clean, healthy and attractive	3. Provide maintenance and repair of emergency vehicles 4. Provide fuel and billing for ART Shuttle	3. Utilize fleet program and process. 4. Providing service at City facilities-Servicenter.
A progressive City that provides responsive and cost efficient services	5. Utilize cost effective fleet replacement processes 6. Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles) 7. Supply Fleet asset management to Enterprise Fund 8. Provide Fleet Service 24/7. Provide manufacture and aftermarket training on new vehicles to properly maintain fleet	5. Utilizing funding in CERF program and fleet policies for replacement criteria. 6. Use of manufacturer's recommendations when developing standards. 7. Currently providing service to Enterprise Funds. 8. Mechanics are on-call 24 hours per day, seven days a week. Mechanics receive at least 30 hours of training per year.
A City that is business-friendly and economically diverse	9. Provide out-sourcing to local businesses for outside garage work as necessary 10. Affix City logo and description on all City vehicles	9. Contract with local businesses for work not performed in-house (body work, glass work, hydraulic hose and cylinder repair, etc.) 10. Apply decals on all City vehicles as necessary.
A City that provides diverse cultural, recreational and entertainment opportunities	11. Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs	11. Covered in number 8 above.

Department Public Works
Fund Servicenter
Division Garage
Account 61.1007

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
The ServiCenter Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment. The expected result is well maintained and safe vehicles.								
FTE's Total- (Mechanics)	1-11	8 (5)	9(5)	9(5)	9 (5)	9 (5)	9 (5)	9 (5)
City of Englewood Fleet size	1-11	347	333	333	333	338	338	338
City of Sheridan Fleet Size	1-11	53	53	53	53	55	55	55
Cherry Hills Fleet Size	1-11	54	54	57	57	60	60	60
Mechanic to Vehicle ratio	1-11	90.8	88.6	88.6	88.6	90.8	90.8	90.8
Average Fleet Availability	1-11	96.45%	96.14%	97.26%	96.74%	96.86%	96.86%	97.34%
Average Age of Fleet	1-11	8.84	8.91	8.83	9.22	9.31	9.31	9.57
National Avg. Mech. to Vehicle ratio-multi class fleet	1-11	58	58	58	58	58	58	58

Department Public Works

Fund Servicenter

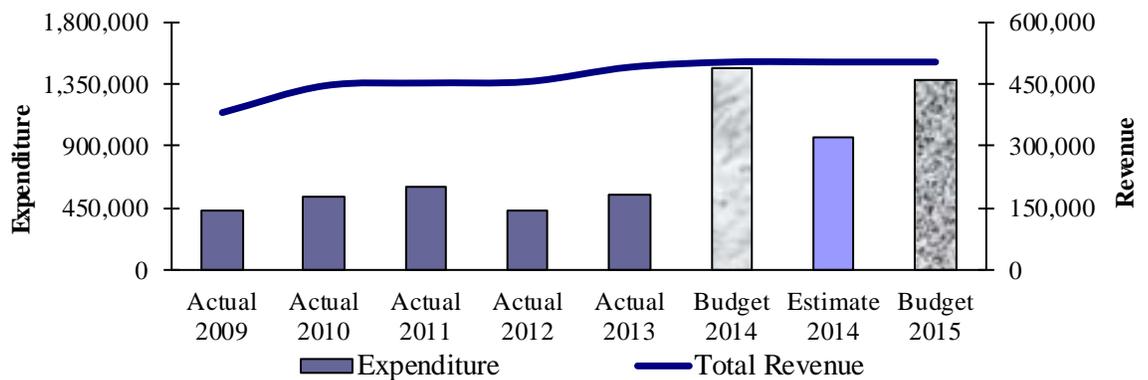
Division Administration

Account 61.1008

Description The Servicenter facility provides office space, interior maintenance and storage space, and exterior material and vehicle storage for City Departments. Revenue is based upon allocation of associated costs to user departments.

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	367,478	434,473	441,587	445,944	490,843	490,133	490,133	490,133
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	13,852	7,097	8,899	8,334	(2,886)	9,578	9,578	9,578
Other	1,155	4,626	2,430	1,927	2,606	3,136	3,136	3,136
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	382,485	446,196	452,916	456,205	490,563	502,847	502,847	502,847
Percent Change		16.66%	1.51%	0.73%	7.53%	2.50%	0.00%	0.00%
Expenditure								
Personnel	198,576	106,197	108,996	106,070	168,664	168,770	168,770	167,848
Commodities	25,937	13,277	14,653	15,413	12,139	40,483	41,059	62,977
Contractual	193,900	208,493	154,256	142,276	158,466	298,787	298,787	300,037
Capital	18,620	2,171	30,742	73,734	8,950	562,000	62,850	850,850
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	200,000	300,000	100,000	200,000	400,000	400,000	-
Total Expenditure	437,033	530,138	608,647	437,493	548,219	1,470,040	971,466	1,381,712
Percent Change		21.30%	14.81%	-28.12%	25.31%	168.15%	-33.92%	42.23%
Employees FTE	2.300	0.992	0.985	1.000	1.000	1.000	1.000	1.000
Percent Change FTE		-56.86%	-0.74%	1.52%	0.00%	0.00%	0.00%	0.00%



Department Public Works

Fund Servicenter

Division Administration

Account 61.1008

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none">1. Provide storage/work areas2. Centralized maintenance staging areas3. Provide central communication and support for maintenance operations	Maintain storage and maintenance buildings for Public Works, Utilities, Parks and Safety Services departments of Police and Fire.
A City that is safe, clean, healthy and attractive	<ol style="list-style-type: none">4. Provide site for hazardous household drop off program5. Provide site for citizen mulch pickup6. Provide dumpsters for illegal trash and debris pickup7. Maintain compliance and certifications on fuel storage and distribution	ServiCenter site used for household drop off. Mulch area provided for public pickup.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
The Servicenter Admin. Group provides general maintenance support and storage space for departments within the City of Englewood. The result is adequate and usable space for storage and maintenance.								
Support mtce. operations		238,457	223,942	387,302	420,702	420,702	420,702	420,702

Department Public Works

Fund Servicenter

Revenue Item Vehicle Maintenance

Account / Source 61.1007.39101 / Charges for Services

Authorization Policy

Description Interdepartmental charges for scheduled maintenance of vehicles.

Fee Schedule Based on the type and number of vehicles. A list of charges is maintained by the Fleet Manager.

Date Last Changed Fees are reviewed annually.

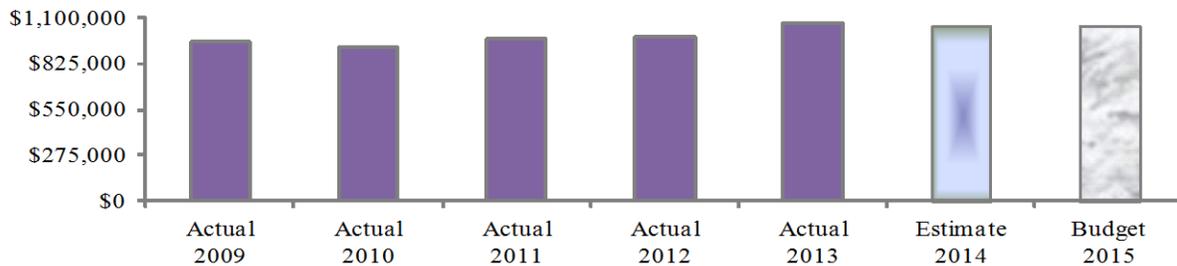
Previous Fee Schedule 2000

Formula Method Vehicles X rate = revenue

Projection Method Estimate based on prior experience.

Comments New acquisitions are required to be placed in this program until their scheduled replacement.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 955,164	\$ 920,993	\$ 980,146	\$ 982,981	\$ 1,068,991	\$ 1,051,992	\$ 1,047,684
% Change	-0.75%	-3.58%	6.42%	0.29%	8.75%	-1.59%	-0.41%



Department Public Works

Fund Servicenter

Revenue Item Garage Charges

Account / Source 61.1007.39111 / Charges for Services

Authorization Policy

Description Fees charged for non-scheduled maintenance and repair, and on older vehicles no longer in the scheduled maintenance program.

Fee Schedule Per hour rate determined by type and age of vehicle.

Date Last Changed Reviewed annually. A list of rates is maintained by the Fleet Manager.

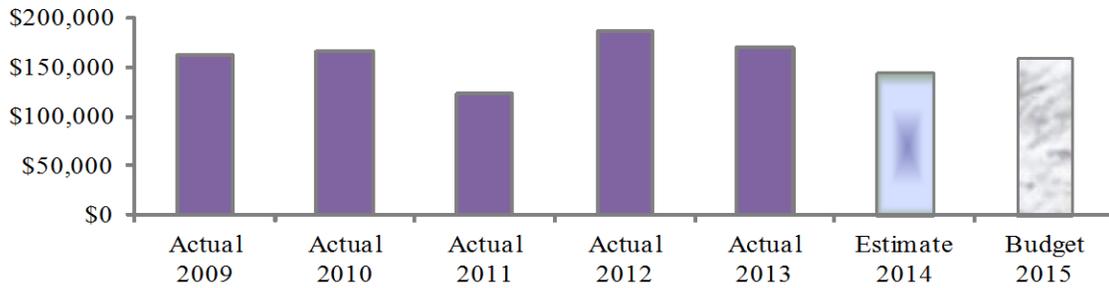
Previous Fee Schedule 2000

Formula Method N/A

Projection Method Estimate based on prior experience.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 163,085	\$ 166,449	\$ 122,535	\$ 187,097	\$ 169,168	\$ 145,000	\$ 160,000
% Change	21.48%	2.06%	-26.38%	52.69%	-9.58%	-14.29%	10.34%



Department Public Works

Fund Servicenter

Revenue Item Fuel Service Charge

Account / Source 61.1007.39113 / Charges for Services

Authorization Policy

Description Charge for vehicle fuel.

Fee Schedule At estimated replacement cost.

Date Last Changed N/A

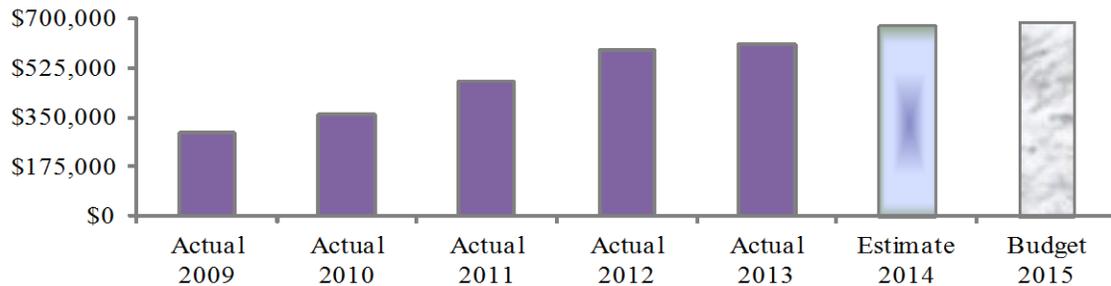
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous usage and knowledge of fleet additions or deletions.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 295,223	\$ 361,751	\$ 479,496	\$ 588,294	\$ 604,988	\$ 677,957	\$ 687,338
% Change	-44.10%	22.54%	32.55%	22.69%	2.84%	12.06%	1.38%



Department Public Works

Fund Servicenter

Revenue Item Outside Garage Service

Account / Source 61.1007.39114 / Charges for Services

Authorization Policy

Description Contracts with various entities to provide fleet maintenance

Fee Schedule Sheridan \$68.00/hour MFTC \$68.00/hour

Lions \$68.00/hour Cherry Hills \$68.00/hour

Date Last Changed 2005

Previous Fee Schedule Sheridan \$64.40/hour MFTC \$64.40/hour

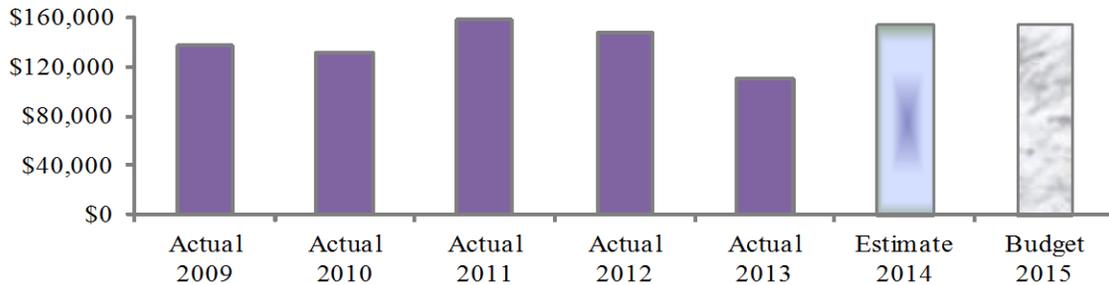
Lions \$64.40/hour Cherry Hills \$49.32/hour

Formula Method N/A

Projection Method Estimate based on prior years

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 137,225	\$ 131,969	\$ 158,514	\$ 147,682	\$ 111,055	\$ 154,837	\$ 154,837
% Change	-11.62%	-3.83%	20.11%	-6.83%	-24.80%	39.42%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Building Rental Fee

Account / Source 61.1008.39121 / Charges for Services

Authorization Policy

Description Rental charged to departments using space in the Servicenter.

Fee Schedule \$9.60 / sq. ft. \$6.00 / sq. ft. Salt dome, open storage Yard storage /.34 per sq. ft.

Date Last Changed 2010

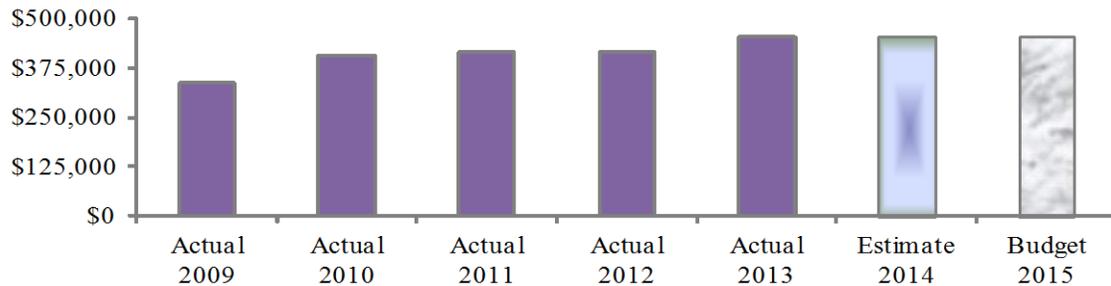
Previous Fee Schedule \$8.00 per square foot building.

Formula Method Charge is allocated annually.

Projection Method Square feet X fee = revenue

Comments 2009 increase 95%, estimated 2009 revenue \$337,350.00

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 337,350	\$ 404,820	\$ 413,248	\$ 413,248	\$ 454,133	\$ 454,133	\$ 454,133
% Change	91.00%	20.00%	2.08%	0.00%	9.89%	0.00%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Central Stores

Account / Source 61.1008.39122 / Charges for Services

Authorization Policy

Description Charges for non-automotive items. Central Stores maintains an inventory of frequently needed items such as gloves and safety vests.

Fee Schedule Cost plus 30%

Date Last Changed N/A

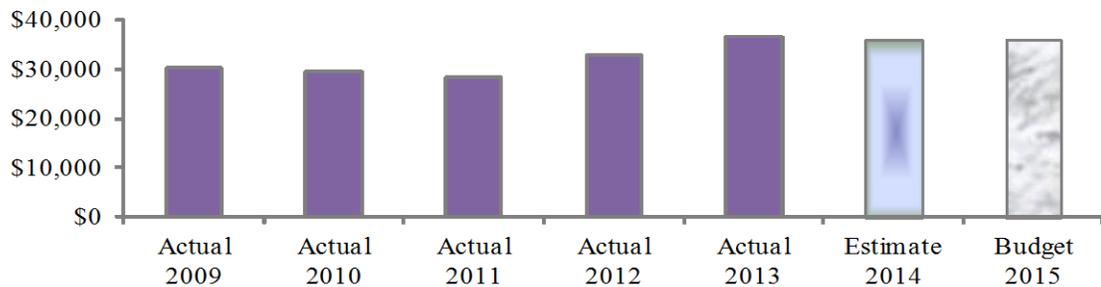
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on historical revenues.

Comments N/A

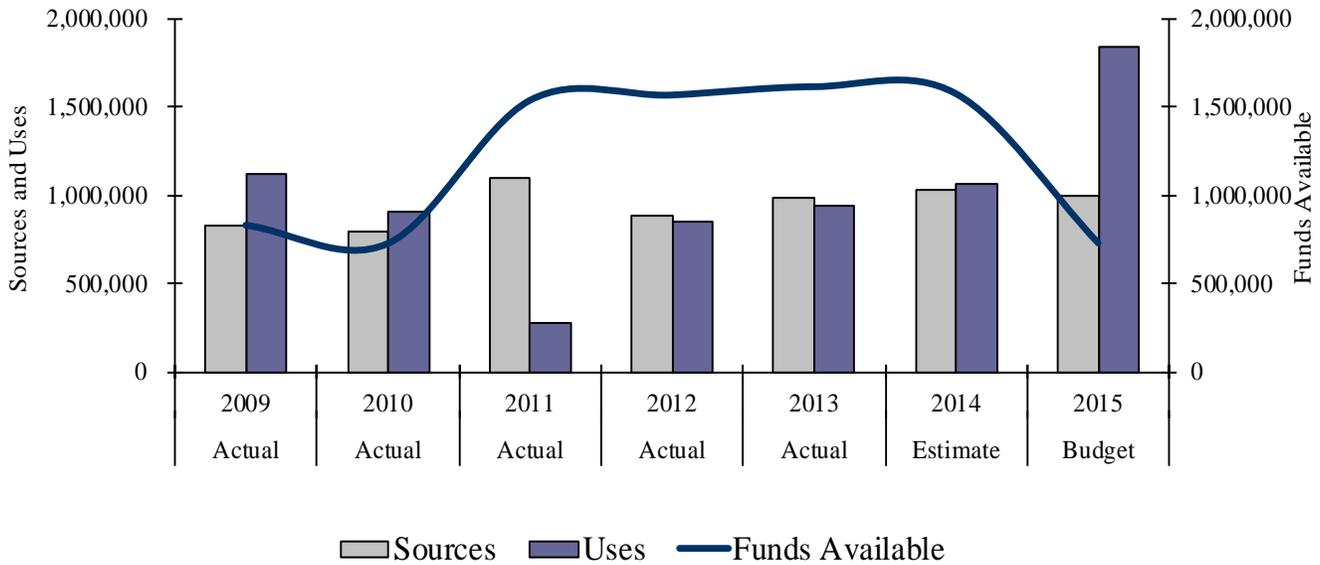
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 30,128	\$ 29,653	\$ 28,339	\$ 32,696	\$ 36,710	\$ 36,000	\$ 36,000
% Change	-17.09%	-1.58%	-4.43%	15.37%	12.28%	-1.93%	0.00%



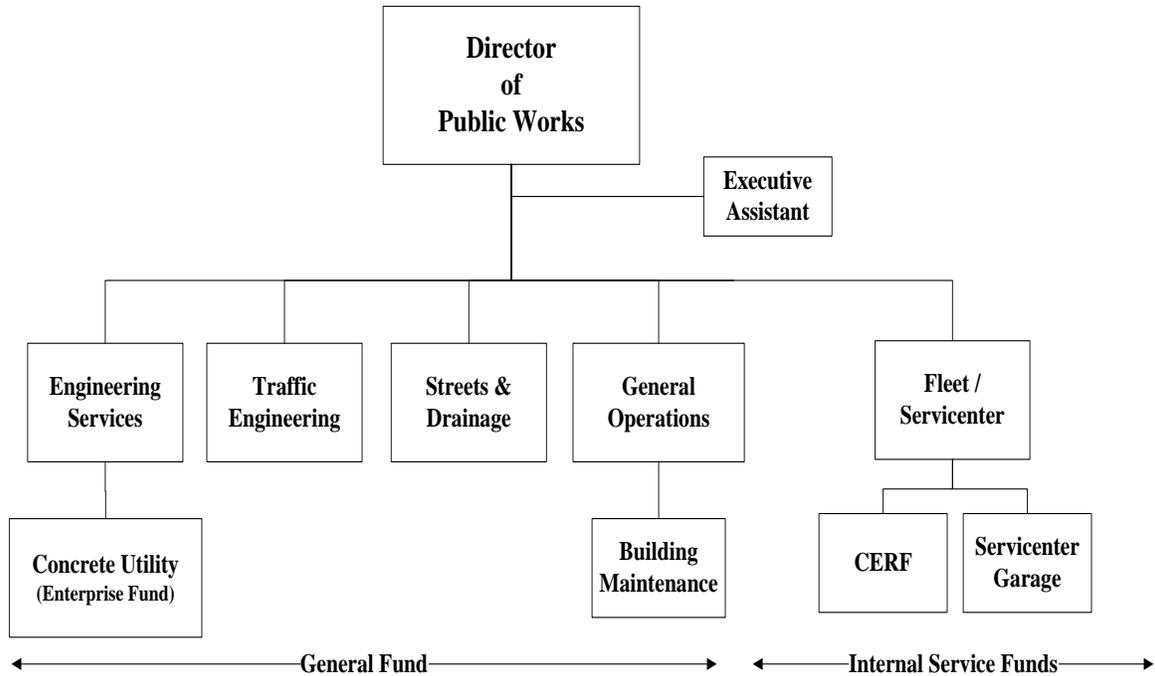
CAPITAL EQUIPMENT REPLACEMENT FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Actual</i>	2014 <i>Adopted Budget</i>	2014 <i>Estimated Actual</i>	2015 <i>Adopted Budget</i>
Beginning Funds Available	\$1,118,319	\$ 832,459	\$ 728,781	\$1,538,025	\$1,568,208	\$1,658,730	\$1,615,138	\$1,575,032
Sources of Funds								
Operating Revenues								
CERF Charges	662,729	682,839	704,277	722,415	770,494	823,394	823,394	871,500
Interest and Other	165,527	113,980	90,177	159,523	211,857	103,500	103,500	126,500
Total Operating Revenues	828,256	796,819	794,454	881,938	982,351	926,894	926,894	998,000
Other Financing Sources	-	-	295,465	-	-	100,000	100,000	-
Total Sources of Funds	828,256	796,819	1,089,919	881,938	982,351	1,026,894	1,026,894	998,000
Uses of Funds								
Operating Expenses								
Operating Costs	40,430	10,757	6,542	20,139	18,946	22,614	22,614	22,614
Total Operating Costs	40,430	10,757	6,542	20,139	18,946	22,614	22,614	22,614
Capital Acquisitions	1,073,686	443,263	274,133	831,616	916,475	1,737,452	1,044,386	1,818,835
Other Financing Uses	-	446,477	-	-	-	-	-	-
Total Uses of Funds	1,114,116	900,497	280,675	851,755	935,421	1,760,066	1,067,000	1,841,449
Net Sources(Uses) of Funds	(285,860)	(103,678)	809,244	30,183	46,930	(733,172)	(40,106)	(843,449)
Ending Funds Available	\$ 832,459	\$ 728,781	\$1,538,025	\$1,568,208	\$1,615,138	\$ 925,558	\$1,575,032	\$ 731,583
Funds Available Percentage Change	-25.56%	-12.45%	111.04%	1.96%	2.99%	-42.69%	70.17%	-53.55%



Department Public Works
Fund Capital Equipment Replacement



Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.**

2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
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| • | • |
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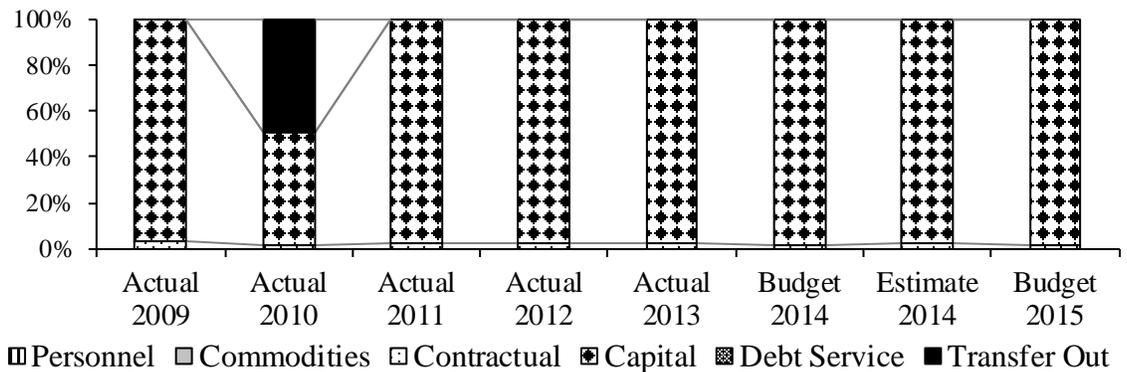
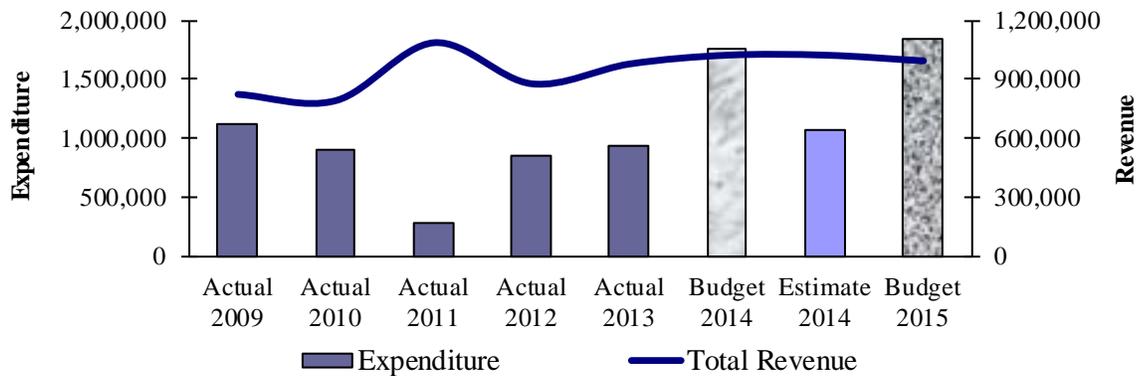
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
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- | | |
|---|---|
| <ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. • Continue to explore hybrid and electric vehicle options for fleet vehicles.. | • |
|---|---|

Department Public Works
Fund Capital Equipment Replacement

History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	662,729	682,839	704,277	722,415	770,494	823,394	823,394	871,500
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	20,401	6,937	9,649	11,289	(2,793)	21,500	21,500	21,500
Other	145,126	107,043	80,529	148,233	114,650	82,000	82,000	105,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	295,465	-	100,000	100,000	100,000	-
Total Revenue	828,256	796,819	1,089,920	881,937	982,351	1,026,894	1,026,894	998,000
Percent Change		-3.80%	36.78%	-19.08%	11.39%	4.53%	0.00%	-2.81%
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	40,430	10,757	6,542	20,139	18,946	22,614	22,614	22,614
Capital	1,073,686	443,263	274,133	831,616	916,475	1,737,452	1,044,386	1,818,835
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	446,477	-	-	-	-	-	-
Total Expenditure	1,114,116	900,497	280,675	851,755	935,421	1,760,066	1,067,000	1,841,449
Percent Change		-19.17%	-68.83%	203.47%	9.82%	88.16%	-39.38%	72.58%
Employees FTE	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Percent Change FTE		----	----	----	----	----	----	----



Department Public Works
Fund Capital Equipment Replacement
Division Administration
Account 62.1001

Description The Capital Equipment Replacement fund accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

2015 Capital Equipment Replacement List

Unit Number	Year/Make/Model	Life Exp. Months	Estimated Replacement
0415	1992 CHEVROLET C3500	216	57,718.24
0416	1992 YALE FORKLIFT	216	34,232.40
1403	2003 CHEVROLET C2500	84	28,686.05
1416	2006 FREIGHTLINER M2106	120	164,926.26
1417	2006 CHEVROLET TRAILBLAZER	96	26,616.04
1422	2007 CHEVROLET SILVERADO 1500	84	19,051.91
1423	2007 CHEVROLET TRAILBLAZER	96	28,830.75
1427	2008 FREIGHTLINER M2106	96	105,229.80
1431	2008 CHEVROLET SILVERADO 2500	84	24,881.23
2369	2001 FORD F150	120	33,362.43
2554	1999 PLYMOUTH VOYAGER	144	24,945.31
3048	1996 INGERSOLL AIR COMP.	156	17,577.73
3055	2002 HONDA TRX500FA2	132	10,261.35
3229	2001 VOLVO L50D LOADR	156	116,801.70
3230	2002 VOLVO G720	156	184,395.68
3307	2005 CRAFTCO SS2500	120	54,696.45
3310	2006 SUPERIOR TRAILER	84	6,179.30
3311	2006 DYNAPAC CC800	84	28,169.80
3312	2007 CHEVROLET TRAILBLAZER	96	26,889.75
3313	2007 FORD F150	96	23,473.59
5160	1990 VERMEER V430A TRCH	252	37,560.23
5219	2002 JOHN DEERE 4610	156	43,631.33
5224	2003 DAKOTA TURF TENDER 420	144	30,419.61
5230	2006 THOMAS 081PN	120	141,427.38
5231	2005 GOSHEN GCII	120	80,193.66
5234	2006 TORO Z597	60	13,624.17
5235	2006 GMC 2500HD	84	21,474.99
5237	2006 POLARIS RANGER	60	8,072.02
5238	2006 DODGE DAKOTA	84	20,362.78
5242	2007 DODGE RAM 3500	84	26,962.68
5244	2008 FORD F250	84	30,023.49
5248	2008 CHEVROLET COLORADO	84	20,317.23
5251	2008 CHEVROLET 2500HD	84	23,881.63
5254	2009 KUBOTA F3680	60	21,828.39
6471	1993 CHEVROLET K2500	240	29,666.54
6479	1997 FORD TAURUS	192	25,917.09
6503	2008 CHEVROLET SILVERADO 2500	84	47,323.01
7382	2003 GMC YUKON	84	37,116.65
7418	2008 CHEVROLET IMPALA	84	19,036.72
7439	2011 FORD CROWN VICTORIA	48	34,892.16
7901	2000 JOHN DEERE 4600	156	42,659.50
7974	2010 JACOBSEN LF3400	60	45,517.83
Total Estimated Cost			<u>\$ 1,818,834.88</u>

Department Public Works
Fund Capital Equipment Replacement
Division Administration
Account 62.1001

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	1.
	2.	2.
	3.	3.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
<hr/>								
<hr/>								

Department Public Works
Fund Capital Equipment Replacement

Revenue Item Interdepartmental Service Charge

Account / Source 62.1001.39201 / Charges for Services

Authorization Policy

Description Charges to departments for the replacement of capital equipment and vehicles.

Fee Schedule Based on assessment of estimated useful life and replacement cost of equipment.

Date Last Changed N/A

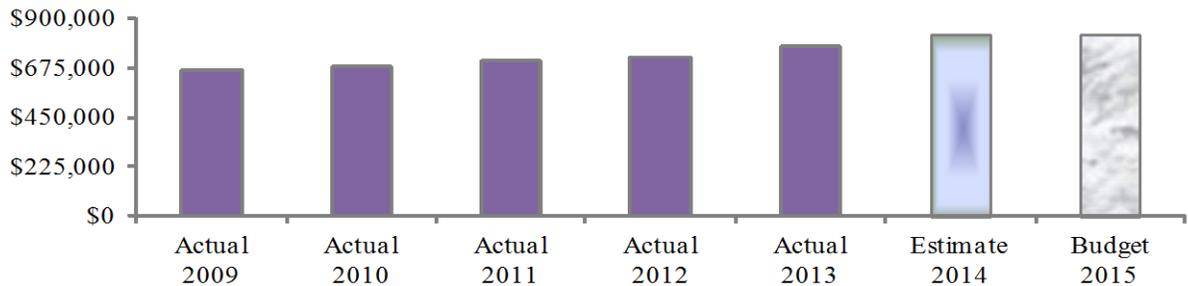
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Based on assessment of estimated useful life and replacement cost of equipment.

Comments N/A

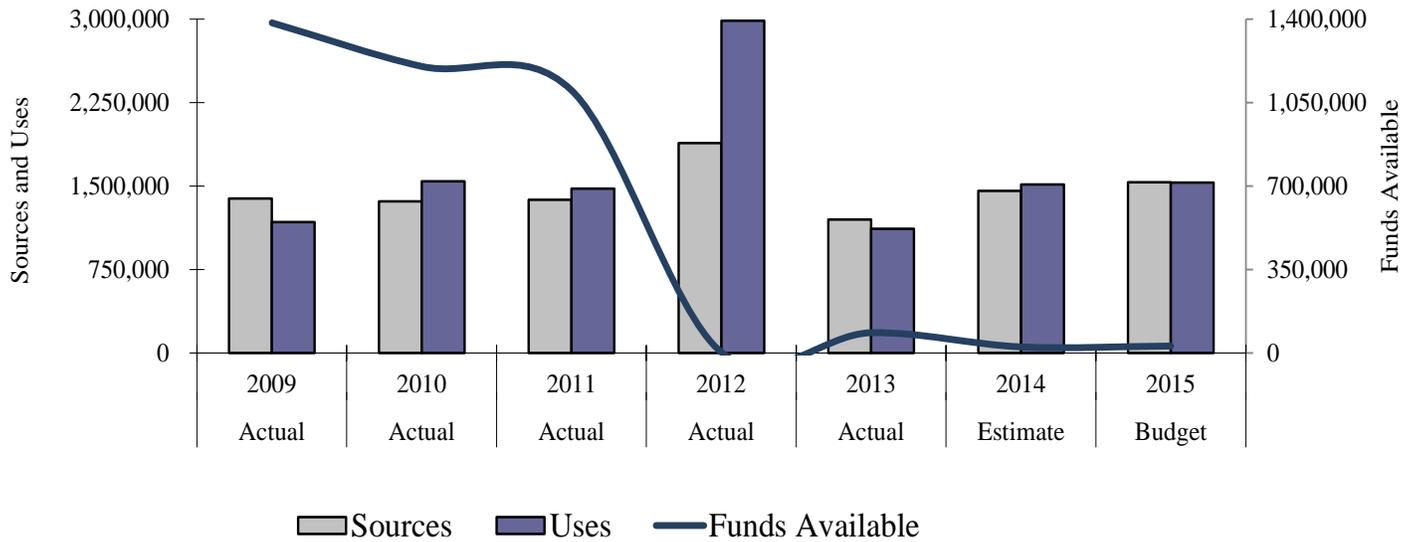
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 662,729	\$ 682,839	\$ 704,277	\$ 722,415	\$ 770,494	\$ 823,394	\$ 823,394
% Change	2.65%	3.03%	3.14%	2.58%	6.66%	6.87%	0.00%



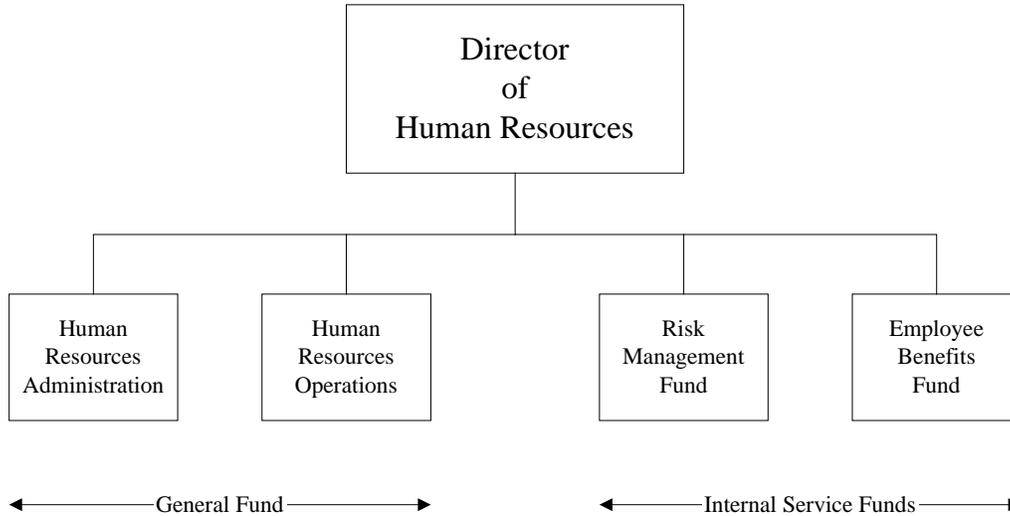
RISK MANAGEMENT FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 1,174,682	\$ 1,384,702	\$ 1,201,929	\$ 1,101,326	\$ 3,735	\$ 316,137	\$ 85,748	\$ 26,288
Sources of Funds								
Operating Revenues								
Intergovernmental service charges:								
Property and liability	831,074	831,304	848,938	755,842	724,612	764,607	777,852	792,244
Workers' Compensation	514,103	514,103	507,197	406,182	476,555	661,247	661,247	726,413
Other	41,920	16,321	19,851	10,320	(2,748)	16,911	16,911	16,910
Total Operating Revenues	1,387,097	1,361,728	1,375,986	1,172,344	1,198,419	1,442,765	1,456,010	1,535,568
Other Financing Sources	-	-	-	715,000	-	-	-	-
Total Sources of Funds	1,387,097	1,361,728	1,375,986	1,887,344	1,198,419	1,442,765	1,456,010	1,535,568
Uses of Funds								
Operating Expenses								
Property and liability	488,241	521,792	731,898	776,970	789,857	782,342	790,456	828,218
Workers' Compensation	688,836	572,709	198,691	1,281,965	326,549	661,432	725,014	703,681
Total Operating Expenses	1,177,077	1,094,501	930,589	2,058,935	1,116,406	1,443,774	1,515,470	1,531,899
Other Financing Uses	-	450,000	546,000	926,000	-	-	-	-
Total Uses of Funds	1,177,077	1,544,501	1,476,589	2,984,935	1,116,406	1,443,774	1,515,470	1,531,899
Net Sources(Uses) of Funds	210,020	(182,773)	(100,603)	(1,097,591)	82,013	(1,009)	(59,460)	3,669
Ending Funds Available	\$ 1,384,702	\$ 1,201,929	\$ 1,101,326	\$ 3,735	\$ 85,748	\$ 315,128	\$ 26,288	\$ 29,957
Funds Available Percentage Change	17.88%	-13.20%	-8.37%	-99.66%	2195.80%	267.50%	-91.66%	13.96%



Department Human Resources
Fund Risk Management



Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

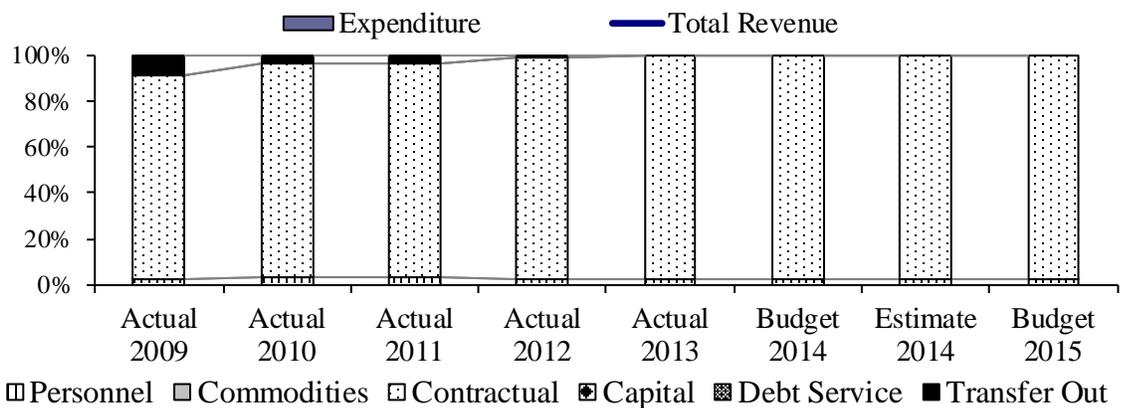
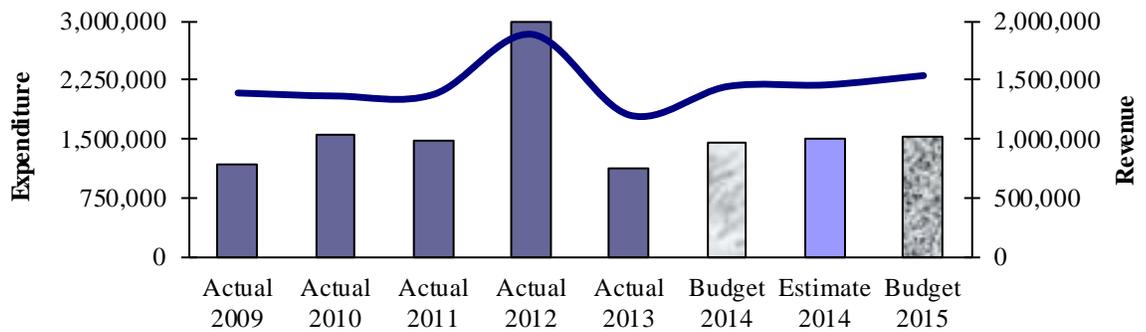
2014 Major Department Initiatives Planned	2015 Major Department Initiatives Planned
<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury by eliminating and/or reducing risks 	<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury by eliminating and/or reducing risks
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Reduced 2013 WC claims by 43% over previous two years. Reduced claim severity by 80% over previous two years Lost time claims reduced by 70% Received CIRSA Workers' Compensation Loss Prevention award for outstanding accomplishment in management of a successful loss control program in 2013.

Department Human Resources

Fund Risk Management

History and Budget Ensure safety programs result in prevention of employee injury by eliminating and/or reducing risks

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,345,177	1,345,407	1,356,135	1,162,024	1,201,167	1,425,854	1,439,099	1,518,657
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	41,920	16,322	19,851	10,320	(2,748)	15,500	15,500	15,500
Other	-	-	-	-	-	1,411	1,411	1,411
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	715,000	-	-	-	-
Total Revenue	1,387,097	1,361,729	1,375,986	1,887,344	1,198,419	1,442,765	1,456,010	1,535,568
Percent Change		-1.83%	1.05%	37.16%	-36.50%	20.39%	0.92%	5.46%
Expenditure								
Personnel	115,026	113,644	121,497	132,743	144,797	145,647	144,944	148,955
Commodities	2,056	2,021	3,141	3,188	729	20,000	20,000	20,000
Contractual	1,059,995	978,836	805,952	1,923,004	970,880	1,278,127	1,350,526	1,362,944
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	450,000	546,000	926,000	-	-	-	-
Total Expenditure	1,177,077	1,544,501	1,476,590	2,984,935	1,116,406	1,443,774	1,515,470	1,531,899
Percent Change		31.21%	-4.40%	102.15%	-62.60%	29.32%	4.97%	1.08%
Employees FTE	1.400	1.302	1.970	1.500	1.500	1.500	1.500	1.500
Percent Change FTE		-6.97%	51.26%	-23.86%	0.00%	0.00%	0.00%	0.00%



Department Human Resources

Fund Risk Management

Division Property and Liability and Workers' Compensation

Account 63.0503 Property and Liability and 63.0504 Workers' Compensation

Description Administers the insurance for Workers' Compensation, Property and Liability coverage.

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure.	1. Ensure adequate cost effective property insurances are maintained for all City assets	Property inspections completed at least twice per year.
A City that is safe, clean, healthy and attractive.	2. Evaluate and address potential risks to citizens at City facilities and City sponsored programs with goal of eliminating, reducing or financing these risks using the most cost effective approach.	Routine inspections are completed as well as those initiated in response to potential hazards.
A progressive City that provides responsive and cost efficient services	3. Ensure safety programs result in prevention of employee injury.	Actively participate with the Pool (CIRSA) which involves meeting the loss control standards that have been set up for the organization as a whole as well as individual departments.
A City that provides diverse cultural, recreational and entertainment opportunities.	4. Ensure risks related to city recreational and cultural events are identified and addressed with appropriate risk financing and insurance coverage. 5. Ensure that special events and public art are evaluated for property and liability purposes.	Risks evaluated through inspections , loss control standards are set, yearly audits performed and certificates of insurance secured.

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Human Resources

Fund Risk Management

Revenue Item Property & Liability Insurance Charge

Account / Source 63.0503.39311 / Charges for Services

Authorization Policy

Description Departmental charges for P & L insurance.

Fee Schedule Based on premiums.

Date Last Changed Annually

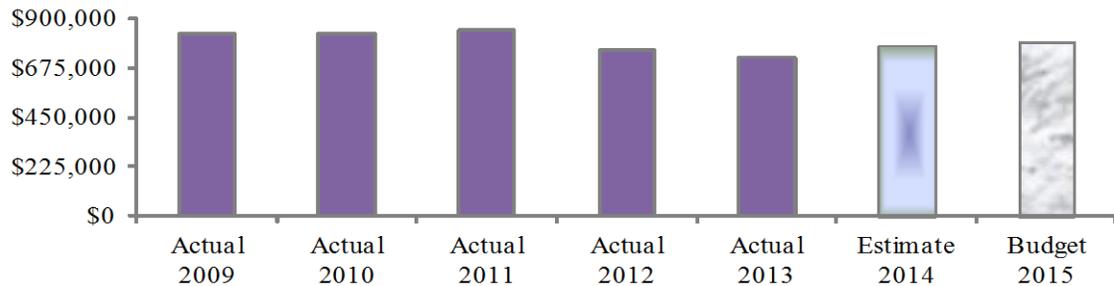
Previous Fee Schedule N/A

Formula Method Allocated to departments based # of employees, # of drivers, Sq Ft. and experience

Projection Method Use actual premiums to allocate.

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 831,074	\$ 831,304	\$ 848,938	\$ 755,842	\$ 724,612	\$ 777,852	\$ 792,244
% Change	7.78%	0.03%	2.12%	-10.97%	-4.13%	7.35%	1.85%



Department Human Resources

Fund Risk Management

Revenue Item Workers' Compensation Premium Charge

Account / Source 63.0504.39321 / Charges for Services

Authorization Policy

Description Departmental premiums for Workers' Compensation insurance.

Fee Schedule Based on premiums

Date Last Changed Annually

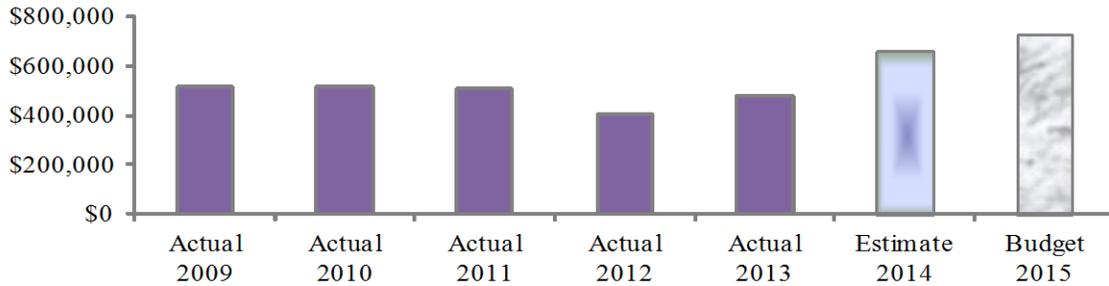
Previous Fee Schedule N/A

Formula Method Allocated to departments based on risk, number of employees and experience.

Projection Method Use actual premiums to allocate.

Comments N/A

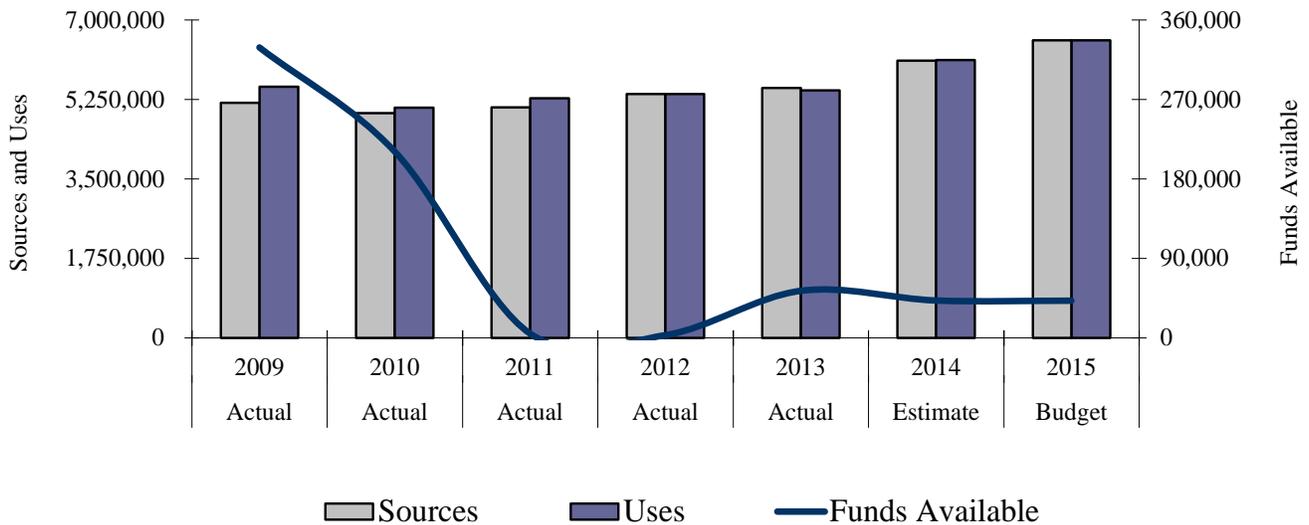
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 514,103	\$ 514,103	\$ 507,197	\$ 406,182	\$ 476,555	\$ 661,247	\$ 726,413
% Change	-1.63%	0.00%	-1.34%	-19.92%	17.33%	38.76%	9.86%



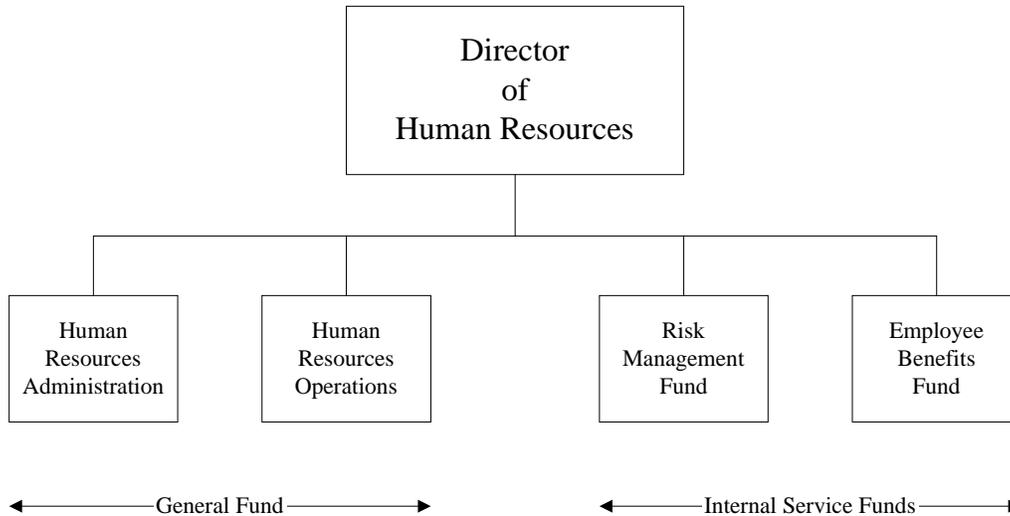
EMPLOYEE BENEFITS FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget
Beginning Funds Available	\$ 680,395	\$ 328,735	\$ 210,918	\$ 4,936	\$ 3,152	\$ 1,961	\$ 53,304	\$ 42,335
Sources of Funds								
Operating Revenues								
Departmental Charges:								
Medical	4,124,654	3,903,096	4,150,706	4,412,738	4,599,163	5,115,579	5,104,067	5,605,708
Dental	483,080	484,694	424,662	420,801	424,801	417,176	417,176	406,776
Life	61,525	64,825	63,926	61,549	61,837	65,000	65,000	70,000
LTD	82,569	82,290	33,415	30,389	30,155	93,104	55,000	55,000
Administrative fees	356,192	415,445	366,781	363,169	387,356	424,793	424,793	416,242
Other	67,727	625	(1,210)	(1,359)	(153)	(466)	37,879	(225)
Total Operating Revenues	5,175,747	4,950,975	5,038,280	5,287,287	5,503,159	6,115,186	6,103,915	6,553,501
Other Financing Sources	-	-	35,000	80,000	-	-	-	-
Total Sources of Funds	5,175,747	4,950,975	5,073,280	5,367,287	5,503,159	6,115,186	6,103,915	6,553,501
Uses of Funds								
Operating Expenses								
Insurance and claims	4,860,620	4,663,212	4,908,420	5,181,713	5,291,861	5,970,351	5,970,351	6,404,228
Personal services & admin	166,787	205,580	170,842	150,358	161,146	145,647	144,533	149,486
Total Operating Expenses	5,027,407	4,868,792	5,079,262	5,332,071	5,453,007	6,115,998	6,114,884	6,553,714
Other Financing Uses	500,000	200,000	200,000	37,000	-	-	-	-
Total Uses of Funds	5,527,407	5,068,792	5,279,262	5,369,071	5,453,007	6,115,998	6,114,884	6,553,714
Net Sources(Uses) of Funds	(351,660)	(117,817)	(205,982)	(1,784)	50,152	(812)	(10,969)	(213)
Ending Funds Available	\$ 328,735	\$ 210,918	\$ 4,936	\$ 3,152	\$ 53,304	\$ 1,149	\$ 42,335	\$ 42,122
Funds Available Percentage Change	-51.68%	-35.84%	-97.66%	-36.14%	1591.12%	-97.84%	3584.51%	-0.50%



Department Human Resources
Fund Employee Benefits



Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2014 Major Department Initiatives Planned

- Ensure wellness programs result in reducing employee chronic health issues.

2015 Major Department Initiatives Planned

- Ensure wellness programs result in reducing employee chronic health issues.

2013 Major Department Initiatives Planned

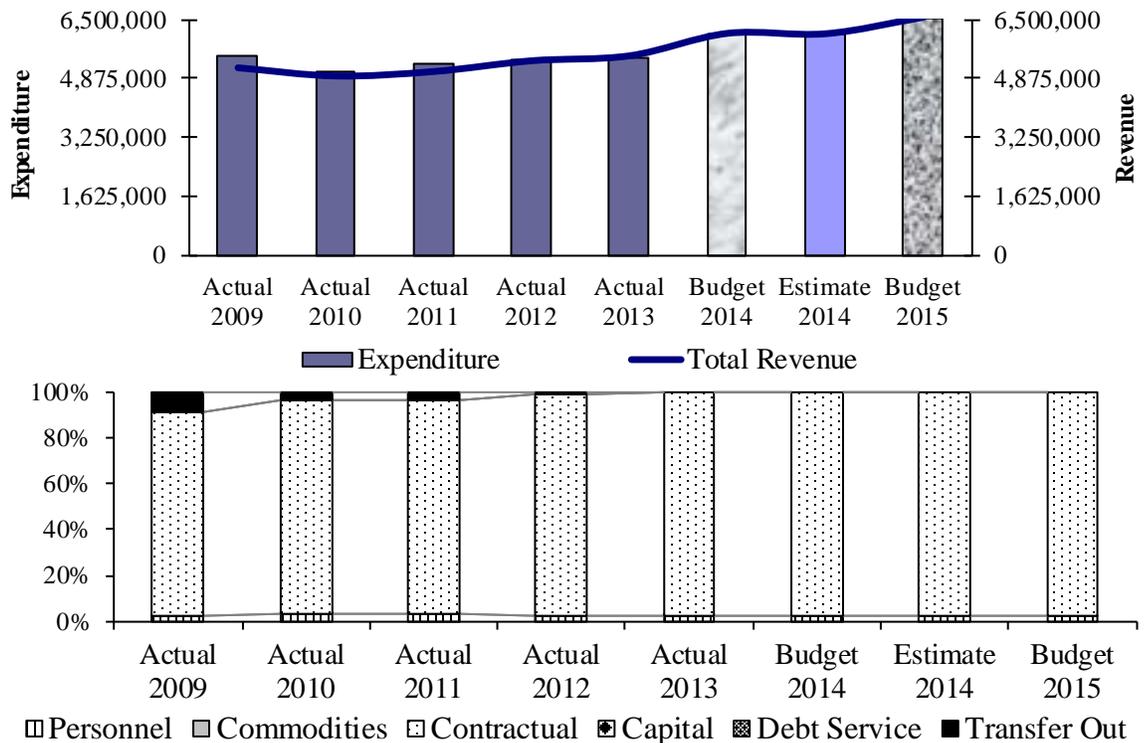
- Ensure wellness programs result in reducing employee chronic health issues.

2013 Major Department Initiatives Accomplished

- Total Health Assessment participation for 2013 was 96% of all benefit eligible employees.
- 3 year average Employee health coverage rate increase has been 8.08%.
- Thrive Across America wellness participation by employees was 57%
- Wellness Counts program participation for 2013 was 44%.

Department Human Resources
Fund Employee Benefits
History and Budget

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	5,175,505	4,950,350	5,039,490	5,288,646	5,503,312	6,115,652	6,104,140	6,553,726
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	243	624	(1,210)	(1,359)	(153)	(466)	(225)	(225)
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	35,000	80,000	-	-	-	-
Total Revenue	5,175,748	4,950,974	5,073,280	5,367,287	5,503,159	6,115,186	6,103,915	6,553,501
Percent Change		-4.34%	2.47%	5.80%	2.53%	11.12%	-0.18%	7.37%
Expenditure								
Personnel	114,649	162,334	158,029	132,226	141,615	145,647	144,533	149,486
Commodities	98	208	-	-	212	-	-	-
Contractual	4,912,660	4,706,250	4,921,233	5,199,845	5,311,180	5,970,351	5,970,351	6,404,228
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	500,000	200,000	200,000	37,000	-	-	-	-
Total Expenditure	5,527,407	5,068,792	5,279,262	5,369,071	5,453,007	6,115,998	6,114,884	6,553,714
Percent Change		-8.30%	4.15%	1.70%	1.56%	12.16%	-0.02%	7.18%
Employees FTE	1.400	1.302	1.970	1.500	1.500	1.500	1.500	1.500
Percent Change FTE		-6.97%	51.26%	-23.86%	0.00%	0.00%	0.00%	0.00%



Department Human Resources
Fund Employee Benefits
Division Employee Benefits
Account 64.0505

Description Administers the employees' benefit plans that include in part insurance for health, dental, vision, short and long-term disability, and counseling services.

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Ensure wellness programs result in prevention of employee illness/injury.	Through effective wellness program in 2013 we were able to reduce our loss ratio from 135.7% in 2012 to 111.9% in 2013

Performance Measure	Goals / Activities Measured	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget

Department Human Resources

Fund Employee Benefits

Revenue Item Medical Insurance Premiums

Account/ Source 64.0505.39411 and 64.0505.39413 / Charges for Services

Authorization Policy

Description Premiums charged to departments for the City-paid portion of health insurance (39411) and COBRA payments from former employees (39413).

Fee Schedule See schedule on next page.

Date Last Changed January, 2012

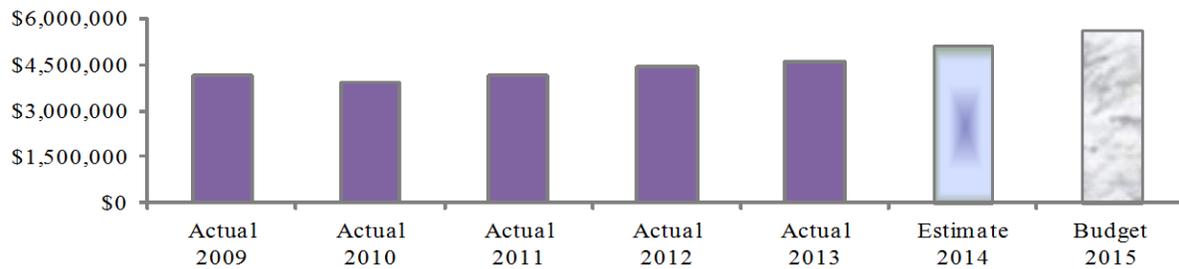
Previous Fee Schedule See schedule on next page.

Formula Method Premium X participants = revenue

Projection Method Estimated premiums are available when the budget is being prepared.

Comments Unknown factors include employees changing coverage after the budget is adopted.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
39411	\$ 4,086,082	\$ 3,885,167	\$ 4,114,635	\$ 4,380,686	\$ 4,552,670	\$ 5,068,759	\$ 5,570,400
39413	\$ 38,572	\$ 17,929	\$ 36,071	\$ 32,052	\$ 46,492	\$ 35,308	\$ 35,308
Amount	\$ 4,124,654	\$ 3,903,096	\$ 4,150,706	\$ 4,412,738	\$ 4,599,162	\$ 5,104,067	\$ 5,605,708
% Change	6.46%	-5.37%	6.34%	6.31%	4.22%	10.98%	9.83%



Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account / Source 64.0505.39451 and 64.0505.39452 / Charges for Services

Medical Rates for 2015

FULL-TIME EMPLOYEE

Classification	2015 Premium	City Plan (DHMO)			Buy-Up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Full-time Employee (40 hr)	Employee Pays	\$48.42	\$159.79	\$319.57	\$320.94	\$759.56	\$1219.25
	City Pays	\$435.78	\$905.45	\$1278.30	\$435.78	\$905.45	\$1278.30
	Total Mthly Premium	\$484.20	\$1065.24	\$1597.87	\$756.72	\$1665.01	\$2497.55
	Per Pay Period (26)	\$22.35	\$73.75	\$147.49	\$148.13	\$350.57	\$562.73

PART-TIME EMPLOYEE

Classification	2015 Premium	City Plan (DHMO)			Buy-Up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Part-time Employee (30 -39.9 hrs) (90% of FT Employee)	Employee Pays	\$92.00	\$250.33	\$447.40	\$364.52	\$850.10	\$1347.08
	City Pays	\$392.20	\$814.91	\$1150.47	\$392.20	\$814.91	\$1150.47
	Total Mthly Premium	\$484.20	\$1065.24	\$1597.87	\$756.72	\$1665.01	\$2497.55
	Per Pay Period (26)	\$42.46	\$115.54	\$206.49	\$168.24	\$392.35	\$621.73
Part-time Employee (20 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$179.15	\$431.42	\$703.06	\$451.67	\$1031.19	\$1602.74
	City Pays	\$305.05	\$633.82	\$894.81	\$305.05	\$633.82	\$894.81
	Total Mthly Premium	\$484.20	\$1065.24	\$1597.87	\$756.72	\$1665.01	\$2497.55
	Per Pay Period (26)	\$82.68	\$199.12	\$324.49	\$208.46	\$475.93	\$739.73

Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account / Source 64.0505.39451 and 64.0505.39452 / Charges for Services

Authorization Policy

Description Premiums charged to departments for the City-paid portion of dental insurance (39451) and COBRA payments from former employees (39452).

Fee Schedule See following schedule

Date Last Changed January, 2006

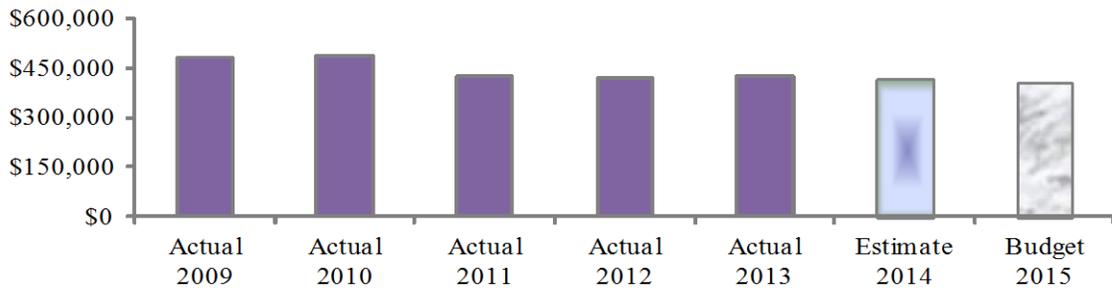
Previous Fee Schedule See following schedule

Formula Method Premium X participants = revenue

Projection Method Estimated premiums are available when the budget is being prepared.

Comments Unknown factors include employees changing coverage after the budget is adopted..

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
39451	\$ 479,003	\$ 481,173	\$ 421,233	\$ 417,204	\$ 420,500	\$ 413,176	\$ 403,176
39452	\$ 4,077	\$ 3,521	\$ 3,428	\$ 3,597	\$ 4,301	\$ 4,000	\$ 3,600
Amount	\$ 483,080	\$ 484,694	\$ 424,662	\$ 420,801	\$ 424,801	\$ 417,176	\$ 406,776
% Change	0.83%	0.33%	-12.39%	-0.91%	0.95%	-1.79%	-2.49%



Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account / Source 64.0505.39451 / Charges for Services

Delta Dental Rates for 2015

FULL-TIME EMPLOYEE				
Classification	2015 Premium	Single	Emp+1	Family
Full-time Employee (40 Hr)	City/Employee:	90%/10%	85%/15%	80%/20%
	Employee Pays	\$4.75	\$11.03	\$23.87
	City Pays	\$42.73	\$62.50	\$95.47
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$2.19	\$5.09	\$11.02
PART-TIME EMPLOYEE				
Classification	2015 Premium	Single	Emp+1	Family
Part-time Employee (30 -39.9 hrs) (90% of FT Employee)	Employee Pays	\$9.02	\$17.28	\$33.42
	City Pays	\$38.46	\$56.25	\$85.92
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$4.16	\$7.98	\$15.42
Part-time Employee (20 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$17.57	\$29.78	\$52.51
	City Pays	\$29.91	\$43.75	\$66.83
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$8.11	\$13.75	\$24.24

Department Human Resources

Fund Employee Benefits

Revenue Item Life Insurance Premiums

Account / Source 64.0505.39461 / Charges for Services

Authorization Policy

Description Premiums charged to departments for employee life and AD&D insurance.

Fee Schedule \$.188 per \$1,000 of salary, up to a maximum salary depending on class.

Date Last Changed 2012

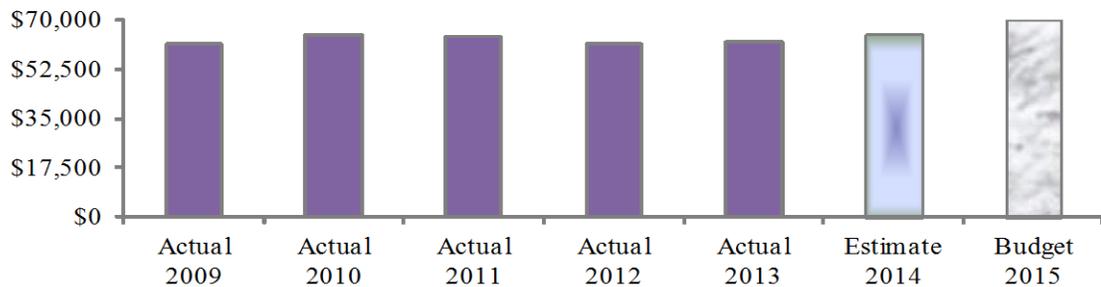
Previous Fee Schedule \$.195 per \$1,000 of salary, up to a maximum salary depending on class

Formula Method Actual premiums

Projection Method Actual premiums

Comments Includes Accidental Death and Dismemberment. Although rates are down, salaries are increasing.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 61,525	\$ 64,825	\$ 63,926	\$ 61,549	\$ 61,837	\$ 65,000	\$ 70,000
% Change	6.24%	5.36%	-1.39%	-3.72%	0.47%	5.12%	7.69%



Department Human Resources

Fund Employee Benefits

Revenue Item Long Term Disability Insurance Premiums

Account / Source 64.0505.39471 and 64.0505.39472 / Charges for Services

Authorization Policy

Description Premiums charged to departments for long term disability.

Fee Schedule \$.25 per \$100 of salary with a \$7,000.00 maximum/month.

Date Last Changed 2012

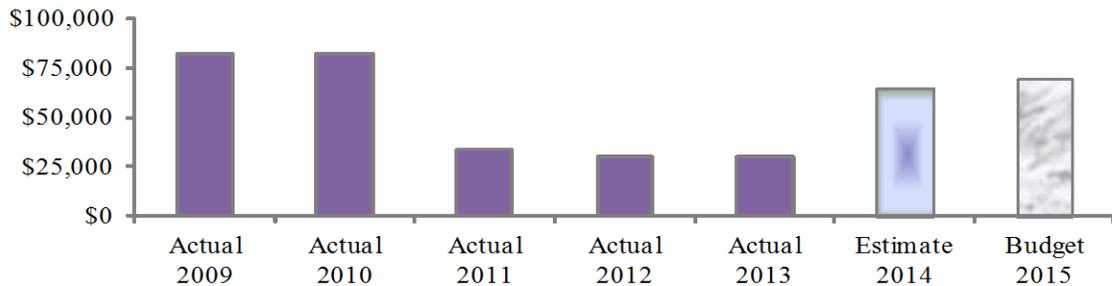
Previous Fee Schedule \$.275 per \$100 of salary with a \$7,000.00 maximum/month.

Formula Method Actual premiums

Projection Method Actual premiums

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 82,327	\$ 82,290	\$ 33,415	\$ 30,390	\$ 30,155	\$ 65,000	\$ 70,000
% Change	1.45%	5.36%	-1.39%	-3.72%	-0.77%	115.55%	7.69%



Department Human Resources

Fund Employee Benefits

Revenue Item Miscellaneous Services Charges

Account / Source 64.0505.39481 / Charges for Services

Authorization Policy

Description Fees charged to departments for Employee Assistance Program (EAP), unemployment, retiree health assistance, and miscellaneous administration charge.

Fee Schedule Based on FTE's actual cost

Date Last Changed 2004

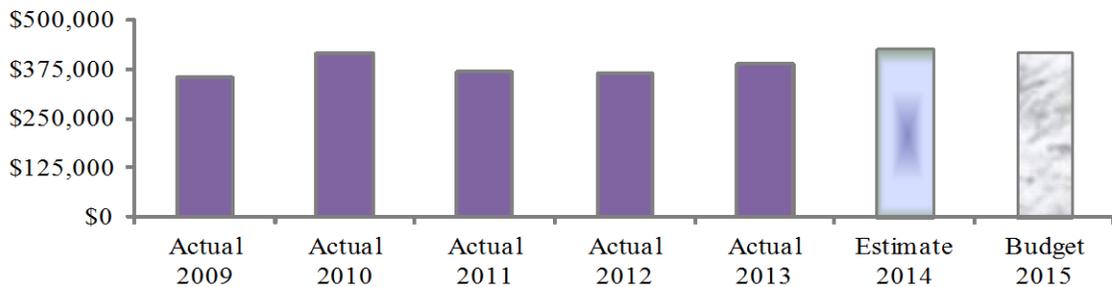
Previous Fee Schedule N/A

Formula Method Cost

Projection Method Estimate

Comments N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 356,192	\$ 415,445	\$ 366,781	\$ 363,168	\$ 387,357	\$ 424,793	\$ 416,242
% Change	1.45%	16.64%	-11.71%	-0.99%	6.66%	9.66%	-2.01%





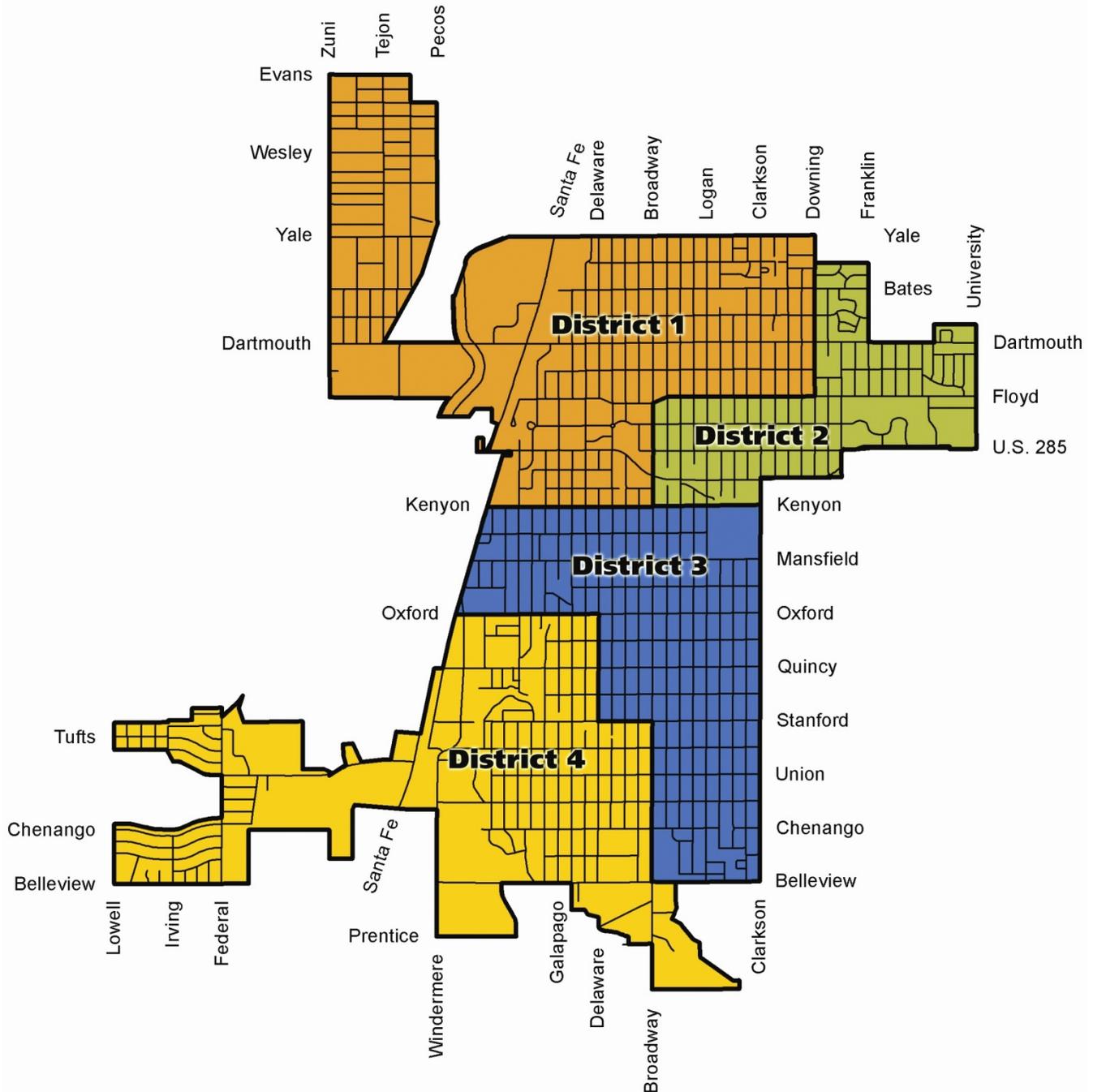
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Supplemental Information

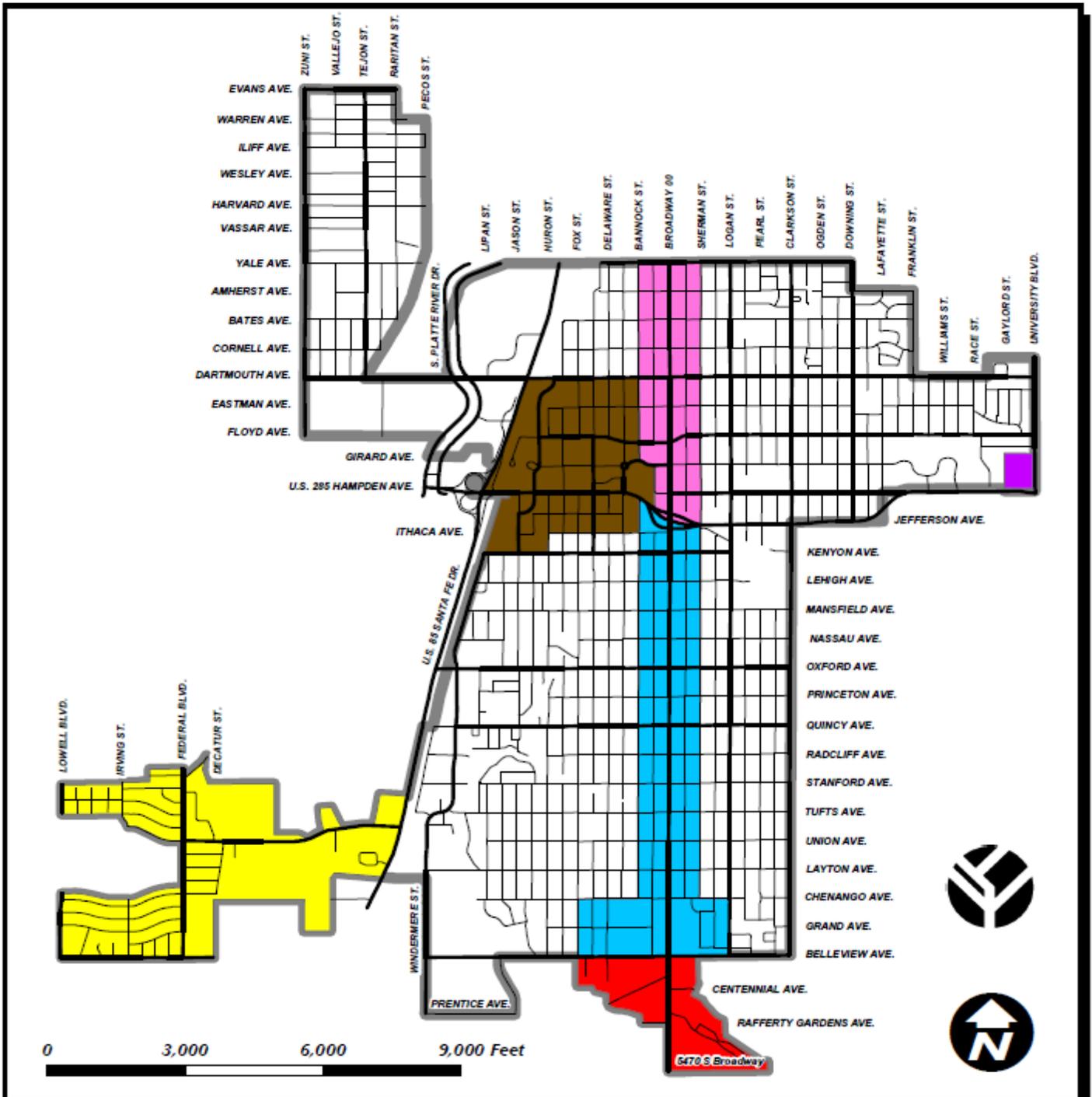
Supplemental
Information

Council District Map

Mayor	Randy Penn, District 3
Mayor Pro-Tem	Linda Olson, District 2
Council Member	Joe Jefferson, District 1
Council Member	Rick Gillit, District 42
Council Member	Bob McCaslin, At-Large
Council Member	Jill Wilson, At-Large
Council Member	Steven R. Yates, At-Large



Sales and Use Tax Area Map

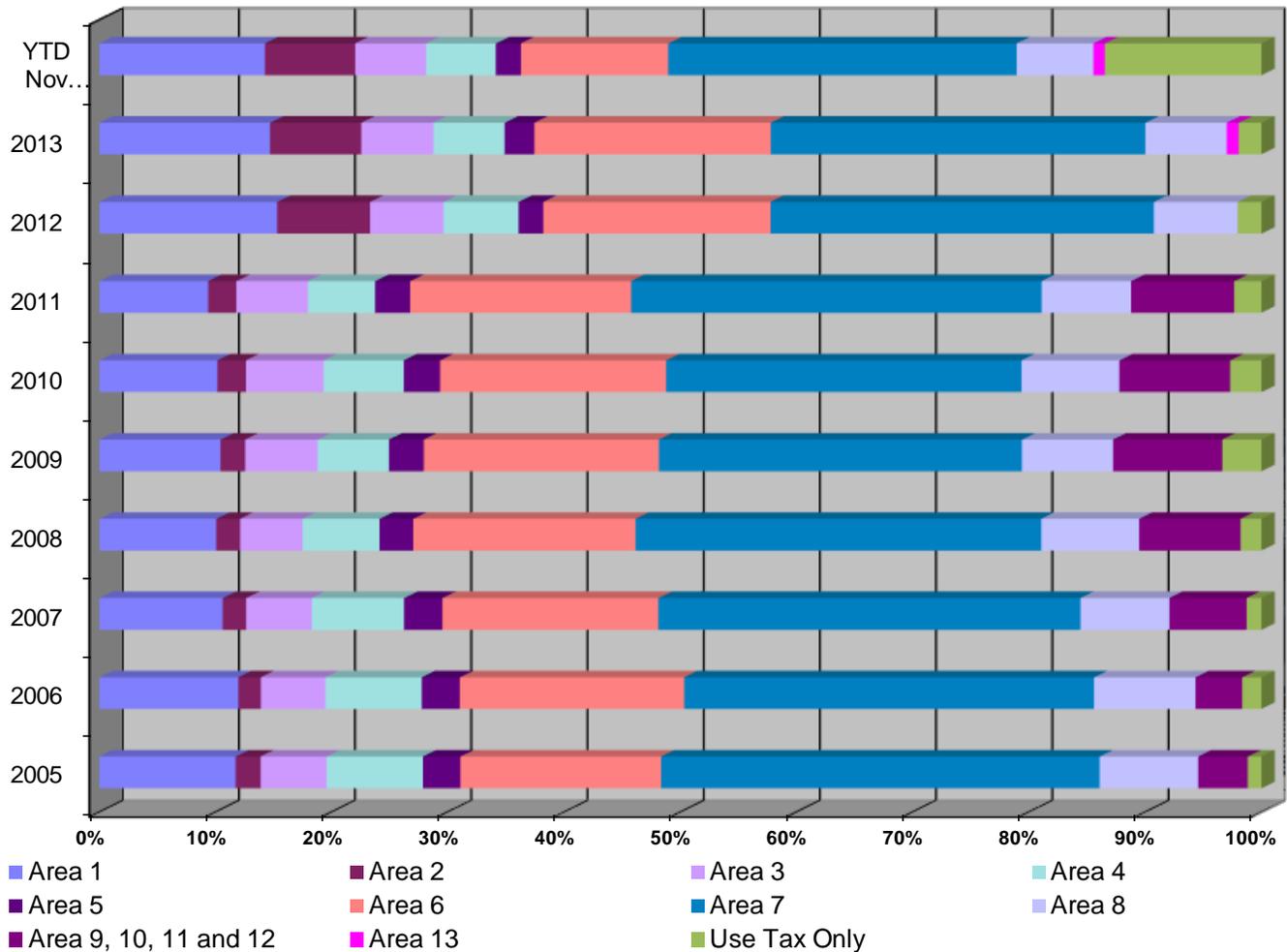


City of Englewood, Colorado: Sales Tax Areas

- | | | |
|--|--|--|
| Area 1* | Area 4 | Arterials and Collectors |
| Area 2* | Area 5 | Local Streets |
| Area 3 | Area 13 | Englewood City Limits |

Areas Not Depicted on Map:
 Area 6 - Other City Locations* Area 7 - Outside City Limits Area 8 - Public Utilities
 * Includes EURA designated Areas 9, 10, 11, & 12

2005-2014 Sales and Use Tax Receipts by Area



	2005	2006	2007	2008	2009	2010	2011	2012	2013	YTD Nov 2014
Area 1	11.72%	11.96%	10.61%	10.06%	10.42%	10.16%	9.36%	15.29%	14.68%	14.24%
Area 2	2.16%	1.94%	2.02%	2.05%	2.13%	2.45%	2.42%	8.01%	7.86%	7.77%
Area 3	5.67%	5.55%	5.64%	5.37%	6.22%	6.68%	6.16%	6.32%	6.20%	6.10%
Area 4	8.30%	8.30%	7.95%	6.62%	6.15%	6.91%	5.78%	6.44%	6.13%	6.00%
Area 5	3.22%	3.27%	3.30%	2.91%	3.00%	3.11%	3.02%	2.13%	2.57%	2.16%
Area 6	17.27%	19.31%	18.58%	19.13%	20.23%	19.47%	19.02%	19.56%	20.33%	12.68%
Area 7	37.73%	35.26%	36.32%	34.91%	31.25%	30.58%	35.33%	32.99%	32.24%	29.99%
Area 8	8.48%	8.74%	7.66%	8.43%	7.83%	8.41%	7.68%	7.21%	7.01%	6.59%
Area 9, 10, 11 and 12	4.26%	4.02%	6.64%	8.72%	9.40%	9.53%	8.88%	0.00%	0.00%	0.00%
Area 13								0.00%	1.02%	1.00%
Use Tax Only	1.19%	1.65%	1.28%	1.80%	3.37%	2.70%	2.35%	2.05%	1.96%	13.47%
Total	100.00%									

Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)

Area 2 - S of Yale, N of Kenyon between Bannock & Sherman

Area 3 - S of Kenyon, N of Chenango between Bannock & Sherman and S of Chenango, N of Bellewood between Logan & Delaware

Area 4 - Broadway and Belleview (Between Fox and Sherman and North side of Belleview and to the Southern City Limits)

Area 5 - Federal and Belleview W of Santa Fe

Area 6 - All other City locations

Area 7 - Outside City limits

Area 8 - Public Utilities

Area 9 and 10 - Downtown & Englewood Pkwy

Area 11 and 12 - S of 285, N of Kenyon between Jason and Santa Fe

Area 13 - Hampden Avenue (US 285) and University Boulevard

Ten Years Legal Debt Margin Information

City of Englewood, Colorado Legal Debt Margin Information Last Ten Years

Year	Actual Valuation	Debt Limit Percentage	Debt Limit	Debt Applicable to Limit	Legal Debt Margin	As a Percentage of Debt Limit
2005	2,896,261,123	3.00%	86,887,834	13,435,770	73,452,064	18.3%
2006	3,018,993,737	3.00%	90,569,812	13,022,939	77,546,873	16.8%
2007	3,024,628,577	3.00%	90,738,857	12,538,359	78,200,498	16.0%
2008	3,297,243,391	3.00%	98,917,302	12,000,000	86,917,302	13.8%
2009	3,308,401,216	3.00%	99,252,036	11,435,000	87,817,036	13.0%
2010	3,399,357,133	3.00%	101,980,714	10,850,000	91,130,714	11.9%
2011	3,266,465,613	3.00%	97,993,968	10,185,000	87,808,968	11.6%
2012	3,283,907,557	3.00%	98,517,227	9,846,372	88,670,855	11.1%
2013	3,166,274,240	3.00%	94,988,227	9,148,964	85,839,263	10.7%
2014	3,293,719,903	3.00%	98,811,597	9,148,964	89,662,633	10.2%

On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of **actual** valuation versus three percent (3%) of **assessed** valuation. The entire section (Section 104) of the Charter that establishes the debt margin follows:

Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. Council shall have power to issue general obligation bonds of the City for any public capital purpose, upon majority vote of the registered electors of the City voting thereon at a special election; provided, however, that water extension and water improvement bonds may be issued without an election upon determination to that effect by Council. The total outstanding general obligation indebtedness of the City, other than for water bonds, shall not at any time exceed three percent (3%) of the actual valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Water bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds.

Refer to the Notes to Financial Statements, particularly Note 3F, for detailed information regarding long-term indebtedness of the City.

Future debt issuance may be subject to the Taxpayer's Bill of Rights (TABOR).

PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2005	2006	2007	2008	2009	2010	2011	2012	2013	Budget 2014	Estimate 2014	Budget 2015	2014 Est vs 2015
General Fund (02)													
02-0201 City Manager's Office	5.000	5.500	5.500	5.380	5.000	4.962	4.925	5.000	5.250	5.250	5.000	5.000	0.00
02-0301 City Attorney's Office	5.375	5.380	5.500	5.500	5.500	5.702	5.704	6.153	6.370	5.870	6.570	6.570	0.00
02-0401 Municipal Court	10.990	10.990	11.055	10.900	10.607	10.236	12.213	10.050	9.990	10.476	10.635	10.510	-0.13
02-0501 Human Resources	3.620	4.675	4.675	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.013	2.813	-0.20
02-0503 Human Resources - Employee Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Human Resources	3.620	4.675	4.675	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.013	2.813	-0.20
02-0601 Finance & Admin Services - Administration	2.000	2.000	2.000	2.000	2.000	1.985	1.970	2.000	2.000	2.000	2.000	2.000	0.00
02-0602 Finance & Admin Services - City Clerk	3.000	3.000	3.000	3.000	3.000	2.977	2.955	3.000	3.000	3.000	3.000	3.000	0.00
02-0603 Finance & Admin Services - Accounting	5.330	5.580	5.330	5.900	4.900	4.862	4.827	4.900	4.900	4.900	4.900	4.900	0.00
02-0604 Finance & Admin Services - Revenue & Budget	8.000	8.000	7.269	7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000	7.000	0.00
02-0605 Finance & Admin Services - Purchasing	1.000	1.000	1.000	1.000	1.000	0.992	0.985	1.000	1.000	1.000	1.000	2.000	1.00
Subtotal - Finance & Administrative Services	19.330	19.580	18.599	18.900	17.900	17.762	17.632	17.900	17.900	17.900	17.900	18.900	1.00
02-0701 Information Technology	8.500	9.600	9.600	10.600	11.500	10.419	10.343	10.500	10.500	10.500	10.500	10.500	0.00
02-0801 Community Development	11.500	12.000	12.000	12.000	11.000	10.915	10.835	11.000	11.000	10.500	11.000	10.500	-0.50
02-0801 Housing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Community Development	11.500	12.000	12.000	12.000	11.000	10.915	10.835	11.000	11.000	10.500	11.000	10.500	-0.50
02-1001 Public Works-Administration	3.310	2.000	2.000	2.000	2.000	1.985	1.978	2.000	2.000	2.000	2.000	2.000	0.00
02-1002 Public Works - Engineering Services	2.750	3.334	3.334	3.334	3.134	2.986	2.964	3.009	3.759	4.009	5.009	4.009	-1.00
02-1003 Public Works - Streets & Drainage	13.000	13.000	13.000	13.000	13.000	10.915	10.835	11.000	11.000	11.000	11.000	11.000	0.00
02-1004 Public Works - Traffic Maintenance	7.130	6.500	6.500	6.500	6.500	6.450	6.403	6.500	6.500	6.500	6.500	6.500	0.00
02-1005 Public Works - General Operations & Maint	23.000	22.700	22.700	21.700	21.700	21.839	20.685	21.000	21.000	20.000	20.000	22.000	2.00
Subtotal - Public Works	49.190	47.534	47.534	46.534	46.334	44.175	42.864	43.509	44.259	43.509	44.509	45.509	1.00
02-1101 Safety Services - Administration	10.625	10.700	10.600										
02-1102 Fire- Operations	52.000	55.000	57.000										
02-1103 Fire - Support Services	3.000	3.000	0.000										
02-1104 Police - Communications & Records	17.250	19.630	18.130										
02-1105 Police - Operations	62.750	49.950	69.900										
02-1106 Police - Support Services	8.000	20.200	0.000										
02-1107 Building & Safety	7.000	7.000	7.000										
02-1108 Neighborhood & Environmental Services	8.000	6.000	6.000										
Subtotal - Safety Services	168.625	171.480	168.630	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
02-1102 Fire- Operations and Support Services				58.000	58.800	58.421	57.495	58.370	58.370	59.370	58.370	59.370	1.00
02-1107 Building & Safety				7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000	7.000	0.00
Subtotal - Fire Department				65.000	65.800	65.367	64.390	65.370	65.370	66.370	65.370	66.370	1.00
02-1101 Police - Administration				8.600	8.600	8.534	8.471	8.600	9.000	7.000	7.000	7.000	0.00
02-1104 Police - Communications & Records				17.130	15.400	14.789	14.184	15.000	16.200	16.000	16.000	16.000	0.00
02-1105 Police - Operations and Support Services				69.900	70.700	72.141	71.905	73.000	72.000	72.000	73.000	76.000	3.00
02-1108 Neighborhood & Environmental Services				6.000	6.000	5.954	4.925	5.000	5.000	5.000	5.000	5.000	0.00
Subtotal - Police Department				101.630	100.700	101.417	99.485	101.600	102.200	100.000	101.000	104.000	3.00
02-1201 Library	15.625	16.380	15.970	15.700	16.640	16.268	15.110	16.302	15.870	15.930	16.040	16.640	0.60
02-1301 Recreation - Administration	5.000	4.000	4.000	4.000	4.000	3.969	4.925	4.000	4.000	4.000	4.000	4.000	0.00
02-1302 Recreation - Rec Center	6.250	7.160	6.269	6.580	6.580	6.529	6.481	5.400	5.130	5.130	4.780	4.780	0.00
02-1303 Malley Center	2.000	2.780	2.780	2.500	2.500	2.481	3.940	2.750	2.750	2.750	2.625	2.625	0.00
02-1304 Recreation Programs	7.000	7.000	8.920	8.580	8.580	8.514	8.205	8.438	8.000	7.000	7.000	7.875	0.88
02-1305 Parks	17.000	17.000	16.500	16.000	15.500	15.381	14.283	13.500	13.500	13.500	13.500	14.500	1.00
02-1308 Pirates Cove		0.250	0.730	0.750	0.750	0.998	0.985	1.500	1.500	1.500	1.875	1.875	0.00
Subtotal - Parks and Recreation	37.250	38.190	39.199	38.410	37.910	37.872	38.819	35.588	34.880	33.880	33.780	35.655	1.88
Total General Fund	335.005	341.309	338.262	335.224	332.661	328.638	325.047	326.483	327.102	323.698	325.317	332.967	7.65

PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2005	2006	2007	2008	2009	2010	2011	2012	2013	Budget 2014	Estimate 2014	Budget 2015	2014 Est vs 2015
Open Space Fund (10)													
10-1305 Open Space Fund				1.000	1.000	0.992	0.985	1.000	1.000	1.000	1.000	1.000	0.00
Public Improvement Fund (PIF) (30)													
30-1006 Concrete Replacement			0.385	0.385	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Water (40), Sewer (41) & Storm Drainage (42)													
40-1601 Source of Supply	5.000	4.450	5.200	4.200	5.200	4.168	4.137	5.000	5.000	5.000	4.000	4.000	0.00
40-1602 Power & Pumping	3.000	3.200	3.200	3.200	3.200	3.175	3.152	3.000	3.000	3.000	3.000	3.000	0.00
40-1603 Purification	9.000	7.200	8.200	8.700	8.200	8.137	8.077	9.000	9.000	9.000	8.000	8.000	0.00
40-1604 Transmission & Distribution	8.000	7.700	7.700	7.700	7.700	7.641	7.585	7.500	7.500	7.500	6.500	6.500	0.00
40-1607 Administration & General	15.670	6.420	6.420	6.200	6.100	6.053	6.994	6.600	6.600	6.600	6.100	6.100	0.00
41-1605 Wastewater Collections	5.000	5.700	5.750	5.500	5.500	5.458	5.418	4.400	6.400	6.400	6.400	6.400	0.00
41-1607 Administration - Sewer	0.000	9.195	8.940	9.350	8.950	8.881	9.801	8.950	8.950	8.950	8.950	8.950	0.00
42-1606 Storm Drainage	0.000	0.450	0.200	0.200	0.200	0.199	0.197	0.100	0.100	0.100	0.100	0.100	0.00
42-1607 Storm Drainage Administration & General	0.000	0.000	0.450	0.450	0.450	0.447	0.443	0.450	0.450	0.450	0.450	0.450	0.00
Total - Utilities	45.670	44.315	46.060	45.500	45.500	44.158	45.803	45.000	47.000	47.000	43.500	43.500	0.00
Golf Course Fund (43)													
43-1306 Golf Course - Operations	2.975	2.750	2.750	3.000	3.000	1.985	2.837	2.880	2.880	2.880	2.880	2.880	0.00
43-1307 Golf Course - Maintenance	7.000	6.000	6.000	6.000	5.500	5.458	4.433	4.500	4.500	4.500	4.500	4.500	0.00
Total - Golf Course	9.975	8.750	8.750	9.000	8.500	7.442	7.269	7.380	7.380	7.380	7.380	7.380	0.00
Concrete Utility Fund (44)													
44-1001 Concrete Utility Fund - Administration			1.916	1.916	1.916	1.901	1.887	1.916	1.166	0.916	0.916	0.916	0.00
44-1006 Concrete Utility Fund - Program	1.000	3.531	1.615	1.620	2.000	1.985	1.970	2.000	3.000	3.000	2.000	2.000	0.00
Total - Concrete Utility	1.000	3.531	3.531	3.536	3.916	3.886	3.857	3.916	4.166	3.916	2.916	2.916	0.00
Central Services Fund (60)													
60-0610 Central Services - Print Shop	1.000	1.000	1.000	1.100	1.100	1.092	1.084	1.100	1.100	1.100	1.100	1.100	0.00
ServiCenter Fund (61)													
61-1007 ServiCenter-Garage	11.000	9.000	10.000	10.000	9.000	8.931	8.865	9.000	9.000	9.000	8.000	10.000	2.00
61-1008 ServiCenter-Administration	0.000	1.300	1.300	1.300	2.300	0.992	0.985	1.000	1.000	1.000	1.000	1.000	0.00
Total - ServiCenter	11.000	10.300	11.300	11.300	11.300	9.923	9.850	10.000	10.000	10.000	9.000	11.000	2.00
Risk Management Fund (63)													
63-0503 Self-Insurance (Property & Liability)	1.500	1.400	1.400	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500	1.500	0.00
Employees Benefits Fund (64)													
64-0505 Self-Insurance (Employee Benefits)	1.500	1.400	1.400	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500	1.500	0.00
Englewood Environmental Fund (85)													
85-8501 Englewood Environmental Fund		0.750	0.500	0.500	0.700	0.819	0.566	0.575	0.575	0.575	0.575	0.575	0.00
Littleton/Englewood Treatment Plant (LEWWTP) Fund (90)													
90-1701 Projects Regulatory Management		5.000	5.000	5.000	12.000	11.908	8.880	9.000	9.000	9.000	9.000	9.000	0.00
90-1702 Beneficial Use		5.000	5.000	5.000	5.000	4.962	4.925	5.000	5.000	5.000	5.000	5.000	0.00
90-1703 Maintenance		18.000	18.000	16.000	17.000	17.862	21.674	20.000	20.000	20.000	20.000	20.000	0.00
90-1704 Operations		26.000	25.240	26.600	26.600	27.388	27.186	26.600	26.600	26.000	26.000	26.000	0.00
90-1705 Laboratory		6.400	6.400	6.400	6.400	6.351	6.304	6.400	6.400	6.400	6.400	6.400	0.00
90-1706 Business Services		9.730	10.730	10.500	10.500	10.419	11.328	10.500	10.500	10.500	11.000	12.500	1.50
90-1707 Pretreatment		5.000	6.000	7.000	7.000	6.946	6.910	7.000	7.000	7.000	0.000	0.000	0.00
Total - LEWWTP	74.000	75.130	76.370	76.500	84.500	85.834	87.206	84.500	84.500	83.900	77.400	78.900	1.50
GRAND TOTAL	480.650	487.885	488.958	486.545	491.977	485.389	485.607	482.954	485.823	481.569	471.188	482.338	11.150
Change in number of Employees	-13.140	7.235	1.073	-2.413	5.432	-6.588	0.218	-9.023	2.868	-4.254	-10.381	11.150	
Percentage Increase (Decrease)	-2.66%	1.51%	0.22%	-0.49%	1.12%	-1.34%	0.04%	-1.83%	0.59%	-0.88%	-2.16%	2.37%	

Ten years Operating Indicators by Function/Program

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013
Police									
Calls for assistance	38,904	39,911	40,680	40,207	43,766	43,365	45,647	45,337	50,882
Number of uniformed officers	69	68	68	69	71	72	71	71	71
Fire									
Number of calls	4,100	3,844	4,085	4,058	3,987	3,911	4,153	4,436	4,387
Number of firefighters	55	55	56	56	56	55	53	51	51
Building Division									
Commercial construction value	\$ 2,792,800	\$41,143,000	\$ 3,766,805	\$22,071,707	\$ 8,402,603	\$14,919,187	\$ 9,984,183	\$30,797,601	\$ 12,432,894
Number of units	5	8	15	130	77	99	88	92	68
Residential construction value	\$ 2,846,597	\$ 4,927,013	\$ 9,976,544	\$ 4,177,080	\$ 3,700,373	\$ 3,681,187	\$ 5,021,642	\$ 4,969,163	\$ 5,461,307
Number of units	21	25	20	264	236	230	264	302	251
Building permits value	\$26,092,072	\$27,051,370	\$85,478,543	\$31,659,277	\$18,318,108	\$30,235,127	\$26,247,031	\$49,405,068	\$ 145,154,652
Number of permits	2110	1842	2147	2065	2018	2479	2517	2446	2096
Parks and Recreation									
Englewood Recreation Center									
Admissions	310,000	315,000	317,000	309,000	313,000	308,000	307,000	305,500	287,000
Malley Recreation Center									
Memberships	4,116	2,882	2,775	2,812	2,504	2,477	2,154	3,522	2,502
Park Shelter Reservations	487	414	475	454	476	459	482	538	511
Golf Rounds Played: *									
9 hole	19,672	19,047	22,070	17,000	16,078	16,578	17,408	19,645	18,157
18 hole	30,113	25,995	-	19,061	25,277	25,570	25,508	26,628	25,900
Par 3 Course	20,469	16,149	-	11,794	21,985	20,961	19,454	22,234	20,020
Water									
New connections	11	22	18	8	5	6	13	3	8
Water Main Breaks	45	29	39	36	34	34	44	38	35
Average Daily Consumption									
(Millions of gallons)	7.010	7.093	6.050	7.000	6.800	6.300	5.650	5.454	4.703
Peak Daily Consumption									
(Millions of gallons)	16.2	16.3	15.45	15.75	16.5	12.27	11.24	11.91	10.89
Wastewater									
Average Daily Sewage Treated									
(Millions of gallons)	21.4	22.0	22.1	21.8	22.8	22.6	21.6	20.9	21.1

* Portions of the Golf Course were closed for reconstruction during 2006-2008

Sources: Various City Departments

Ten years Capital Asset Statistics by Function/Program

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013
Police									
Marked police vehicles	21	21	19	18	20	20	20	20	19
Stations	1	1	1	1	1	1	1	1	1
Fire Stations									
	3	3	3	3	3	3	3	3	3
Public Works									
Miles of streets and alleys									
Streets	121.63	121.63	121.63	121.63	121.63	121.63	121.63	121.63	121.63
Alleys	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Parks and Recreation									
Parks	12	12	12	12	12	12	12	12	12
Acreage	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1
Median strips	5	5	5	5	5	5	5	5	5
Acreage	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86
Greenbelts	3	3	3	3	3	3	3	3	3
Acreage	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67
Athletic fields	3	3	3	3	3	3	3	3	3
Acreage	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87
Facility sites	9	9	9	9	9	9	9	9	9
Acreage	34.15	34.15	34.15	34.15	34.15	34.15	34.15	34.15	34.15
Miscellaneous areas	11	11	11	11	11	11	11	11	11
Acreage	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92
Landscaped areas	6	6	6	6	6	6	7	7	7
Acreage	5.54	5.54	5.54	5.54	5.54	5.54	6.26	6.26	6.26
Dog Park	-	1	1	1	1	1	1	1	1
Recreation Centers	2	2	2	2	2	2	2	2	2
Swimming pools	2	2	2	2	2	2	2	2	2
Golf courses - 18 hole	1	1	1	1	1	1	1	1	1
Golf courses - 9 hole	1	1	1	1	1	1	1	1	1
Golf courses - Par 3	1	1	1	1	1	1	1	1	1
Water									
Water Mains (miles)	155	155	155	155	155	155	155	155	155
Fire hydrants	550	550	550	550	570	570	570	570	570
Storage Capacity (Millions of gallons)	13.5	13.5	6.5	6.7	6.7	6.7	6.7	6.7	6.7
Daily Plant Capacity (Millions of gallons)	28	28	28	28	28	28	28	28	28
Wastewater									
Sanitary Sewers (miles)	530	530	530	530	530	530	530	530	530
Treatment Capacity (Millions of gallons)	36.3	36.3	36.3	36.3	50	50	50	50	50

Sources: Various City Departments

BY AUTHORITY

ORDINANCE NO. 51
SERIES OF 2014

COUNCIL BILL NO. 51
INTRODUCED BY COUNCIL
MEMBER OLSON

AN ORDINANCE FIXING THE TAX LEVY IN MILLS UPON EACH DOLLAR OF THE ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CITY OF ENGLEWOOD, COLORADO.

WHEREAS, it is the duty of the City Council of the City of Englewood, Colorado, under the Englewood Home Rule Charter and Colorado Revised Statutes, to make the annual property levy for City purposes; and

WHEREAS, the City Council has duly considered the estimated valuation of all the taxable property within the City and the needs of the City and of each of said levies and has determined that the levies as hereinafter set forth, are proper and wise; and

WHEREAS, the following levies are permitted under Article X, Section 20 of the Colorado Constitution without a vote by the citizens;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That there be and hereby is levied for the year of 2014, due and payable as required by statute in the year 2015, a tax of 5.880 mills on the dollar for the General Fund of the City of Englewood, Colorado, and 2.244 mills on the dollar for the General Obligation Bond Debt Service Fund of the City of Englewood, Colorado.

That the levy hereinabove set forth shall be levied upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Englewood, Colorado, and the said levy shall be certified by law.

Introduced, read in full, and passed on first reading on the 6th day of October, 2014.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 10th day of October, 2014.

Published as a Bill for an Ordinance on the City's official website beginning on the 8th day of October, 2014 for thirty (30) days.

Read by title and passed on final reading on the 20th day of October, 2014.

Published in the City's official newspaper as Ordinance No. 51, Series of 2014, on the 24th day of October, 2014.

Published by title on the City's official website beginning on the 22nd day of October, 2014 for thirty (30) days.

ATTEST


Randy P. Penn, Mayor

 Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 51, Series of 2014.

 LOUCRISHIA A. ELLIS

BY AUTHORITY

ORDINANCE NO. 61
SERIES OF 2014

COUNCIL BILL NO. 54
INTRODUCED BY COUNCIL
MEMBER OLSON/WILSON

AN ORDINANCE ADOPTING THE BUDGET OF THE CITY OF ENGLEWOOD,
COLORADO, FOR FISCAL YEAR 2015.

WHEREAS, pursuant to the provisions of Part I, Article X, of the Charter of the City of Englewood, Colorado, a budget for fiscal year 2015 was duly submitted by the City Manager to the City Council on September 8, 2014; and

WHEREAS, a public hearing on said budget was held by the City Council within three weeks after its submission at the meeting of the City Council on September 15, 2014. Regular notice of the time and place of said hearing was published within seven days after submission of the budget in the manner provided in the Charter for the publication of an ordinance; and

WHEREAS, the City Council of the City of Englewood has studied and discussed the budget on numerous occasions;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That the budget of the City of Englewood, Colorado, for fiscal year 2015, as submitted by the City Manager, duly considered by the City Council and with changes made by the City Manager to reflect Council discussion after public hearing, is adopted as the budget for the City of Englewood for the fiscal year 2015.

Section 2. GENERAL FUND2015 BUDGET

Total Fund Balance, January 1, 2015

\$ 10,416,386

	<u>Revenues</u>
Sales/Use Tax	24,200,000
Property and Specific Ownership Tax	3,160,000
Franchise/Occupation/Cigarette Tax/Hotel	3,208,550
License/Permits	1,107,122
Intergovernmental Revenue	1,400,924
Charges for Services	3,318,899
Cultural & Recreation	2,556,900
Fines & Forfeitures	1,396,844
Interest	88,164
Contribution from Component Units	858,882
Other	<u>329,413</u>

Total Revenues	\$ 41,625,698
Other Financing Sources	294,326
Total Sources of Funds	\$ 41,920,024

	<u>Expenditures</u>
Legislation	357,575
City Manager's Office	731,307
City Attorney's Office	869,106
Municipal Court	1,085,494
Human Resources	482,893
Finance and Administrative Services	1,805,052
Information Technology	1,425,389
Community Development	1,288,781
Public Works	5,790,091
Police	12,157,100
Fire	9,139,834
Library Services	1,317,657
Parks and Recreation Services	6,053,116
Contingencies	200,000
Debt Service	<u>1,863,314</u>
Total Uses of Funds	\$ 44,566,709
Total Fund Balance, December 31, 2015	\$ 7,770,143

Section 3. SPECIAL REVENUE FUNDS

<u>Conservation Trust Fund</u>	
Fund Balance, January 1, 2015	\$ 88,094
Revenues	\$ 310,000
Expenditures	\$ 375,000
Fund Balance, December 31, 2015	\$ 23,094
<u>Community Development Fund</u>	
Fund Balance, January 1, 2015	\$ -0-
Revenues	\$ 360,000
Expenditures	\$ 360,000
Fund Balance, December 31, 2015	\$ -0-

<u>Donors Fund</u>	
Fund Balance, January 1, 2015	\$ 350,233
Revenues	\$ 88,540
Expenditures	\$ 283,000
Fund Balance, December 31, 2015	\$ 155,773
<u>Parks and Recreation Trust Fund</u>	
Fund Balance, January 1, 2015	\$ 457,711
Revenues	\$ 16,300
Expenditures	\$ 365,000
Fund Balance, December 31, 2015	\$ 109,011
<u>Malley Center Trust Fund</u>	
Fund Balance, January 1, 2015	\$ 188,088
Revenues	\$ 7,000
Expenditures	\$ 75,000
Fund Balance, December 31, 2015	\$ 120,088
<u>Open Space Fund</u>	
Fund Balance, January 1, 2015	\$ 63,177
Revenues	\$ 665,000
Expenditures	\$ 663,000
Fund Balance, December 31, 2015	\$ 65,177

Section 4. DEBT SERVICE FUND

<u>General Obligation Bond Fund</u>	
Fund Balance, January 1, 2015	\$ 46,876
Revenues	\$ 1,107,000
Expenditures	\$ 1,110,313
Fund Balance, December 31, 2015	\$ 43,563

Section 5. CAPITAL PROJECT FUNDS

<u>Public Improvement Fund</u>	
Fund Balance, January 1, 2015	\$ 171,857
Revenues	\$ 3,109,000
Expenditures and Transfers	\$ 3,244,326
Fund Balance, December 31, 2015	\$ 36,531
<u>Capital Projects Fund</u>	
Fund Balance, January 1, 2015	\$ 23,018
Revenues and Transfers In	\$ 703,000
Expenditures	\$ 704,602
Fund Balance, December 31, 2015	\$ 21,416

Section 6. ENTERPRISE FUNDS

<u>Water Fund</u>	
Fund Balance, January 1, 2015	\$ 9,121,504
Revenues	\$ 8,519,956
Expenditures	\$ 9,808,593
Fund Balance, December 31, 2015	\$ 7,832,867
<u>Sewer Fund</u>	
Fund Balance, January 1, 2015	\$ 1,639,312
Revenues	\$ 16,207,602
Expenditures	\$ 16,927,366
Fund Balance, December 31, 2015	\$ 919,548
<u>Storm Drainage Fund</u>	
Fund Balance, January 1, 2015	\$ 1,030,219
Revenues	\$ 329,013
Expenditures	\$ 340,614
Fund Balance, December 31, 2015	\$ 1,018,618
<u>Golf Course Fund</u>	
Fund Balance, January 1, 2015	\$ 448,750
Revenues	\$ 1,968,498
Expenditures	\$ 2,230,778
Fund Balance, December 31, 2015	\$ 186,470
<u>Concrete Utility Fund</u>	
Fund Balance, January 1, 2015	\$ 329,851
Revenues	\$ 884,200

Expenditures	\$ 880,493
Fund Balance, December 31, 2015	\$ 333,558
<u>Housing Rehabilitation Fund</u>	
Fund Balance, January 1, 2015	\$ 1,570,415
Revenues	\$ 1,000,000
Expenditures	\$ 1,000,000
Fund Balance, December 31, 2015	\$ 1,570,415

Section 7. INTERNAL SERVICE FUNDS

<u>Central Services Fund</u>	
Fund Balance, January 1, 2015	\$ 67,141
Revenues	\$ 316,900
Expenditures and Transfers	\$ 341,307
Fund Balance, December 31, 2015	\$ 42,734
<u>Servicenter Fund</u>	
Fund Balance, January 1, 2015	\$ 1,171,256
Revenues	\$ 2,581,233
Expenditures and Transfers	\$ 3,389,622
Fund Balance, December 31, 2015	\$ 362,867
<u>Capital Equipment Replacement Fund</u>	
Fund Balance, January 1, 2015	\$ 1,575,032
Revenues and Transfers In	\$ 998,000
Expenditures	\$ 1,841,449
Fund Balance, December 31, 2015	\$ 731,583
<u>Risk Management Fund</u>	
Fund Balance, January 1, 2015	\$ 26,288
Revenues	\$ 1,535,568
Expenditures	\$ 1,531,899
Fund Balance, December 31, 2015	\$ 29,957
<u>Employee Benefits Fund</u>	
Fund Balance, January 1, 2015	\$ 42,335
Revenues	\$ 6,553,501
Expenditures	\$ 6,553,714
Fund Balance, December 31, 2015	\$ 42,122

Section 8. That the said budget shall be a public record in the office of the City Clerk and shall be open to public inspection. Sufficient copies thereof shall be made available for the use of the City Council and the public, the number of copies to be determined by the City Manager.

Introduced, read in full, corrected and passed on first reading on the 6th day of October 2014.

Published as corrected by Title as a Bill for an Ordinance in the City's official newspaper on the 10th day of October, 2014.

Published as a corrected Bill for an Ordinance on the City's official website beginning on the 8th day of October, 2014 for thirty (30) days.

Read by title, amended and passed as amended on the 20th day of October, 2014.

Published by title, as an amended Bill for an Ordinance in the City's official newspaper on the 24th day of October, 2014.

Published in full as an amended Bill for an Ordinance on the City's official website beginning on the 22nd day of October, 2014 for thirty (30) days.

Read by title, as amended and passed on final reading on the 3rd day of November, 2014.

Published by title as amended in the City's official newspaper as Ordinance No. 61, Series of 2014, on the 7th day of November, 2014.

Published by title as amended on the City's official website beginning on the 5th day of November, 2014 for thirty (30) days.

ATTEST.


Randy P. Penn, Mayor

 Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the amended Ordinance passed on final reading and published by title as Ordinance No. 61, Series of 2014.


Loucrishia A. Ellis

BY AUTHORITY

ORDINANCE NO. 62
SERIES OF 2014

COUNCIL BILL NO. 55
INTRODUCED BY COUNCIL
MEMBER GILLIT

AN ORDINANCE APPROPRIATING MONIES FOR ALL MUNICIPAL PURPOSES IN THE CITY OF ENGLEWOOD, COLORADO, FOR FISCAL YEAR BEGINNING JANUARY 1, 2015, AND ENDING DECEMBER 31, 2015, CONSTITUTING WHAT IS TERMED THE ANNUAL APPROPRIATION BILL FOR FISCAL YEAR 2015.

WHEREAS, a public hearing on the Proposed 2014 Budget was held September 15, 2014; and

WHEREAS, the operating budgets and Multiple Year Capital Plan for all City departments and funds were reviewed at a budget workshop held on September 22, 2014; and

WHEREAS, the Charter of the City of Englewood requires the City Council to adopt bills for ordinances adopting the Budget and Appropriation Ordinance no later than thirty days prior to the first day of the next fiscal year.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That there be and there hereby is appropriated from the revenue derived from taxation in the City of Englewood, Colorado, from collection of license fees and from all other sources of revenue including available fund balances during the year beginning January 1, 2015, and ending December 31, 2015, the amounts hereinafter set forth for the object and purpose specified and set opposite thereto, specifically as follows:

GENERAL FUND

Legislation	\$	357,575
City Manager's Office		731,307
City Attorney's Office		869,106
Municipal Court		1,085,494
Human Resources		482,893
Finance and Administrative Services		1,805,052
Information Technology		1,425,389
Community Development		1,288,781
Public Works		5,790,091
Police		12,157,100
Fire		9,139,834
Library Services		1,317,657

Parks and Recreation Services

6,053,116		
Contingencies		200,000
Debt Service – Civic Center		1,568,988
Debt Service – Other		<u>294,326</u>
Total General Fund	\$	44,566,709

CONSERVATION TRUST FUND

Total Conservation Trust Fund	\$	375,000
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COMMUNITY DEVELOPMENT FUND

Total Community Development Fund	\$	360,000
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DONORS FUND

Total Donors Fund	\$	283,000
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PARKS AND RECREATION TRUST FUND

Total Parks and Recreation Trust Fund	\$	365,000
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MALLEY CENTER TRUST FUND

Total Malley Center Trust Fund	\$	75,000
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OPEN SPACE FUND

Total Open Space Fund	\$	663,050
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GENERAL OBLIGATION BOND FUND

Total General Obligation Bond Fund	\$	1,110,313
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PUBLIC IMPROVEMENT FUND

Total Public Improvement Fund	\$	3,244,326
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CAPITAL PROJECTS FUND

Total Capital Projects Fund \$ 704,602

WATER FUND

Total Water Fund \$ 9,808,593

SEWER FUND

Total Sewer Fund \$ 16,927,366

STORM DRAINAGE FUND

Total Storm Drainage Fund \$ 340,614

GOLF COURSE FUND

Total Golf Course Fund \$ 2,230,778

CONCRETE UTILITY FUND

Total Concrete Utility Fund \$ 880,493

HOUSING REHABILITATION FUND

Total Housing Rehabilitation Fund \$ 1,000,000

CENTRAL SERVICES FUND

Total Central Services Fund \$ 341,307

SERVICENTER FUND

Total ServiCenter Fund \$ 3,389,622

CAPITAL EQUIPMENT REPLACEMENT FUND

Total Capital Equipment Replacement Fund \$ 1,841,449

RISK MANAGEMENT FUND

Total Risk Management Fund \$ 1,531,899

EMPLOYEE BENEFITS FUND

Total Employee Benefits Fund

\$

6,553,714

Section 2. The foregoing appropriations shall be considered to be appropriations to groups within a program or department within the fund indicated but shall not be construed to be appropriated to line items within any groups, even though such line items may be set forth as the adopted budget for the fiscal year 2015.

Section 3. All monies in the hands of the Director of Finance and Administrative Services, or to come into the Director's hands for the fiscal year 2015, may be applied on the outstanding claims now due or to become due in the said fiscal year of 2015.

Section 4. All unappropriated monies that may come into the hands of the Director of Finance and Administrative Services during the year 2015, may be so distributed among the respective funds herein as the City Council may deem best under such control as is provided by law.

Section 5. During or at the close of the fiscal year of 2014, any surplus money in any of the respective funds, after all claims for 2014 against the same have been paid, may be distributed to any other fund or funds at the discretion of the City Council.

Introduced, read in full, corrected and passed on first reading on the 6th day of October 2014.

Published as corrected by Title as a Bill for an Ordinance in the City's official newspaper on the 10th day of October, 2014.

Published as a corrected Bill for an Ordinance on the City's official website beginning on the 8th day of October, 2014 for thirty (30) days.

Read by title, amended and passed as amended on the 20th day of October, 2014.

Published by title, as an amended Bill for an Ordinance in the City's official newspaper on the 24th day of October, 2014.

Published in full as an amended Bill for an Ordinance on the City's official website beginning on the 22nd day of October, 2014 for thirty (30) days.

Read by title, as amended and passed on final reading on the 3rd day of November, 2014.

Published by title as amended in the City's official newspaper as Ordinance No. 60 Series of 2014, on the 7th day of November, 2014.

Published by title as amended on the City's official website beginning on the 5th day of November, 2014 for thirty (30) days.

ATTEST

Randy P. Penn, Mayor

Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the amended Ordinance passed on final reading and published by title as Ordinance No. 12 Series of 2014

Loucrishia A. Ellis

GLOSSARY

Account	A separate financial reporting unit for budgeting, management or accounting purposes. Every transaction, starting with adoption of the budget is recorded in an account.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Adopted Budget	The financial program that forms the basis for fiscal year appropriations, as adopted by the City Council. Contains both the annual operating and capital budgets.
Ad Valorem Tax	A tax levied on taxable property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.
Agency Funds	Account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds.
Appropriation	A legal authorization to make expenditures and incur obligations for specific purposes. The maximum level of spending for each fund and each department as authorized annually by the City Council. Total appropriations include the original adopted budget and any supplemental adjustments made throughout the year, hence the Amended Budget.
art	art is a free shuttle which runs through the City from the Swedish/Craig complex and terminates at the CityCenter RTD hub. There are displays of public art at many of the stops. art is funded by the City, RTD, and DRCoG. (The lack of capitalization is deliberate.)
Balanced Budget	A budget in which fund balance or funds available and current revenues equal or exceed current expenditures.
Bond	A written promise to pay a specified sum of money at a specified date in the future.
Budget	A plan of financial operation giving an estimate of proposed expenditures and the proposed means of financing them.
Budget Authority	Authority provided through an appropriation act approved by the council to enter into financial commitments, such as contracts and purchase orders, that will result in the eventual disbursement of cash. In the case of the operating budget, most budget authority lapses at the end of the fiscal year if the authority has not been committed at that point. In the case of the capital budget, authority may not lapse until construction of the project is completed.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: Accrual (GAAP), cash, or modified accrual. The City of Englewood's basis is modified accrual.
Budget Deficit	The result of current expenditures exceeding current revenues. The difference must be covered through either borrowing or tapping other resources, such as budget reserves.
Budget Guidelines	Guidelines developed by the City Manager and the executive management, in consultation with the council, that describe the budget environment—that is, revenue expectations and policy emphasis—for the forthcoming year. Departments make their budget requests on the basis of the guidelines.
Capita	A term adapted from the Latin phrase pro capite meaning "per (each) head" with pro meaning "per" or "for each", and capite (caput ablative) meaning "head." It is commonly and usually used in place of saying "for each person" or "per person".
Capital	An expenditure which results on the acquisition of or addition to fixed assets and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and is not readily susceptible to loss.

GLOSSARY

Capital Project	A specific and identifiable improvement or purpose for which expenditures are proposed.
Capital Projects Fund	A governmental fund established to account for resources used for the acquisition of large capital improvements other than those acquisitions accounted for in proprietary or trust funds.
Cash Basis	A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made.
CDOT	Colorado Department of Transportation.
CERF	Capital Equipment Replacement Fund, used to replace the “rolling stock” on a scheduled basis.
Charges for Services	Charges or fees established to recover part or all of the costs incurred in the provision of services. These charges are based on the philosophy that the recipient of the benefits should pay for the services. These are also referred to as user fees.
Chart of Accounts	A chart that assigns a unique number to each type of account (e.g., salaries, property taxes, sales and use taxes, etc.) and to each budgetary unit in the organization. The chart of account provides a system for recording revenues and expenditures that fits the organizational structure.
CML	Colorado Municipal League.
Commodities	Goods purchased such as office supplies, janitorial supplies, chemicals or other operational supplies.
Comprehensive Annual Financial Report (CAFR)	Usually referred to by its abbreviation, this report summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund types and contains the following documents: 1) an independent auditor’s report; 2) management’s discussion and analysis (MD&A); 3) a statement of net assets (or a balance sheet for governmental funds); 4) a statement of activities for all funds; and 5) a statement of revenues, expenditures and changes in fund balance (an operating statement) for governmental funds. An operating statement comparing the budget with actual amounts will also be prepared for the general fund.
Contractual	Contractual services. Services purchased such as utilities, insurance, maintenance contract or consulting.
COP	Certificate of Participation. COPs are a type of financing where an investor purchases a share of the lease revenues over a period of time. In other words, the lease payments (principal and interest) are “certificated” and sold to investors.
Credit	An accounting term used in double-entry bookkeeping to indicate the right column of entry, as opposed to the left (debit) column, for entering a transaction. A credit entry increases the balance in a liability or revenue account but decreases the balance in an asset or expenditure/expense account.
CPF	Capital Projects Fund (also referred to as MYCP-Multi-Year Capital Plan) accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.
CRPA	Colorado Recreation and Parks Association.
CRS	Colorado Revised Statutes
CTF	Conservation Trust Fund. Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing parks and recreation facilities. Financing is provided primarily from State Lottery Funds.
DARE	Drug Awareness and Resistance Education.

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Debit	An accounting term referring the left column for entering accounting data as opposed to the right (or credit) column. A debit entry increases the balance in an asset or expenditure/expense account; a debit entry for a liability or revenue account; however, decreases the account balance.
Debt Service Fund	A fund established to account for revenues and expenditures used to repay the principal and interest on debt.
Disbursement	Payment usually by check for goods or services that have been delivered and invoiced.
DOT	Department of Transportation.
DRCoG	Denver Regional Council of Governments.
Efficiency Measure	A type of performance measure that is the ratio of inputs to outputs. It measures the amount of input required for each unit of output of a good or service that has been produced.
EHA	Englewood Housing Authority.
EMC	Englewood Municipal Code.
EMS	Emergency Medical Services.
Encumbrance	Budget authority that is set aside when a purchase order or contract is approved. An encumbrance represents a contingent liability of the fund. It assures suppliers that sufficient funds will be available once the order is fulfilled. Encumbrances are also known as obligations.
Enterprise Fund	A separate fund used to account for services—for example, water, sewer, golf, airports—that are supported primarily by service charges paid by users.
EPA	Environmental Protection Agency.
EPL	Englewood Public Library.
ERC	Englewood Recreation Center. May also be called the Community Center.
EURA	Englewood Urban Renewal Authority.
Expenditure	An accounting term that refers to the value of goods and services received during a period of time, regardless of when they are used (accrual basis) or paid for (cash basis).
Expense	An accounting term that refers to the value of goods and services used during a period of time, regardless of when they were received (modified accrual) or paid for (cash basis). For example, depreciation is the expense incurred in using up fixed assets for the accounting period.
Fiduciary Fund	Records the financial resources that governments hold in trust for individuals or other governments.
Full-Time Equivalent (FTE)	The number of hours per year (typically 2080 hours) a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent.
Fund	A self-balancing set of accounts which comprise its assets, liabilities, fund balance, revenues and expenditures/expenses. These are set up to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitation.
Fund Balance	The difference between the fund's assets and liabilities. Portions of the fund balance may be reserved of the governmental and similar trust funds.
General Ledger	The final record where transactions are reconciled into current and fixed assets, liabilities, revenue, expenditure (or expense), encumbrance and fund balance. Accounting information is posted from the

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journal to the general ledger. The general ledger is the source of information for preparing all financial reports, including the balance sheet and operating statements.

General Obligation Bonds	Bonds that finance public projects such as streets, municipal facilities and park improvements. Repayment of the bonds is typically from property taxes and the bonds are backed by the full faith and credit of the issuing government.
GFOA	Government Finance Officers' Association.
GIS	Geographic Information System.
GOCO	Great Outdoors Colorado. Under the 1992 amendment to the Colorado Constitution that created GOCO, GOCO receives 50% of Lottery proceeds. All Lottery proceeds are distributed as follows: <ul style="list-style-type: none">• GOCO receives half of Lottery proceeds capped out at \$35 million a year adjusted for inflation. In Fiscal Year 2000/2001, GOCO is projected to receive approximately \$40 million.• 40% of Lottery proceeds are distributed to the Conservation Trust Fund for allocation to local governments and park and recreation districts for parks, recreation, and open space purposes.• 10% of Lottery proceeds are distributed directly to Colorado State Parks for state parks and outdoor recreation projects.• GOCO offers grant opportunities derived from the four categories outlined in the Colorado Constitution -- outdoor recreation, wildlife, open space and local government. There are five competitive grant cycles: Open Space, Local Government, Legacy, Trails and Planning & Capacity. GOCO also awards grants through the Division of Wildlife and Colorado State Parks
Governmental Funds	Funds through which most of the City's governmental functions are financed. They are accounted for on a spending or "financial flow" measurement focus which means only current assets and liabilities are generally included in the balance sheet. The reported fund balances (net current assets) are considered a measure of "available resources".
IGA	Intergovernmental Agreement.
Interfund Transfer	A flow of assets from one fund to finance activities in another fund without a requirement for repayment.
Internal Service Fund	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis.
ISTEA	Intermodal Surface Transportation Efficiency Act.
Journal	An accounting term that refers to the book of original entry in which all transactions are logged. By convention, debit entries are entered first, followed by credit entries. The journal provides a chronological listing of all transactions for that fund. Information is then posted from the journal to the general (and subsidiary) ledgers.
Legal Debt Limit	The maximum amount of general obligation debt allowed under the Englewood Municipal Code.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without specific approval from the legislative body.
LEWWTP	Littleton/Englewood Wastewater Treatment Plant.
Mill Levy	The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.
Modified Accrual	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
MYCP	Multi-Year Capital Plan. Also CIP (Capital Improvement Plan).

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Net Assets	Under the accrual basis of accounting, the difference between assets and liabilities. A net assets statement is prepared that combines all funds and any component units in which the local government has a primary financial interest.
Net Operating Deficit	The condition in which net operating expenditures exceed net operating revenue.
Net Operating Surplus	The condition in which net operating revenue exceed net operating expenditures.
NFPA	National Fire Protection Agency.
NPDES	National Pollution Discharge Elimination System.
NRPA	National Recreation and Parks Association.
Personal Services	Expenditures for salaries and related benefits.
PGA	Professional Golf Association.
PIF	Public Improvement Fund. This fund was set up to provide for the construction of general or special improvements. Unlike most of the other funds, appropriations for this fund are for the length of the project and do not lapse at the end of the fiscal year. All use tax on vehicles and building use tax are designated to this fund.
PILT or PILOT	Payment In Lieu of Tax is made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.
Proprietary Funds	A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users.
Purchase Order	An agreement to buy goods and/or services from a specific vendor, with a promise to pay once delivery is made.
Revenue	Income received from normal business activities, usually from the sale of goods and services to customers. Revenue is also received from interest, dividends or royalties paid to them by other companies. Revenue may refer to income in general, or it may refer to the amount, in a monetary unit, received during a period of time, as in "Last year, Company X had revenue of \$32 million."
RTD	Regional Transportation District. In 1969, the Regional Transportation District was formed to provide a comprehensive public transportation network in the Denver area with a sales tax of six-tenths of one percent to subsidize operations. The district runs buses, light rail and access-a-ride operations. In November, 2004 voters approved an increase in the tax to 1% to be in effect January 1, 2005.
SCADA	Supervisory Control And Data Acquisition.
SCFD	Scientific and Cultural Facilities District. The Scientific & Cultural Facilities District (SCFD) is a regional special district that funds more than 300 scientific and cultural organizations in the six metro Denver counties of Adams, Arapahoe, Boulder, Denver, Douglas and Jefferson. Its creation by an overwhelming majority of the vote in 1988 is a testament to the broad public support for diverse cultural organizations in the region. The sales tax of one-tenth of one percent (a penny on every \$10) supports the organizations and currently produces more than \$30 million annually. Voters reaffirmed their support in 1994, when they approved the tax for another ten-year period.
SPCURE	South Platte Coalition for Urban River Evaluation.

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Special Revenue Fund	A fund used to account for revenues legally earmarked for a particular purpose. For example, if revenues from a hotel/motel occupancy tax are earmarked for tourism and convention development, a hotel/motel tax fund would account for the revenue and expenditure associated with that purpose.
Supplemental Appropriation	Additional budget authority approved through an appropriation act after adoption of the budget. A legislative body may find it necessary during the fiscal year to approve additional budget authority for the local government, particularly for unforeseen contingencies such as a disaster or settlement of a lawsuit.
TABOR	<p>This bill, passed in 1992, was known as the Taxpayer Bill of Rights or Amendment I. Article X, Section 20 of the Colorado Constitution contains tax, spending, revenue and debt limitations which apply to the State of Colorado and all local governments.</p> <p>Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving under 10% of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. The City's management believes its Enterprise Funds, as listed in the Table of Contents, qualify for this exclusion.</p> <p>Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.</p> <p>TABOR requires local governments to establish Emergency Reserves. These reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases.</p> <p>The City's management believes it is in compliance with the provisions of TABOR. However, TABOR is complex and subject to interpretation. Many of the provisions, including the interpretation of how to calculate Fiscal Year Spending limits, may require judicial interpretation.</p> <p>On November 4, 1997 a majority of the City's electors authorized the City to collect and spend or retain in a reserve all revenues without regard to any limitations under TABOR.</p>
TMDL	Total maximum daily load.
USEPA	See EPA.



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