

2007

BUDGET



City of Englewood
COLORADO

1000 Englewood Parkway
Englewood, Colorado 80110

www.Englewoodgov.org

City of Englewood, Colorado 2007 Budget

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Civic Center - Hampden Hall



Safety Services Complex



Civic Center Amphitheater



Little Dry Creek Plaza



Pirates Cove Water Park Leisure Pool



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, 2007

The Honorable Mayor, City Council Members,
And Citizens of the City of Englewood, Colorado

I am pleased to submit the 2007 Budget for the City of Englewood, Colorado and the accompanying 2007 Revenue Manual.

The 2007 Budget was developed in accordance with State and Charter requirements and deadlines set forth therein. The annual budget serves as the foundation for the City's financial planning and control. The Budget provides a comprehensive program for providing high quality services to the Englewood community based upon conservative revenue estimates. The Revenue Manual provides a complete review of all important revenue sources including the history and method of projecting future collections.

The Budget Document

The Budget document is organized into three major sections. The **introduction section** begins with a historic overview of the City, followed by the City's organizational chart, a list of principal officials and the ordinances adopting the 2006 Mill Levy, the 2007 Budget, and the 2007 Appropriations. The **second section** begins with a description of the budget process and policies used in the budget development and a summary of significant policies. The series of tabs which follow organize the budget by fund type. The governmental funds are presented first followed by the proprietary funds. Each fund contains a budget; some funds are further broken down by division and provide outcome based goals/activity statements and where applicable performance indicators are provided. The **supplemental information section** includes the district map, debt service schedules, other information of general interest and glossary of terms.

City Profile

The City of Englewood is a municipal corporation governed by an elected seven-member council. Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and is home to approximately 32,000 residents and 2,400 businesses. Due to easy access to two light rail train stations and the state and US highway systems, Englewood's location offers short and convenient commutes to other areas within the Denver Metro Area and the rocky mountain range. The City's mixed housing and retail environment encourages a pedestrian community. The City's economy is comprised of retail, industrial, manufacturing, healthcare and service sectors.

Gary Sears, City Manager

Englewood is said to have “small town” feel with the conveniences of a big city amenities. Recreational opportunities abound in Englewood, including eleven parks, nine athletic fields, an award-winning recreation center, a first-class golf course, and one of the most successful senior centers in the region. Pirates Cove, a family aquatic center offers a variety of water-based activities.

In addition to the 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 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.

Economic Outlook

State of Colorado / Denver Metro The 2007 economic forecast for the State and the Denver Metro Area is provided by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research for the state and the various regions within the state for the Colorado General Assembly. The September 2006 report from the CLC anticipates an expanding economy in 2007. The growth expected will not be as strong as 2006 but it will be greater than the national average. Factors impacting the economy nationally and locally are inflation, interest rates, energy prices and housing. Job growth is forecasted for in the advanced technology (including telecommunications), defense and natural resource industries.

Other economic forecast information:

- Non-farm employment is projected to increase 2.0 percent in 2007 compared to the 2.2 percent growth in 2006.
- The unemployment rate is expected to rise slightly in 2007 to 4.6 percent compared to the 4.5 percent unemployment rate in 2006.
- Personal income is projected to increase 6.2 percent in 2007, slightly down from the 2006 6.7 percent increase.
- Wages and salaries are expected to increase 6.2 percent in 2007 that is down from the 7.1 percent in 2006.

Expanded employment opportunities will be tempered by population growth. Richard Wobbekind, an economist at the University of Colorado’s Leeds Business School in Boulder expects Colorado’s population to grow 2.0 percent in 2007, as migration will be the strongest it has been in the last five to six years. If this forecast holds true Colorado will be one of the fastest growing states in the nation in 2007.

Englewood In February 2006 City Council held an economic development retreat. The purpose of the retreat was to review current and anticipated economic development opportunities. Although the City is mature and land-locked, several development and redevelopment opportunities were identified. These opportunities will impact the local economy and provide revenue to the General Fund and the Public Improvement Fund.

Development / Redevelopment Projects

• **Englewood Golf Course** - In 2004 the City was approached by Miller Weingarten Realty on behalf of the Sheridan Redevelopment Agency regarding a redevelopment plan known as the River Point Sheridan development for the area west of South Santa Fe Drive between Hampden Avenue/US Highway 285 to the north and Oxford Avenue to the south. The redevelopment of a retail/entertainment complex includes a portion of the Englewood Golf Course (approximately 54 acres) which is located within the city limits of Sheridan. This development offers significant improvements to the golf course with no financial risk to the City as all costs related to the

relocation of the golf course will be paid by the developer. The proposal also provides for an initial 20 year term lease with Miller Weingarten for \$4.190 million, and three additional 20 year options totaling \$900,000. In 2006 the City received a non-refundable deposit of \$150,000 from Miller Weingarten to cover the out-of-pocket expenses associated with the City's review of the proposed transaction. Since the preparation and adoption of the Budget, the City received (11/28/2006) from Miller Weingarten \$4,911,644. The \$4.9 million received is allocated as follows: \$650,000 reimbursement of consulting and legal fees for oversight of the golf course construction, environmental supervision, widening of new Hole #9 after wetland approvals and financial offset of the Payment In Lieu of Taxes (PILT) required by the City of Sheridan; \$50,000 contribution of trees; \$175,578 Golf Course make-up payment for course closure September and October 2006 and \$4,036,066 to be apportioned per council direction. Beginning Fall 2006 the Driving Range, Par 3 Hole Course and the Front 9 Hole Course will be closed for play. The Englewood Golf Course will open in its entirety Spring 2008.

- **Bates Station / General Iron Works** - Environmental issues/remediation have to be addressed. State Brownfields loans are available to assist with the clean-up. Construction of a proposed Light Rail Transit station could begin as early as 2007/2008. The cost of the station would be split three-ways among the City, Regional Transportation District (RTD), and the developer. Projected station cost is \$7.4 million. RTD wants to add 450 parking spaces at the Bates Station area to relieve parking pressures at the CityCenter station. Winslow Crane and Barton Brothers, the owners of the property, have an agreement to develop the property together. Both owners are interested in transit oriented development (TOD) including a housing component.
- **McLellan Reservoir** – This property controlled by the Englewood/McLellan Reservoir Foundation (EMRF) is located just north of County Line (Arapahoe County to the North and Douglas County to the South) and is bordered on the south with state highway C-470. Development must protect McLellan water resources and quality. The road network is under development through and around the site. Some interested tenants have contacted the City. The RTD is negotiating to locate a station on the site as part of FasTracks in 2017. Douglas County supports a TOD and wants structured parking rather than surface parking for the station. The remainder of the land is to be developed in a manner that provides an on-going revenue stream for the City.
- **Wal-Mart** - Wants to add 9,000 +/- square feet to expand grocery sales. The expansion is planned for 2007. The major issue is space for additional parking required by the private, not City, development agreement between Englewood Environment Foundation (EEF) and Wal-Mart. The contract should be signed by all parties in early January 2007.
- **Burt Automotive** - Burt Automotive property is undergoing a multi-million dollar expansion. Staff is collaborating with Burt for entry port art. Burt would like the Council to assist with redeveloping the property.
- **Wolf Camera** – The South Suburban Recreation District is interested in talking to Council on how to acquire this last piece of property for trail development. Staff is looking at alternate trail connections that bypass this property. Due to flood plain issues, a portion of this property cannot be developed.
- **Swedish Medical Center/HealthONE/Old Hampden Corridor** – Swedish Medical Center/HealthONE proposed an \$84 million renovation and expansion to span 2006/2007. Approximately 175,000 square feet is affected by this expansion and remodeling project. This investment demonstrates the hospital's continued commitment to its Englewood location.
- **Masons Square (3500 South Sherman Street)** - The Masonic Lodge plans to demolish and replace its existing building with an accessible 10,000 square foot Lodge and 4 mixed-use commercial/residential buildings. The first floor is planned for commercial use in the design of medical offices (20,000 square feet total). The upper two floors are proposed as 40 for-sale residential condos. The buildings are proposed to be built over an underground parking structure.
- **Englewood Housing Authority Senior Housing (S. Pennsylvania & US 285)** - Planned Unit Development (PUD) rezoning allows the Englewood Housing Authority plans to construct a 57,000 square feet building containing 62 independent-living units for seniors. Plans include a five story structure with parking on the first floor and additional parking located on the west side of Pennsylvania Street. Estimate project cost is approximately \$9.5 million.

Outcome Based Budget

In 2006, the City adopted an outcome based budget philosophy. The outcomes provide a structure to identify where and how City resources are spent. The five outcomes identified include:

1. A City that provides and maintains quality infrastructure,
2. A safe, clean, healthy, and attractive City,
3. A progressive City that provides responsive and cost efficient services,
4. A City that is business friendly and economically diverse, and
5. A City that provides diverse, cultural, recreational and entertainment opportunities.

City staff submitted goals in support of the outcome based philosophy with their 2007 budgets. Some departments added performance measures to their activities and/or goals to provide benchmarks essential to managing desired outcomes and to make good business decisions.

The budget reflects the City's priorities and allocates resources accordingly. The outcome-based budget will help the City measure whether or not resources are be allocated in a manner that best achieves the prioritized outcomes. While this is a relatively new tool, Council and staff may use it to serve better the citizens and community. This type of budgeting continues to be refined to direct our resources in ways that meet the needs of our citizens and community.

2007 Budget Elements

General Fund

The 2007 budget identifies continuing challenges for the City. The 2007 budget projects an imbalance between revenues and expenditures that negatively impacts the 2007 fund balance. This is a concern for 2007 as well as the "out years" which forecast deficits due to expenditures growing faster than revenues.

Estimated Fund Balance

The estimated General Fund unreserved/undesignated fund balance for 2006 is projected at \$6,387,683 or 17.91% of revenues, and the estimated undesignated, reserve for 2007 is projected to be nearly \$4,944,790 or 13.21% of revenues.

Estimated Revenues

Before interfund transfers, total estimated General Fund revenues are projected at **\$37,418,233** for 2007, an increase of **6.3 percent** from the **2006 revenue budget of \$35,202,238**. Sales and use tax revenue, which comprise 60 percent of General Fund revenues in 2007, are estimated at **\$22,540,447**, a **6.14 percent** increase over 2006 sales and use taxes budget. The 2007 sales tax estimate includes sales taxes previously paid for debt service on the Englewood Urban Renewal Authority (EURA) bonds. The 2007 estimated sales tax attributable to the EURA Area is approximately \$573,000. The EURA estimated sales tax amount is for the period August 23, 2007 through December 31, 2007. Also \$200,000 was added for new retailers coming on-line during the later part of 2006 and during 2007.

Other Revenue Budget Information

- Property tax revenues are estimated at \$2,565,000, \$31,000 over the 2006 budget, based on Arapahoe County property assessments.
- Interest earnings increased due to projected higher market interest rates.

- Fines and Forfeiture increased more than most other revenues.
- Other revenues sources are slightly above the 2006 budgeted amounts.
- Ambulance transport fees increased by \$92,500. More than half (\$50,000) of the increase is due to providing transport service to St. Joseph's Hospital.
- Parks and recreation will increase Pirates Cove Rental and Group Fees in 2007, a \$31,500 increase in revenues. In 2007, Parks and recreation will receive a \$3,000 Youth Program Grant from the Englewood School District.

Expenditure Appropriations

With 2007 revenues projected at **\$37,418,233** and proposed expenditures of **\$39,182,556**, the unfavorable difference between revenues and expenditures is projected at **\$1,764,323**. The 2007 interfund transfer from the Public Improvement Fund to the General Fund is **\$279,030**. This transfer represents the debt service for the Brownfields Loan and the IBIS Lease (Oracle ERP/Financial and Human Resources System). After interfund transfers, the projected deficit for 2007 is **\$1,485,293**. This deficit will reduce fund balance to approximately 13.21 percent of budgeted revenues.

The contingency budget includes funding for contractually required salary increases for police and fire employees. Salary increases are determined by surveying comparable agencies. The survey was available in December 2006, after completion of the budget process. The contingency budget also provides funds to pay accrued leave payouts for separating employees.

Generally, new personnel and program requests are minimal. The 2007 budget provides for the following:

Municipal Court – The elimination of a part-time file clerk position and the addition of a part-time benefit eligible associate court clerk position were requested and Council approved.

City Attorney's Office – A status change for one part-time position to full-time position was requested which Council approved, and a part-time no benefits eligible law clerk position was proposed which Council did not approve.

City Manager's Office - An assistant to the city manager position was requested (primarily to assist with the redevelopment of the Sheridan Redevelopment Project) which Council did not approve.

Safety Services – Three dispatcher and one supervisor positions were requested. Two dispatcher positions Council approved.

Parks and Recreation - A new irrigation technician was requested which Council did not approve, a status change for one part-time position to a part time benefits eligible position was requested which Council approved, and a new youth Lacrosse Program was proposed which Council approved.

Library Services – A contracted, part-time security guard for evening operating hours was requested which Council Approved.

Information Technology - A part-time benefits eligible help desk assistant position was requested which Council did not approve and increased funding was requested to pay for required employee training which Council approved.

The salary and wages in the department budgets reflect the City's performance and market pay philosophy. Medical healthcare insurance coverage per employee increased 6.93% for 2007. Excluding wages, benefits, fuel and energy costs, minimal increases are proposed for operating and maintenance costs for 2007.

Special Revenue Funds

- The Conservation Trust Fund budgeted \$286,000 for parks, recreation and open space projects for 2007.
- The Arapahoe County Open Space Fund budgeted \$913,000 for a variety of parks and open space projects.

Capital Projects Funds

- The General Fund will not be in the position to transfer funds for capital projects in 2007.
- The Public Improvement Fund (PIF) will provide \$3,063,735 for essential infrastructure maintenance projects and equipment. Of the PIF's total funding, certain project costs totaling \$1,485,205 are accounted for in the Capital Projects Fund.

Enterprise Funds

The proposed budget does not include rate increases for water or wastewater beyond those previously approved by City Council with Resolution No. 49, Series of 2003 (Sewer Rates) and Resolution No. 93, Series of 2004 (Water Rates). Water service user fees will increase 8% on January 1, 2007. Sewer service user will increase 15% on January 1, 2007. No user fee rate increases are planned in 2007 for the Storm Drainage or Concrete Utility services.

Internal Service Funds

The ServiCenter and Capital Equipment Replacement Fund funds may be affected by the on-going fleet study that could reduce the cost of acquiring and maintaining the City's "rolling stock."

Awards and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Englewood, Colorado for the Annual Budget beginning January 1, 2006. 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.

I would like to express my appreciation to the City Council, Deputy City Manager, Department Directors and the Municipal Court Administrator for their continuing efforts with the budget process. I believe City staff continues to look for ways to maintain the many high quality services that our citizens enjoy at a very reasonable cost. I would like to especially thank the Deputy City Manager and the Director and staff of the Finance and Administrative Services Department for their work in the preparation of the 2007 budget and the revenue manual.

Respectfully submitted,

Gary L. Sears
City Manager

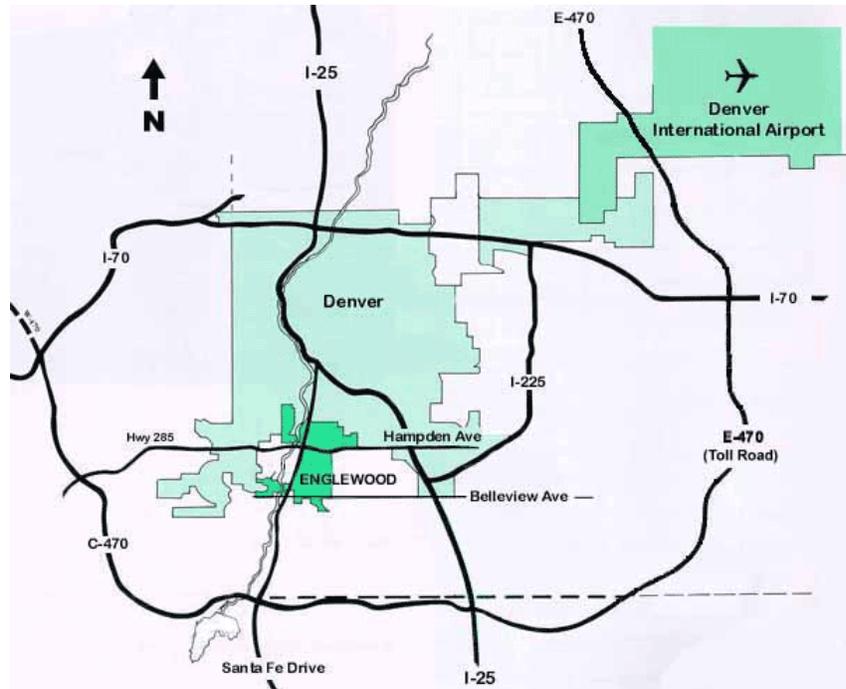
City of Englewood, Colorado Historic Overview

The City of Englewood is a municipal corporation governed by an elected seven-member council. Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and is home to roughly 32,000 residents and 2,400 businesses.

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. Gradually, small settlements such as Petersburg, Cherrellyn, and Orchard Place sprang up to offer basic services to the residents. The community remained a rural area into the late 1800s.

By 1880, urban growth had begun. Denver roads were extended south and street blocks were laid out. In the 1890s a rail line served five different rail systems.



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

In 1903, there was a movement afoot 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, Cherrellyn, 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."

In 1952 the Council-Manager form of government was adopted.

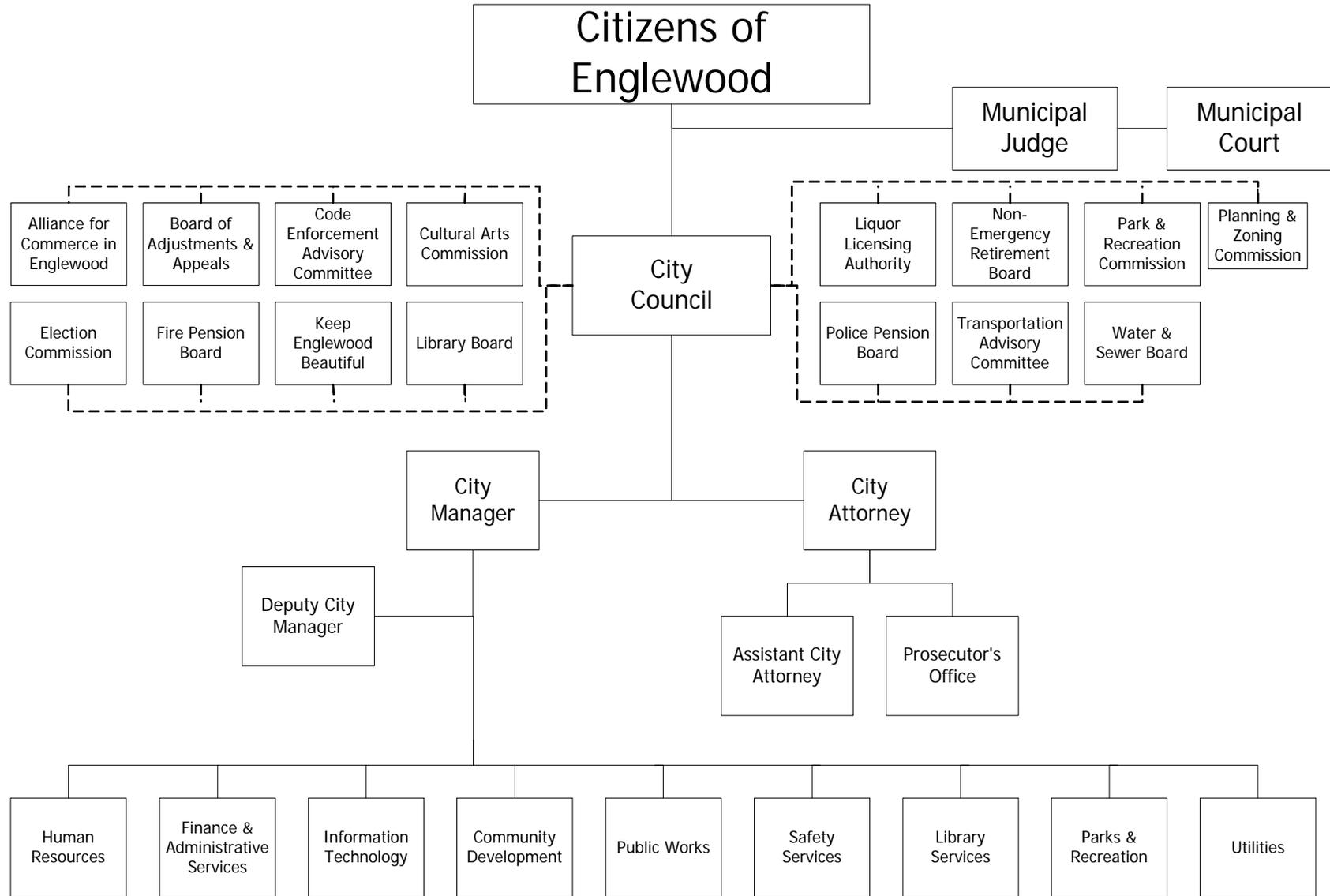
Over the years, Englewood has fostered a wide variety of business and industry, including an amusement park, a film company and the airplane manufacturer that produced the Eagle Rock bi-plane. Today, Englewood boasts more jobs and businesses per square mile than any other city in the Rocky Mountain region. 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 opened for business in Englewood. Although the mall closed in 1997, CityCenter Englewood, built on the old Cinderella City site, is a national model for residential and commercial mixed-use transit-oriented development.



The City's logo was designed and adopted in 1971. The logo designer's statement about his work follows: *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 color green confirms life.*

City of Englewood – Organizational Chart



Elected Officials

City Council

Mayor	Olga Wolosyn, At-Large
Mayor Pro-Tem	Jim Woodward, At-Large
Council Member	Ray Tomasso, District I
Council Member	John H. Moore, District II
Council Member	Laurett Barrentine, District III
Council Member	Wayne Oakley, District IV
Council Member	Bob McCaslin, At-Large

Municipal Judge Vincent Atencio

City Officials

City Manager	Gary Sears
Deputy City Manager	Michael Flaherty
City Attorney	Daniel L. Brotzman
Municipal Court Administrator	Tamara Wolfe
Human Resources Director	Susan Eaton
Finance & Administrative Services Director	Frank Gryglewicz
Information Technology Director	Don Ingle
Community Development Director	Robert Simpson
Public Works Director	Rick Kahm
Safety Services Director	Chris Olson
Library Services Director	Hank Long
Parks & Recreation Director	Jerrell Black
Utilities Director	Stewart Fonda

Finance and Administrative Services Staff

Retirement Administrator	Carol Wescoat
City Clerk	Loucrishia Ellis
Accounting Manager	Steve Dazzio
Revenue and Budget Manager	Susan Clark
Purchasing Administrator	Don Clarke
Printshop Administrator	Ed McKee

ORDINANCE NO. 39
SERIES OF 2006

COUNCIL BILL NO. 40
INTRODUCED BY COUNCIL
MEMBER TOMASSO

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 2006, due and payable as required by statute in the year 2007, a tax of 5.880 mills on the dollar for the General Fund of the City of Englewood, Colorado, and 2.52 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.

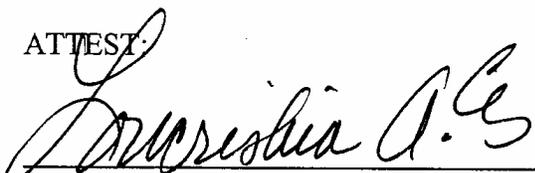
Introduced, read in full, and passed on first reading on the 16th day of October, 2006.

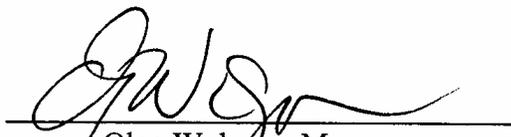
Published as a Bill for an Ordinance on the 20th day of October, 2006.

Read by title and passed on final reading on the 6th day of November, 2006.

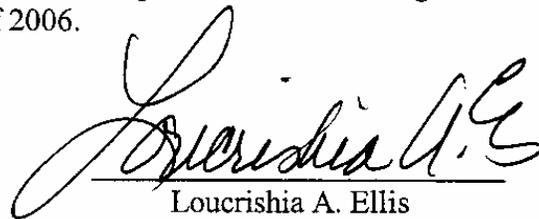
Published by title as Ordinance No. 39, Series of 2006, on the 10th day of November, 2006.

ATTEST:


Loucrishia A. Ellis, City Clerk


Olga Wolosyn, Mayor

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. 39, Series of 2006.



Loucrishia A. Ellis

Miscellaneous	150,000
Total Revenues	\$ 37,411,233
Other Financing Sources	279,030
Total Sources of Funds	\$ 37,697,263

	<u>Expenditures</u>
Legislation	325,959
City Attorney's Office	720,646
Municipal Court	932,562
City Manager's Office	655,188
Human Resources	563,298
Finance and Administrative Services	1,700,220
Information Technology	1,281,168
Public Works	5,176,852
Safety Services	16,833,823
Community Development	1,686,645
Library Services	1,336,263
Parks and Recreation Services	5,705,171
Contingencies	395,000
Debt Service	1,869,761
Total Uses of Funds	\$ 39,182,556
Total Fund Balance, December 31, 2007	\$ 6,098,590

Section 3. DEBT SERVICE FUNDS

General Obligation Bond Fund

Fund Balance, January 1, 2007	\$ 11,020
Revenues	\$ 1,105,000
Expenditures	\$ 1,100,406
Fund Balance, December 31, 2007	\$ 15,614

Paving District #38

Fund Balance, January 1, 2007	\$ 4,292
Revenues	\$ 44,211
Expenditures	\$ 48,503
Fund Balance, December 31, 2007	\$ -0-

Section 4. SPECIAL REVENUE FUNDS

Conservation Trust Fund

Fund Balance, January 1, 2007	\$ 192,592
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Revenues	\$	315,000
Expenditures	\$	286,000
Fund Balance, December 31, 2007	\$	221,592
<u>Commercial Revolving Loan Fund</u>		
Fund Balance, January 1, 2007	\$	214,003
Revenues	\$	10,000
Expenditures	\$	30,200
Fund Balance, December 31, 2007	\$	193,803
<u>Community Development Fund</u>		
Fund Balance, January 1, 2007	\$	-0-
Revenues	\$	450,000
Expenditures	\$	450,000
Fund Balance, December 31, 2007	\$	-0-
<u>Donors Fund</u>		
Fund Balance, January 1, 2007	\$	386,025
Revenues	\$	108,100
Expenditures	\$	89,785
Fund Balance, December 31, 2007	\$	404,340
<u>Malley Center Trust Fund</u>		
Fund Balance, January 1, 2007	\$	254,768
Revenues	\$	23,000
Expenditures	\$	50,000
Fund Balance, December 31, 2007	\$	227,768
<u>Parks and Recreation Trust Fund</u>		
Fund Balance, January 1, 2007	\$	427,953
Revenues	\$	13,500
Expenditures	\$	19,000
Fund Balance, December 31, 2007	\$	422,453

<u>Special Assessment Surplus & Deficiency Fund</u>	
Fund Balance, January 1, 2007	\$ 15,734
Revenues	\$ 2,000
Expenditures and Transfers	\$ 17,734
Fund Balance, December 31, 2007	\$ -0-

<u>Open Space Fund</u>	
Fund Balance, January 1, 2007	\$ 564,110
Revenues	\$ 652,000
Expenditures	\$ 913,000
Fund Balance, December 31, 2007	\$ 303,110

Section 5. CAPITAL PROJECT FUNDS

<u>Public Improvement Fund</u>	
Fund Balance, January 1, 2007	\$ <87,045>
Revenues	\$ 3,345,489
Expenditures and Transfers	\$ 3,063,735
Fund Balance, December 31, 2007	\$ 194,709

<u>Capital Projects Fund</u>	
Fund Balance, January 1, 2007	\$ 93,100
Revenues and Transfers In	\$ 1,635,205
Expenditures	\$ 1,485,205
Fund Balance, December 31, 2007	\$ 243,100

Section 6. INTERNAL SERVICE FUNDS

<u>Servicenter Fund</u>	
Fund Balance, January 1, 2007	\$ 498,308
Revenues	\$ 1,855,490
Expenditures	\$ 1,952,048
Fund Balance, December 31, 2007	\$ 401,750

Capital Equipment Replacement Fund

Fund Balance, January 1, 2007	\$ 460,791
Revenues	\$ 765,633
Expenditures	\$ 1,089,664
Fund Balance, December 31, 2007	\$ 136,760
<u>Risk Management Fund</u>	
Fund Balance, January 1, 2007	\$ 240,132
Revenues	\$ 1,318,632
Expenditures	\$ 1,273,985
Fund Balance, December 31, 2007	\$ 284,779
<u>Employee Benefits Fund</u>	
Fund Balance, January 1, 2007	\$ 413,404
Revenues	\$ 4,718,253
Expenditures	\$ 4,700,200
Fund Balance, December 31, 2007	\$ 431,457
<u>Central Services Fund</u>	
Fund Balance, January 1, 2007	\$ 229,728
Revenues	\$ 345,000
Expenditures	\$ 354,605
Fund Balance, December 31, 2007	\$ 220,123

Section 7. ENTERPRISE FUNDS

<u>Water Fund</u>	
Fund Balance, January 1, 2007	\$ 4,062,001
Revenues	\$ 7,564,205
Expenditures	\$ 8,261,825
Fund Balance, December 31, 2007	\$ 3,364,381
<u>Sewer Fund</u>	
Fund Balance, January 1, 2007	\$ 22,274,351

Revenues	\$ 12,250,065
Expenditures	\$ 28,965,450
Fund Balance, December 31, 2007	\$ 5,558,966
 <u>Storm Drainage Fund</u>	
Fund Balance, January 1, 2007	\$ 555,990
Revenues	\$ 315,500
Expenditures	\$ 351,110
Fund Balance, December 31, 2007	\$ 520,381
 <u>Golf Course Fund</u>	
Fund Balance, January 1, 2007	\$ 122,823
Revenues	\$ 1,684,587
Expenditures	\$ 1,784,587
Fund Balance, December 31, 2007	\$ 22,823
 <u>Concrete Utility Fund</u>	
Fund Balance, January 1, 2007	\$ 526,375
Revenues	\$ 621,200
Expenditures	\$ 674,632
Fund Balance, December 31, 2007	\$ 472,943
 <u>Housing Rehabilitation Fund</u>	
Fund Balance, January 1, 2007	\$ 1,900,704
Revenues	\$ 1,824,500
Expenditures	\$ 1,824,500
Fund Balance, December 31, 2007	\$ 1,900,704

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.

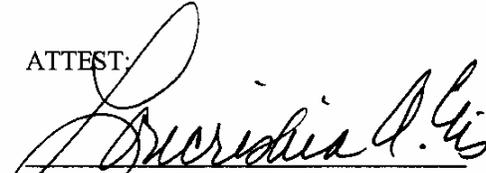
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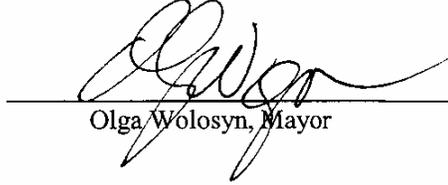
Published as a Bill for an Ordinance on the 20th day of October, 2006.

Read by title and passed on final reading on the 6th day of November, 2006.

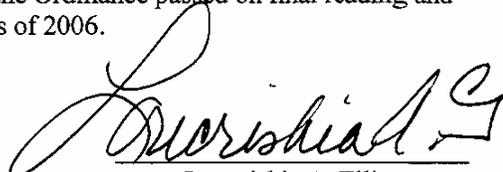
Published by title as Ordinance No. 40, Series of 2006, on the 10th day of November, 2006.

ATTEST:


Loucrishia A. Ellis, City Clerk


Olga Wolosyn, Mayor

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. 40, Series of 2006.


Loucrishia A. Ellis

BY AUTHORITY

ORDINANCE NO. 44
SERIES OF 2006

COUNCIL BILL NO. 42
INTRODUCED BY COUNCIL
MEMBER TOMASSO

AN ORDINANCE APPROPRIATING MONIES FOR ALL MUNICIPAL PURPOSES IN THE CITY OF ENGLEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2007, AND ENDING DECEMBER 31, 2007, CONSTITUTING WHAT IS TERMED THE ANNUAL APPROPRIATION BILL FOR THE FISCAL YEAR 2007.

WHEREFORE, City Council and staff held a 2007 budget and goal setting meeting on May 13, 2006; and

WHEREFORE, a public hearing on the Proposed 2007 Budget was held September 18, 2006; and

WHEREAS, the operating budgets and Multiple Year Capital Plan for all City departments and funds were reviewed at a budget retreat held on September 23, 2006; 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, 2007, and ending December 31, 2007, the amounts hereinafter set forth for the object and purpose specified and set opposite thereto, specifically as follows:

GENERAL FUND

Legislation	\$	325,959
City Attorney's Office		720,646
Municipal Court		932,562
City Manager's Office		655,188
Human Resources		563,298
Finance and Administrative Services		1,700,220
Information Technology		1,281,168
Public Works		5,176,852
Safety Services		16,833,823
Community Development		1,686,645
Library Services		1,336,263
Parks and Recreation Services		5,705,171
Contingencies		395,000

Debt Service – Civic Center		1,575,731
Debt Service – Other		294,030

Total General Fund	\$	39,182,556
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GENERAL OBLIGATION BOND FUND

Total General Obligation Bond Fund	\$	1,100,406
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PAVING DISTRICT #38 DEBT SERVICE FUND

Total Paving District #38 Debt Service Fund	\$	48,503
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CONSERVATION TRUST FUND

Total Conservation Trust Fund	\$	286,000
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COMMERCIAL REVOLVING LOAN FUND

Total Commercial Revolving Loan Fund	\$	30,200
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COMMUNITY DEVELOPMENT FUND

Total Community Development Fund	\$	450,000
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DONORS FUND

Total Donors Fund	\$	89,785
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MALLEY CENTER TRUST FUND

Total Malley Center Trust Fund	\$	50,000
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PARKS AND RECREATION TRUST FUND

Total Parks and Recreation Trust Fund	\$	19,000
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SPECIAL ASSESSMENT SURPLUS & DEFICIENCY FUND

Total Special Assessment Surplus & Deficiency Fund	\$	17,734
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OPEN SPACE FUND

Total Open Space Fund	\$	913,000
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PUBLIC IMPROVEMENT FUND

Total Public Improvement Fund	\$	3,063,735
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CAPITAL PROJECTS FUND

Total Capital Projects Fund	\$	1,485,205
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SERVICENTER FUND

Total ServiCenter Fund	\$	1,952,048
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CAPITAL EQUIPMENT REPLACEMENT FUND

Total Capital Equipment Replacement Fund	\$	1,089,664
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CENTRAL SERVICES FUND

Total Central Services Fund	\$	354,605
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RISK MANAGEMENT FUND

Total Risk Management Fund	\$	1,273,985
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EMPLOYEE BENEFITS FUND

Total Employee Benefits Fund	\$	4,700,200
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WATER FUND

Total Water Fund	\$	8,261,825
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SEWER FUND

Total Sewer Fund	\$	28,965,450
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STORM DRAINAGE FUND

Total Storm Drainage Fund	\$	351,110
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GOLF COURSE FUND

Total Golf Course Fund	\$	1,784,587
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CONCRETE UTILITY FUND

Total Concrete Utility Fund	\$	674,632
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HOUSING REHABILITATION FUND

Total Housing Rehabilitation Fund	\$	1,824,500
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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 2007.

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 2007, may be applied on the outstanding claims now due or to become due in the said fiscal year of 2007.

Section 4. All unappropriated monies that may come into the hands of the Director of Finance and Administrative Services during the year 2007, 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 2006, any surplus money in any of the respective funds, after all claims for 2006 against the same have been paid, may be distributed to any other fund or funds at the discretion of the City Council.

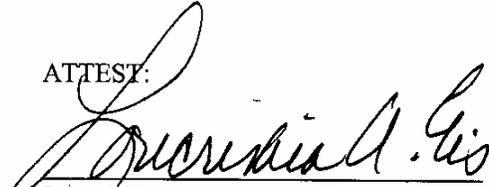
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Published by title as Ordinance No. 44, Series of 2006, on the 10th day of November, 2006.

ATTEST:

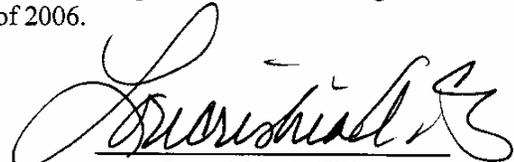


Loucrishia A. Ellis, City Clerk



Olga Wolosyn, Mayor

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. 44, Series of 2006.



Loucrishia A. Ellis



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Englewood
Colorado**

For the Fiscal Year Beginning

January 1, 2006

President

Executive Director

City of Englewood, Colorado

Budget Process

The budget process begins with the review of and calculation of revenue projections. Please refer to the accompanying Revenue Manual for the projection methodology used for each of the major revenue sources.

After the revenues projections have been estimated, a budget retreat is schedule with the City Staff, the City Manager and the City Council. During the retreat, the budget guidelines for the coming year are established.

Each division manager meets with the Revenue & Budget Manager to determine any personnel changes for the budget year. Once these changes have been made, workbooks are distributed electronically to each division. Each workbook also contains a page summarizing the expenditure line items by the four categories required. The line item expenditures show 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 are collected for capital spending. Any item over five thousand dollars must be submitted in this process. Each submission must include an explanation of any affect on operational costs, or efficiencies. Requests for capital improvements are reviewed independently by Public Works to verify or correct building cost estimates.

Typically, any new programs or projects are presented separately from the division budget. If approved, the costs are then added to the division budget or the Multi-Year Capital Plan.

Each department goes through a review with the Revenue & Budget Manager and then another with the Revenue & Budget Manager, the Director of Finance & Administrative Services, the Deputy City Manager and the City Manager.

Once the departmental budgets have been reviewed and integrated any changes by the City Manager, the Proposed Budget is prepared and presented to City Council. A second budget retreat is schedule for departments to present their budgets to Council.

After Council has had time to review the document, a Study Session is held to discuss the budget in detail. Departmental directors present their budgets and respond to questions. A Public Hearing is also held. Any changes made at these sessions are incorporated and the final budget document prepared.

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

City of Englewood, Colorado 2007 BUDGET CALENDAR

	PROPOSED DATE	TASK	PARTY RESPONSIBLE
1	Feb 13 - Mar 13	Feb 13- Distribute the MYCP request forms to Departments	FAS
2	May 15 - 26	Managers meet with Budget Office to complete personnel changes for remainder of 2006 and for 2007	All Departments
2	May 30 - June 2	Distribute Divisional Budget workbooks, budget pages on network.	FAS
3	June 5 - 9	Budget Training available. Schedule dependent on requests.	FAS
4	June 15	MYCP requests submitted to Budget Office	All Departments
5	June 26 - July 14	Departments submit proposed budgets and Divisional Budget pages to Budget Office. Dates will vary depending upon review schedule with CMO.	All Departments
6	July 17	Study Session-6 month update revenue, expenditures	FAS
7	July 31- Aug 10	Departments review budgets with CMO	All Departments
8	August 14 - 18	CMO finalizes PROPOSED BUDGET	CMO/FAS
9	August 21	Study Session-Proposed budget	
10	Aug 21 - Sep 15	Proposed Budget document prepared, Proposed Budget-in-Brief prepared.	FAS
11	<i>Sep 11</i>	<i>Proposed budget to Council (legally required by September 15)</i>	<i>FAS</i>
12	<i>Sep 1, 8 and 15</i>	<i>Publish time & place of Budget Hearing</i>	<i>FAS</i>
13	<i>Sep 18</i>	<i>Public Hearing</i>	<i>CMO</i>
14	Sep 23	Proposed Budget Retreat	City Council and All Departments
15	Oct 1-Dec 31	Produce Budget Document, distribute Budget (including State Dept. of Local Govt.)	FAS
16	October 16	Introduce bills for ordinances-Mill Levy, Budget, Appropriations-First Reading	FAS
17	November 6	Second Reading	FAS
18	December 1	Final Assessed Valuation available from Arapahoe County	FAS
19	December 15	Certify mill levy to Arapahoe County	FAS

CMO – City Manager’s Office
FAS – Finance and Administrative Services

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

City of Englewood, Colorado

Summary of Significant Policies

Budget Policies

The preparation and submission of the City's the 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 section 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 revenues and beginning 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. 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.

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.

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.
- ◆ 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.
- ◆ 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.

The City prepares budgets for the following enterprise funds that are a subset of proprietary fund types:

- ◆ 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.

Additionally, the City prepares budgets for the following proprietary fund type:

- ◆ *Internal service funds* account for printing fees, vehicle use and maintenance fees, capital replacement fees, and insurance provided to other departments of the City on a cost-reimbursement basis.

Budgets are **not adopted** for the fiduciary and the agency funds.

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.

Fund financial statements

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

Governmental funds. *Governmental funds* are used to account for essentially the same functions as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental funds balance sheet and the governmental funds statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The City maintains thirteen individual governmental funds. Information is presented separately in the budgetary funds statement of revenues, expenditures, and changes in fund balances for the General Fund.

Proprietary funds. The City maintains two different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The City uses enterprise funds to account for six separate operations: Water, Sewer, Golf Course, Storm Drainage, Concrete Utility and Housing Rehabilitation. Internal service funds are used to accumulate and allocate costs internally among the City's various functions. The City uses internal service funds to account for in-house printing, vehicle replacement and maintenance, and insurance costs.

Fiduciary funds. Fiduciary 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 accounting used for fiduciary funds is much like that used for proprietary funds.

Agency funds. Agency funds accounts for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds.

The City follows 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 government-wide financial statements are reported using the *economic resources measurement focus* and *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. 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 for which 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 reported 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.

Use of estimates

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

Financial Policies

Fiscal Management

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

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

Fund Balance-General Fund

Fund balance is the difference between total assets and total liabilities. The fund balance target range for the General Fund is between 10% and 16% of total General Fund revenues or approximately one to two months of General Fund budgeted expenditures.

Funds Available

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

Restrictions to 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 third party 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.

Tax, Spending and Debt Limitations

Article X, Section 20 of the Colorado Constitution, commonly known as the Taxpayer's 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 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.

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 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.

Debt Capacity

The entire section (Section 104) 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 (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.

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.

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, and details of these transactions are not reported in the Statement of Cash Flows. 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 (\$100,000) 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 102% 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. At December 31, 2005, the City's deposits amounting to \$1,030,718 were either insured by federal depository insurance or collateralized with securities held by third parties in the City's name, and consequently were not exposed to custodial credit risk.

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	180 days	50%	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 to do so.

The City has not been informed of any excess losses that may have been incurred by the pool.

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

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 50% 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 50% 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, are part of the means of determining how capital assets are acquired.

Information Technology - Strategic Information Systems Plan (SISP) – In 2001, the Information Technology Department underwent a needs assessment that covered the period from 2001-2005. The SISP is designed to guide future technology investments and define a new organizational model for delivery of technology-related services. In 2006, the IT Department surveyed departments which focused on several current and relevant issues related to technology. The survey results were included as part of the 2007-2009 SISP which categorized projects into Management, Application or Infrastructure related projects.

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 that Englewood will be known as a place people goes for entertainment, nightlife, restaurants, 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 recreational system.

Library Services - The Library Services Department is in the process of developing its five year plan for the period 2008 through 2012.

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 Belleview 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.

Public Works - Fleet Management Study – The on-going fleet study 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 Multi-Year Capital Plan was instituted to provide for the long-range planning of items with a useful life of more than one year and at a cost of at least \$5,000. The capitalization threshold for the Water, Sewer, Storm Drainage and the Concrete Utility Funds is \$25,000.

Each year for the upcoming year, the plan is reviewed and a determination is made of the need for additional projects and/or project revisions. The prioritization of the projects is also reassessed.

The following pages list purchases and projects by fund, with projected expenditures through 2012. Most of the descriptions are self-explanatory. Those needing a fuller description are detailed below the respective listing. The key for abbreviations used in this section is as follows:

CD	Community Development	LS	Library Services
CTF	Conservation Trust Fund	PR	Parks & Recreation
ERC	Englewood Recreation Center	PW	Public Works
ERP	Enterprise Resource Plan	SS	Safety Services
FAS	Finance and Administrative Services	UT	Utilities
IT	Information Technology		

SPECIAL REVENUE FUNDS

Conservation Trust Fund

Description	Department	2007	2008	2009	2010	2011	2012
Malley Equipment Replacement	PR	25,000	25,000	25,000	-	-	-
ERC-Office Furniture	PR	10,000	-	-	-	-	-
CTF Contingency Fund	PR	75,000	75,000	75,000	-	-	-
ERC Kitchen Cabinet Repl.	PR	20,000	-	-	-	-	-
Pirates Cove Concession Cart	PR	20,000	-	-	-	-	-
ERC Pool Window Coverings	PR	8,000	-	-	-	-	-
ERC Pool Auto Vacuum	PR	6,000	-	-	-	-	-
ERC Stereo PA System Replacement	PR	6,500	-	-	-	-	-
ERC ADA Pool Lift Replacement	PR	5,500	-	-	-	-	-
Little Dry Creek fiber dam	PR	110,000	-	-	-	-	-
Totals		286,000	100,000	100,000	-	-	-

Open Space Fund

Description	Department	2007	2008	2009	2010	2011	2012
Open Space Land Acquisition	PR	100,000	50,000	50,000	50,000	50,000	50,000
Playground Additions & Renovations	PR	80,000	-	-	-	-	-
Parks Landscape Renovations	PR	50,000	-	-	-	-	-
Shelter Additions & Renovations	PR	100,000	-	-	-	-	-
Tree Replacement Program	PR	15,000	25,000	25,000	25,000	-	-
Park Rules Signage Replacement	PR	35,000	-	-	-	-	-
Parks Master Plan Implementation	PR	300,000	200,000	200,000	200,000	-	-
Park Monument Signage	PR	-	75,000	75,000	-	-	-
Synthetic Turf Field	PR	-	800,000	-	-	-	-
Elementary School Athletic Fields	PR	-	-	300,000	-	-	-
Skate Park Equipment Replacement	PR	-	50,000	-	-	-	-
Parks Flower Program	PR	25,000	35,000	35,000	35,000	-	-
Sinclair In-line Hockey Court	PR	125,000	-	-	-	-	-
Dartmouth Pedestrian Bridge	PW	83,000	185,000	-	-	-	-
Totals		913,000	1,420,000	685,000	310,000	50,000	50,000

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

CAPITAL PROJECTS FUNDS

Public Improvement Fund

Description	Department	2007	2008	2009	2010	2011	2012
S Broadway Action Plan	CD	-	300,000	300,000	300,000	300,000	-
Bates Station	CD	-	833,333	-	-	-	-
Transfer Out-IBIS Lease (Oracle ERP System)	IT	178,967	-	-	-	-	-
Misc. Infrastructure Repairs	PW	-	25,000	25,000	25,000	25,000	-
10 Year Paving Plan	PW	-	260,000	260,000	260,000	260,000	-
Pavement Management System	PW	-	10,000	10,000	10,000	10,000	-
Santa Fe& Broadway Landscaping	PW	-	200,000	200,000	200,000	-	-
Sidewalks	PW	-	60,000	60,000	60,000	60,000	-
Transportation Action Plan	PW	-	10,000	10,000	10,000	10,000	-
Bike Trail Plan Implementation	PW	-	10,000	10,000	10,000	10,000	-
Transportation Action Plan	PW	10,000	50,000	50,000	50,000	-	-
Concrete Program	PW	20,000	20,000	20,000	20,000	20,000	-
Golf course bike-ped bridge	PW	26,000	-	-	-	-	-
Bridge Repairs	PW	40,000	40,000	40,000	40,000	40,000	-
Concrete Utilities	PW	178,500	268,000	268,000	268,000	268,000	-
Transportation System Upgrade	PW	225,000	225,000	225,000	225,000	225,000	-
Road & Bridge	PW	750,000	750,000	750,000	750,000	750,000	-
Computerized Irrigation System	RS	50,000	-	-	-	-	-
Transfer Out-Brownfields Loan Repayment	RS	100,063	113,259	113,259	113,259	-	-
Aerial Ladder Truck Replacement	SS	-	109,967	109,967	109,967	109,967	-
Totals		1,578,530	3,284,559	2,451,226	2,451,226	2,087,967	-

Transportation System Upgrade – This on-going program is to upgrade or replace traffic-related equipment, including mast-arms, pedestrian signals, controllers and cabinets. This project will have no significant impact on operating costs except possibly to reduce maintenance costs on some of the older equipment.

Road & Bridge – On-going slurry seal/microsurface and overlay of various streets constructed in paving districts. This program is intended to prolong the life of the pavement and has no effect on operating costs.

No other project in the Public Improvement Fund requires any additional operating expenditure.

Capital Projects Fund

Description	Department	2007	2008	2009	2010	2011	2012
Digital Recording and Media Streaming	FAS	40,000	-	-	-	-	-
Network Development	IT	336,500	405,169	425,427	446,699	469,033	492,485
Telecommunications Systems	IT	13,000	72,930	76,577	80,406	84,426	88,647
Financial & Human Resources ERP System	IT	210,000	241,855	253,948	266,646	279,978	293,977
Library System	IT	15,000	41,479	43,553	45,731	48,017	50,418
Court System	IT	15,000	58,709	61,644	64,727	67,963	71,361
Permit Tracking System	IT	15,000	54,242	56,954	59,802	62,792	65,931
e-Government Initiatives	IT	45,500	81,682	85,766	90,054	94,557	99,285
Departmental PC Replacement	IT	56,500	160,000	160,000	160,000	160,000	160,000
Records Mgmt/Imaging System Needs Assessment	IT	-	150,000	25,000	25,000	25,000	25,000
Enterprise Electronic Document Management	IT	370,000	28,000	10,000	10,000	10,000	10,000
Court AV Improvements	IT	58,000	-	-	-	-	58,000
Public Computer System	LS	17,100	-	-	-	-	-
RFID Self-Service	LS	127,000	5,600	5,600	5,600	5,600	5,600
Appliance Replacement	PW	8,000	-	-	-	-	-
Roof & Gutter Repairs-Variou	PW	8,000	-	-	-	-	-
Garage Doors-Fire Stations	PW	6,800	-	-	-	-	-
Fluorescent Light Bulb Replacement	PW	5,000	-	-	-	-	-
Refinish floors - ERC and Malley	PW	18,000	-	-	-	-	-
Civic Center Interior Paint	PW	8,000	8,000	-	-	12,000	8,000
Civic Center Carpet Replacement	PW	20,000	40,000	40,000	-	-	-
Elevator Maintenance - Civic Center	PW	6,600	7,000	7,000	-	-	-
Pirates Cove Annual Maintenance	PW	8,000	-	-	-	-	-
Tejon Roof Replacement	PW	15,000	-	-	-	-	-
Art in Public Places (1%)	RS	14,705	-	-	-	-	-
Pirates Cove Pool Painting	RS	8,000	-	-	-	-	-
Computer Assist Dispatch/MIS System	SS	10,000	-	-	-	-	-
Radio CERF	SS	13,000	-	-	-	-	-
Fire SCBA Replacement Fund	SS	17,500	-	-	-	-	-
Totals		1,485,205	1,354,666	1,251,469	1,254,665	1,319,366	1,428,704

The projects in this fund have been limited primarily to necessary repair or replacement

ENTERPRISE FUNDS

Water Fund

Description	Department	2007	2008	2009	2010	2011	2012
McLellan Fence Near County Line	UT	30,000	-	-	-	-	-
Vault Replacement at McLellan City Ditch	UT	50,000	-	-	-	-	-
Pipe City Ditch at Belleview	UT	100,000	-	-	-	-	-
Install VFD on Zone II	UT	45,000	-	-	-	-	-
Backup High Voltage Transformer	UT	60,000	-	-	-	-	-
VFD for Backwash Pump #2	UT	32,000	-	-	-	-	-
Stucco Repairs At Allen Plant	UT	180,000	50,000	50,000	50,000	50,000	-
Ladder System Floc/Sed Area	UT	40,000	-	-	-	-	-
Roof Repairs and Drains at Plant	UT	25,000	-	-	-	-	-
Clearwell/6mg Roof Repairs	UT	150,000	-	-	-	-	-
Upgrades for Vulnerability Assessment	UT	25,000	-	-	-	-	-
Solar Bee for East 3mg Tank	UT	25,000	-	-	-	-	-
Distribution Main Replacements	UT	150,000	100,000	100,000	100,000	100,000	-
Capital Vehicle and Equipment Replacement	UT	71,797	-	-	-	-	-
Other Nonmajor Capital Related Projects	UT	1,412,557	24,400	-	-	-	-
McLellan Pump Station Modify to Wet Well	UT	-	200,000	-	-	-	-
Storage Tank Repairs	UT	-	50,000	50,000	-	-	-
Pipe City Ditch	UT	-	100,000	100,000	100,000	100,000	-
Allen Plant Repairs	UT	-	150,000	150,000	-	-	-
Total Capital Projects		2,396,354	674,400	150,000	150,000	150,000	-
Debt Service	UT	1,358,788	1,355,092	1,352,668	1,360,713	1,356,335	1,356,822
Totals		3,755,142	2,029,492	1,502,668	1,510,713	1,506,335	1,356,822

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

Sewer Fund

Description	Department	2007	2008	2009	2010	2011	2012
Share in LEWWTP Capital Costs	UT	15,435,000	960,000	1,045,000	1,170,000	1,050,000	1,075,000
Miscellaneous Collection System Replacement	UT	100,000	-	-	-	-	-
Upgrade Utility Billing System	UT	60,000	-	-	-	-	-
Capital Equipment and Vehicle Replacement	UT	61,518	-	-	-	-	-
Other Nonmajor Capital Related Projects	UT	50,671	-	-	-	-	-
Total Capital Projects		15,707,189	960,000	1,045,000	1,170,000	1,050,000	1,075,000
Debt Service	UT	3,084,089	3,005,854	3,014,717	5,231,041	5,227,112	4,902,830
Totals		18,791,278	3,965,854	4,059,717	6,401,041	6,277,112	5,977,830

The major project is an on-going upgrade to the Littleton/Englewood Wastewater Treatment Plant (LEWWTP) to meet Federal requirements. The LEWWTP is a joint venture with the City of Littleton. Englewood's share of operating costs is reflected in the Sewer Fund, as is Englewood's share of the construction costs. The remaining projects are on-going maintenance needs of the wastewater collection system.

Storm Drainage Fund

Description	Department	2007	2008	2009	2010	2011	2012
Miscellaneous Infrastructure Projects	UT	100,000	-	-	-	-	-
Debt Service	UT	135,573	137,713	134,563	136,343	137,818	133,977
Totals		235,573	137,713	134,563	136,343	137,818	133,977

Golf Course Fund

Description	Department	2007	2008	2009	2010	2011	2012
Proshop Upgrades	PR	20,000	-	-	-	-	-
Kitchen Equipment	PR	10,000	-	-	-	-	-
Proshop Light Fixtures	PR	2,000	-	-	-	-	-
Capital Equipment and Vehicle Replacement	PR	21,475	-	-	-	-	-
Improvements to Golf Course	PR	45,000	-	-	-	-	-
Misc. Improvements	PR	9,000	-	-	-	-	-
Irrigation System Upgrades	PR	15,000	-	-	-	-	-
Turf Equipment & Carts	PR	131,000	-	-	-	-	-
Total Capital Projects	PR	253,475	-	-	-	-	-
Debt Service	PR	216,625	214,673	212,528	215,245	212,605	214,815
Totals		470,100	214,673	212,528	215,245	212,605	214,815

INTERNAL SERVICE FUNDS

Central Services Fund

Description	Department	2007	2008	2009	2010	2011	2012
Vehicle Replacement	FAS	1,743	-	-	-	-	-
Printer Replacement Program	FAS	15,000	-	-	-	-	-
Totals		16,743	-	-	-	-	-

This fund will continue with a printers/copiers replacement program initiated in 2006. This program standardizes the printers/copiers used within the City. This standardization will reduce the maintenance contracts and minimize the supplies needed on hand.

Capital Equipment Replacement Fund

Description	Department	2007	2008	2009	2010	2011	2012
Vehicle and Equipment Replacement	ALL	1,067,664	1,065,860	1,113,474	487,433	-	-

This fund is used for the scheduled replacement of the vehicles and major equipment. It is funded through the operating funds of those divisions using vehicles and equipment.

**City of Englewood
2007 Consolidated Budget Summary
By Fund**

Governmental Funds - Fund Balance						
	Estimated Beginning Balance	Sources	Uses	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
General Fund	7,583,883	37,697,263	39,182,557	6,098,590	1,153,800	4,944,790
Special Revenue Funds						
Conservation Trust Fund	192,592	315,000	286,000	221,592	-	221,592
Commercial Revolving Loan Fund	214,003	10,000	30,200	193,803	-	193,803
Community Development Fund	-	450,000	450,000	-	-	-
Donors Fund	386,025	108,100	89,785	404,340	-	404,340
Malley Center Trust Fund	254,768	23,000	50,000	227,768	-	227,768
Parks & Recreation Trust Fund	427,953	13,500	19,000	422,453	-	422,453
Special Assessment Surplus & Deficiency Fund	15,734	2,000	17,734	-	-	-
Open Space Fund	564,110	652,000	913,000	303,110	-	303,110
Total Special Revenue Funds	2,055,185	1,573,600	1,855,719	1,773,066	-	1,773,066
Debt Service Funds						
General Obligation Bond Fund	11,020	1,105,000	1,100,406	15,614	-	15,614
Paving District #38 Fund	4,292	44,211	48,503	-	-	-
Total Debt Service Funds	15,312	1,149,211	1,148,909	15,614	-	15,614
Capital Projects Funds						
Public Improvement Fund	(87,045)	3,345,489	3,063,735	194,709	-	194,709
Capital Projects Fund	93,100	1,635,205	1,485,205	243,100	-	243,100
Total Capital Projects Funds	6,055	4,980,694	4,548,940	437,809	-	437,809
Total Governmental Funds	9,660,435	45,400,768	46,736,125	8,325,079	1,153,800	7,171,279

Proprietary Funds - Funds Available Balance						
	Estimated Beginning Balance	Sources Revenues	Uses Expenditures	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
Enterprise Funds						
Water Fund	4,062,001	7,564,205	8,261,825	3,364,381	1,250,000	2,114,381
Sewer Fund	22,274,351	12,250,065	28,965,450	5,558,966	7,250,000	(1,691,034)
Stormwater Drainage Fund	555,990	315,500	351,110	520,380	137,818	382,562
Golf Course Fund	122,823	1,684,587	1,784,587	22,823	293,500	(270,677)
Concrete Utility Fund	526,375	621,200	674,632	472,943	-	472,943
Housing Rehabilitation Fund	1,900,704	1,824,500	1,824,500	1,900,704	-	1,900,704
Total Enterprise Funds	29,442,244	24,260,057	41,862,104	11,840,197	8,931,318	2,908,879
Internal Service Funds						
Central Services Fund	229,728	345,000	354,605	220,123	-	220,123
ServiCenter Fund	498,308	1,855,490	1,952,048	401,750	-	401,750
Capital Equipment Replacement Fund	460,791	765,633	1,089,664	136,760	-	136,760
Risk Management Fund	240,132	1,318,632	1,273,985	284,779	-	284,779
Employee Benefits Fund	413,404	4,718,253	4,700,200	431,457	-	431,457
Total Internal Service Funds	1,842,363	9,003,008	9,370,502	1,474,869	-	1,474,869
Total Proprietary Funds	31,284,607	33,263,065	51,232,606	13,315,066	8,931,318	4,383,748
Total All Funds	40,945,042	78,663,833	97,968,731	21,640,144	10,085,118	11,555,026

**City of Englewood
2007 Consolidated Budget Summary**

Statement of Revenues, Expenditures and Changes in Funds Available Balance

	Governmental Funds				Total Governmental Funds	Proprietary Funds			All Funds
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds		Enterprise Funds	Internal Service Funds	Total Proprietary Funds	
Estimated Beginning Funds Available	\$ 7,583,883	\$ 2,055,185	\$ 15,312	\$ 6,055	\$ 9,660,435	\$ 29,442,244	\$ 1,842,363	\$ 31,284,607	\$ 40,945,042
Sources of Funds									
Revenues									
Taxes	28,219,245	-	1,100,000	3,116,000	32,435,245	-	-	-	32,435,245
Licenses & Permits	621,090	-	-	-	621,090	-	-	-	621,090
Intergovernmental	1,183,470	1,400,000	-	216,000	2,799,470	300,000	-	300,000	3,099,470
Charges for Services	5,450,928	99,600	-	-	5,550,528	19,541,642	8,867,008	28,408,650	33,959,178
Fines & Forfeitures	1,493,500	-	-	-	1,493,500	-	-	-	1,493,500
Net Investment Income	300,000	32,000	5,900	-	337,900	1,114,328	20,000	1,134,328	1,472,228
Other	150,000	42,000	7,955	163,489	363,444	2,165,000	116,000	2,281,000	2,644,444
Assessments	-	-	35,356	-	35,356	-	-	-	35,356
Total Revenues	37,418,233	1,573,600	1,149,211	3,495,489	43,636,533	23,120,970	9,003,008	32,123,978	75,760,511
Other Financing Sources	279,030	-	-	1,485,205	1,764,235	1,139,087	-	1,139,087	2,903,322
Total Sources of Funds	37,697,263	1,573,600	1,149,211	4,980,694	45,400,768	24,260,057	9,003,008	33,263,065	78,663,833
Uses of Funds									
Expenditures									
General Government	10,130,447	486,450	1,138,915	3,063,735	14,819,547	-	9,370,502	9,370,502	24,190,049
Safety Services	16,833,823	37,835	-	-	16,871,658	-	-	-	16,871,658
Public Works	5,176,852	-	-	-	5,176,852	-	-	-	5,176,852
Culture & Recreation	7,041,434	1,314,200	-	-	8,355,634	-	-	-	8,355,634
Water Distribution System	-	-	-	-	-	8,261,825	-	8,261,825	8,261,825
Sewer Collection System	-	-	-	-	-	28,965,450	-	28,965,450	28,965,450
Stormwater Drainage System	-	-	-	-	-	351,110	-	351,110	351,110
Golf Course	-	-	-	-	-	1,784,587	-	1,784,587	1,784,587
Concrete Utility	-	-	-	-	-	674,632	-	674,632	674,632
Housing Rehabilitation	-	-	-	-	-	1,824,500	-	1,824,500	1,824,500
Total Expenditures	39,182,556	1,838,485	1,138,915	3,063,735	45,223,691	41,862,105	9,370,502	51,232,607	96,456,298
Other Financing Uses	-	17,234	9,994	1,485,205	1,512,433	-	-	-	1,512,433
Total Uses of Funds	39,182,556	1,855,719	1,148,909	4,548,940	46,736,124	41,862,105	9,370,502	51,232,607	97,968,731
Net Sources (Uses) of Funds	(1,485,293)	(282,119)	302	431,754	(1,335,356)	(17,602,048)	(367,494)	(17,969,542)	(19,304,898)
Estimated Ending Funds Available	6,098,590	1,773,066	15,614	437,809	8,325,079	11,840,196	1,474,869	13,315,065	21,640,144
Less Reserves / Restrictions:									
Emergency Reserve	1,029,000	-	-	-	1,029,000	-	-	-	1,029,000
Other	124,800	-	-	-	124,800	-	-	-	124,800
Debt Service	-	-	-	-	-	7,931,318	-	7,931,318	7,931,318
Capital	-	-	-	-	-	1,000,000	-	1,000,000	1,000,000
Estimated Unreserved Funds Available	\$ 4,944,790	\$ 1,773,066	\$ 15,614	\$ 437,809	\$ 7,171,279	\$ 2,908,878	\$ 1,474,869	\$ 4,383,747	\$ 11,555,026

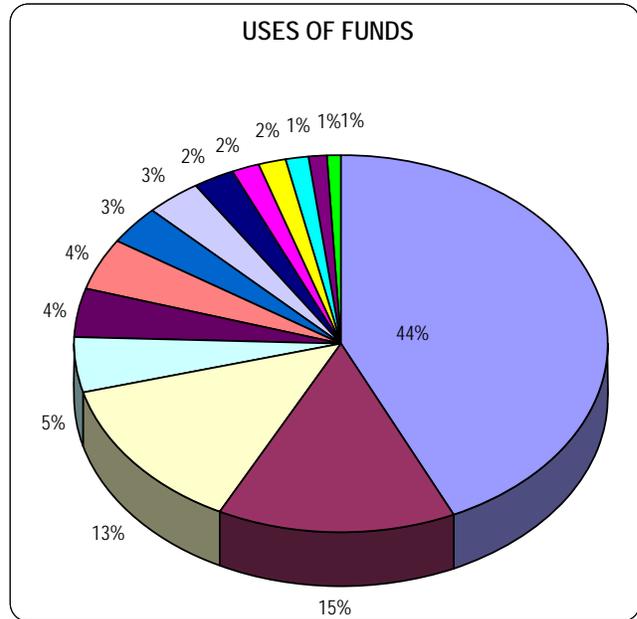
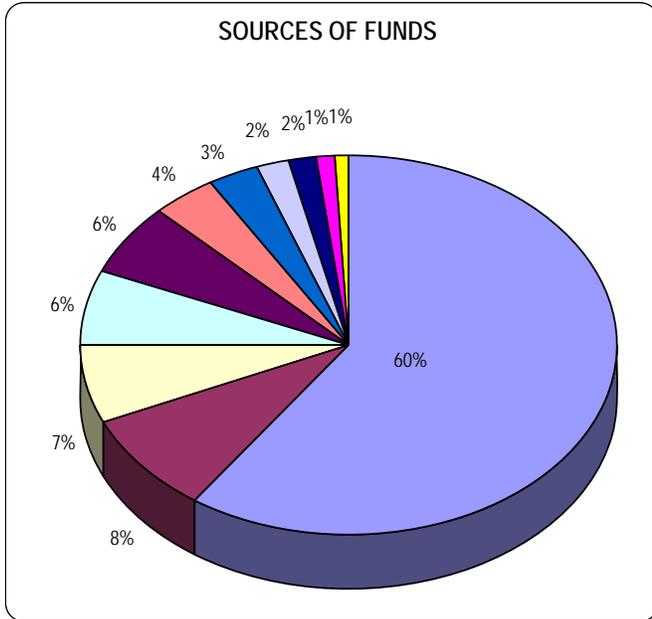
General Fund

The General Fund is the general 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
Statement of Revenues, Expenditures and Changes in Fund Balances

	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2006 Estimated Actual	2007 Budget
Beginning Fund Balance	\$6,941,834	\$6,619,821	\$4,481,207	\$5,535,464	\$6,516,987	\$6,575,194	\$6,812,976	\$7,583,883
Revenues								
Property Tax	2,141,581	2,426,924	2,424,440	2,417,673	2,493,832	2,534,000	2,534,000	2,565,000
Specific Ownership Tax	305,619	329,487	333,456	346,888	334,768	376,912	376,912	386,335
Sales & Use Taxes	22,635,921	20,069,192	20,554,656	20,591,394	20,886,855	21,236,125	21,236,125	22,540,447
Cigarette Tax	712,889	550,123	366,947	354,876	313,731	350,000	310,000	310,000
Franchise Fees	1,915,047	1,829,765	2,003,411	2,096,425	2,294,972	2,236,038	2,350,000	2,408,750
Admissions Tax	36,516	13,963	-	-	-	-	-	-
Hotel/Motel Tax	11,642	10,791	8,877	9,076	8,337	8,000	8,500	8,713
Licenses & Permits	784,698	702,821	626,322	628,363	609,971	700,000	603,000	621,090
Intergovernmental Revenue	2,186,316	1,413,960	1,408,450	1,277,490	1,156,221	1,304,810	1,149,000	1,190,470
Charges for Services	1,852,619	1,946,851	2,130,086	3,015,792	2,727,995	2,884,000	3,000,000	3,182,500
Recreation Program Fees	1,387,964	1,301,513	1,150,861	1,721,107	2,060,758	2,147,353	2,162,066	2,261,428
Library Fines	17,975	17,148	19,303	22,450	25,115	24,000	24,000	25,000
Fines & Forfeitures	976,431	1,098,015	1,449,558	1,240,756	1,361,727	1,226,000	1,426,000	1,468,500
Interest Income	461,349	178,231	78,127	84,295	168,370	100,000	329,000	300,000
Miscellaneous	75,240	297,778	223,622	171,658	131,849	75,000	150,000	150,000
Total Revenues	35,501,807	32,186,562	32,778,116	33,978,243	34,574,501	35,202,238	35,658,603	37,418,233
Other Financing Sources	804,000	779,958	2,938,736	1,021,027	477,200	1,084,056	817,744	279,030
Total Sources of Funds	36,305,807	32,966,520	35,716,852	34,999,270	35,051,701	36,286,294	36,476,347	37,697,263
Expenditures								
Legislation	378,595	348,192	372,447	326,145	308,201	321,530	322,905	325,959
City Attorney's Office	718,078	595,428	572,000	537,166	553,078	717,416	566,111	720,646
Municipal Court	676,569	714,443	766,747	771,456	813,660	867,863	848,716	932,562
City Manager's Office	624,424	633,085	616,321	574,645	603,493	667,379	608,158	655,188
Human Resources	577,572	642,109	437,033	479,130	465,687	547,679	525,397	563,298
Finance & Administrative Services	1,434,072	1,477,473	1,422,618	1,423,015	1,524,994	1,679,324	1,585,776	1,700,220
Information Technology	1,087,512	1,276,712	1,238,211	1,178,076	1,151,847	1,221,227	1,172,365	1,281,168
Public Works	4,824,579	4,920,390	4,785,047	4,694,738	4,675,019	4,974,584	4,904,960	5,176,852
Safety Services	14,068,982	15,104,992	15,073,249	14,433,427	14,789,807	15,536,057	15,432,232	16,833,823
Community Development	1,516,291	1,678,824	1,688,043	1,431,757	1,364,742	1,682,883	1,622,046	1,686,645
Library Services	1,216,414	1,265,648	1,230,310	1,102,281	1,158,670	1,250,642	1,250,368	1,336,263
Parks & Recreation Services	4,440,503	4,509,693	4,271,352	4,782,644	5,206,431	5,382,099	5,480,349	5,705,171
Total Expenditures	31,563,591	33,166,989	32,473,378	31,734,480	32,615,629	34,848,683	34,319,383	36,917,795
Transfers	3,120,048	20,000	-	-	20,000	-	-	-
Contingencies	68,223	43,945	41,450	35,249	89,565	129,500	129,000	395,000
Debt Service-Civic Center	1,875,958	1,874,200	1,579,410	1,579,598	1,578,135	963,027	963,027	1,575,731
Debt Service-Other	-	-	568,357	668,420	452,383	294,030	294,030	294,030
Total Uses of Funds	36,627,820	35,105,134	34,662,595	34,017,747	34,755,712	36,235,240	35,705,440	39,182,556
Net Sources (Uses) of Funds	(322,013)	(2,138,614)	1,054,257	981,523	295,989	51,054	770,907	(1,485,293)
Fund Balance Before Reserves	6,619,821	4,481,207	5,535,464	6,516,987	6,812,976	6,626,248	7,583,883	6,098,590
Less Reserves:								
Emergency Reserve	936,000	997,000	1,003,000	1,015,000	1,020,000	1,058,317	1,025,000	1,029,000
Other	608,055	515,372	424,096	336,703	252,613	171,200	171,200	124,800
Unreserved Fund Balance	\$5,075,766	\$2,968,835	\$4,108,368	\$5,165,284	\$5,540,363	\$5,396,731	\$6,387,683	4,944,790

City of Englewood
2007 Budget
General Fund



General Fund Sources	\$	%
Sales & Use Taxes	\$ 22,540,447	60%
Charges for Services	3,189,500	8%
Property Tax	2,565,000	7%
Franchise Fees	2,408,750	6%
Cultural & Recreation Program Fees	2,261,428	6%
Fines & Forfeitures	1,493,500	4%
Intergovernmental Revenue	1,183,470	3%
Specific Ownership & Cigarette Taxes	696,335	2%
Licenses & Permits	621,090	2%
Misc. & Other Financing Sources	437,743	1%
Interest	300,000	1%

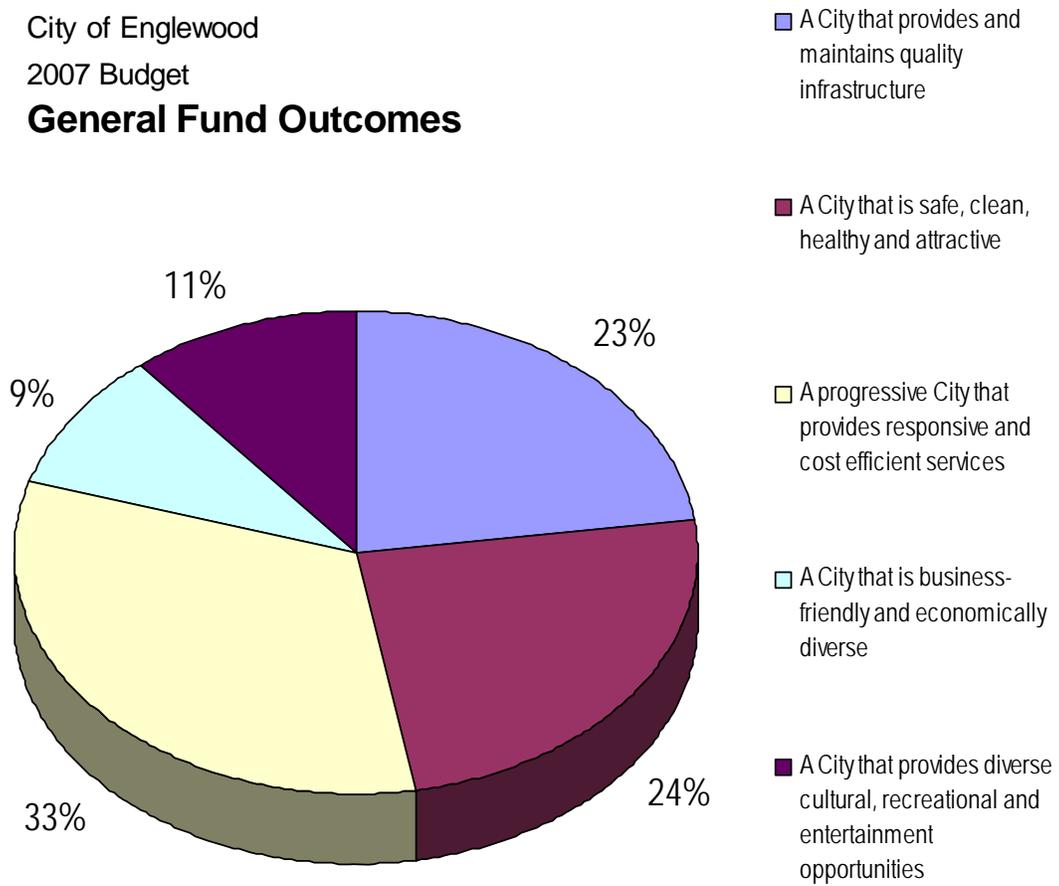
General Fund Uses	\$	%
Safety Services	\$ 16,833,823	44%
Parks & Recreation Services	5,705,171	15%
Public Works	5,176,852	13%
Debt Service	1,869,761	5%
Finance & Administrative Services	1,700,220	4%
Community Development	1,686,645	4%
Library Services	1,336,263	3%
Information Technology	1,281,168	3%
Municipal Court	932,562	2%
City Attorney's Office	720,646	2%
City Manager's Office	655,188	2%
Human Resources	563,298	1%
Contingencies	395,000	1%
Legislation	325,959	1%

Total Sources of Funds \$ 37,697,263 100%

Total Uses of Funds \$ 39,182,556 100%

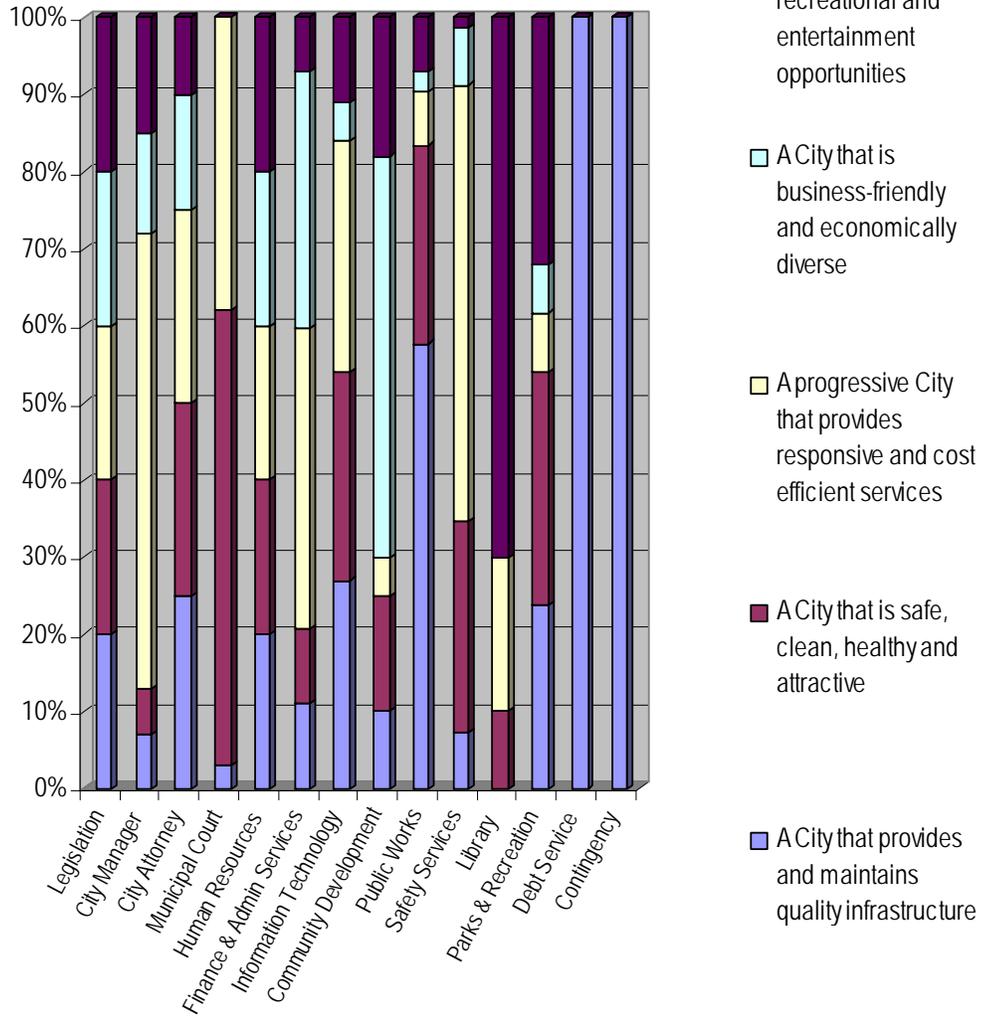
Estimated Beginning Fund Balance - January 1, 2007	\$ 7,583,883
Net Sources (Uses) of Funds	(1,485,293)
Required Reserves	(1,153,800)
Estimated Ending <u>Unreserved</u> Fund Balance - December 31, 2007	\$ 4,944,790

City of Englewood
2007 Budget
General Fund Outcomes



City of Englewood 2007 Budget

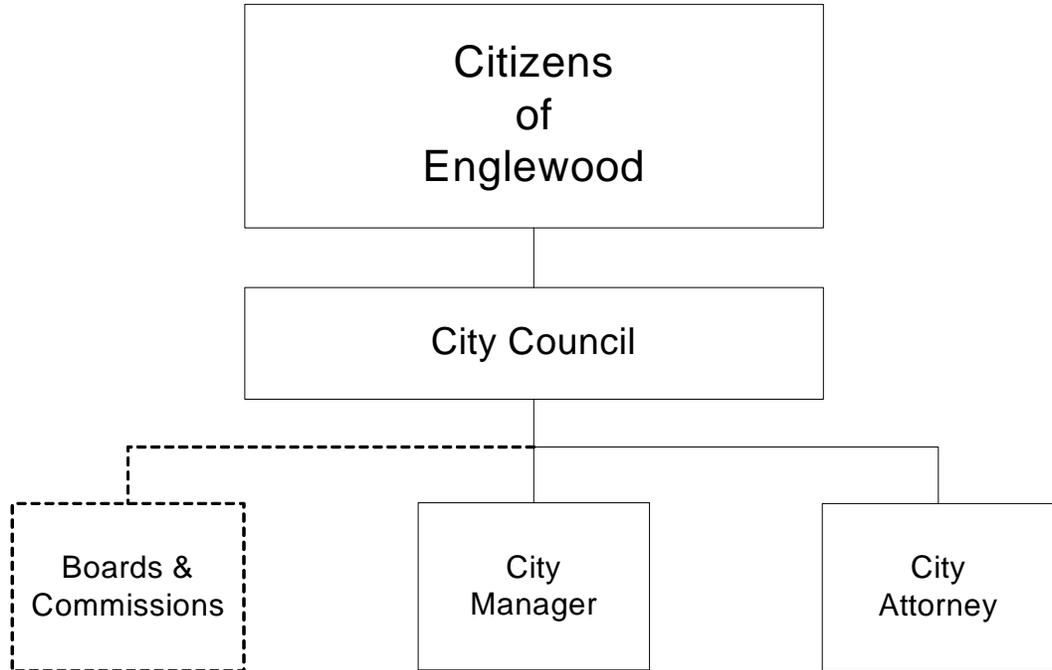
General Fund Outcomes by Department



Department: Legislation

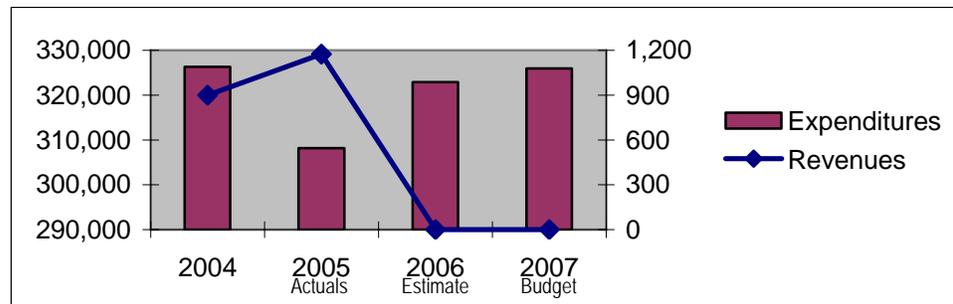
Fund: General

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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenues					
Miscellaneous	900	1,175	-	-	-
Expenditures					
Personal Services	60,000	57,714	58,430	63,476	64,406
Commodities	51,592	55,329	56,925	54,576	52,739
Contractual	214,698	195,160	206,175	204,853	208,814
Capital	-	-	-	-	-
Expenditures Totals	326,290	308,203	321,530	322,905	325,959



Department: Legislation

Division: City Council
Fund: General
Account: 020101

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A.	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ N/A	20

4. A City that is business-friendly and economically diverse.

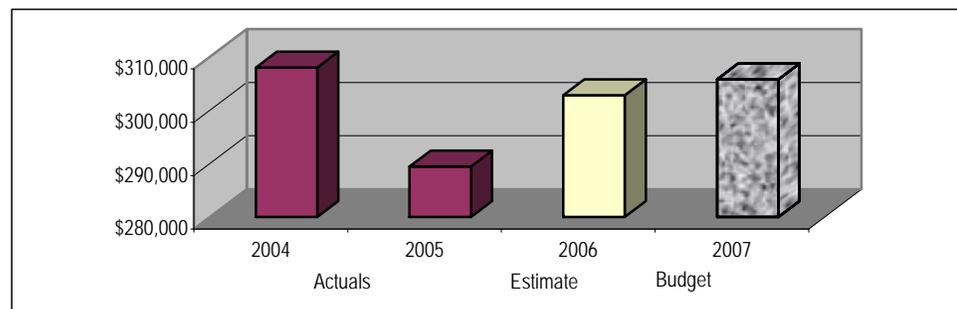
Activity/Goal	%
▪ N/A	20

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

Activity/Goal	%
▪ N/A	20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	57,304	56,583	57,272	62,137	62,385
Commodities	41,958	40,641	41,900	41,838	41,900
Contractual	208,734	192,246	198,415	198,829	201,529
Capital	-	-	-	-	-
TOTAL	307,996	289,470	297,587	302,804	305,814



Department: Board of Adjustments & Appeals

Division: Legislation
Fund: General
Account: 020102

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

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

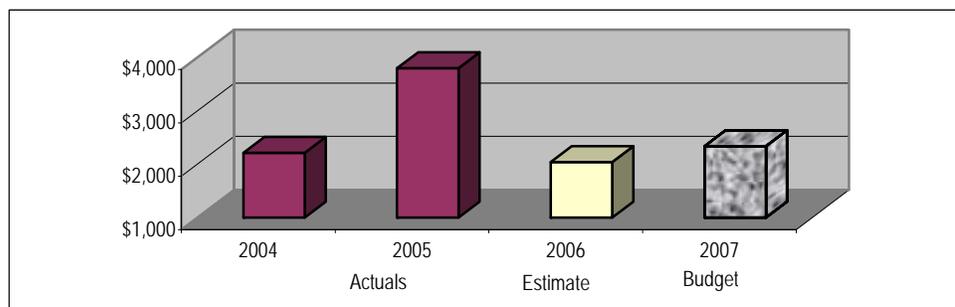
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	432	190	431	323	431
Commodities	983	3,142	2,100	1,535	1,075
Contractual	798	466	1,205	180	835
Capital	-	-	-	-	-
TOTAL	2,213	3,798	3,736	2,038	2,341



Department: Legislation
Division: Planning & Zoning Commission
Fund: General
Account: 020103

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, 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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

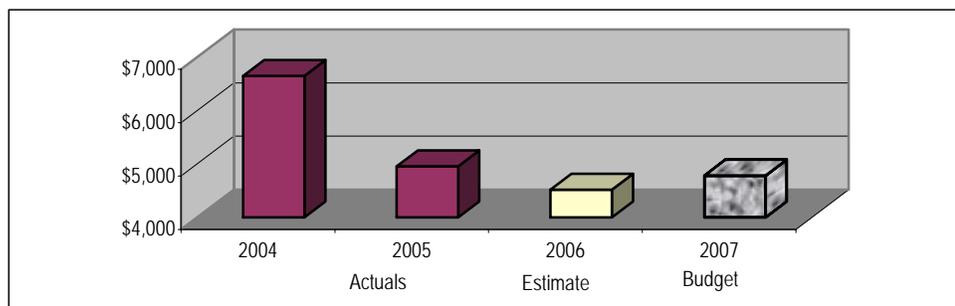
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	1,743	365	-	341	915
Commodities	2,320	2,938	2,340	1,879	1,240
Contractual	2,590	1,652	2,630	2,299	2,630
Capital	-	-	-	-	-
TOTAL	6,653	4,955	4,970	4,519	4,785



Department: Legislation
Division: Library Board
Fund: General
Account: 020104

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

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

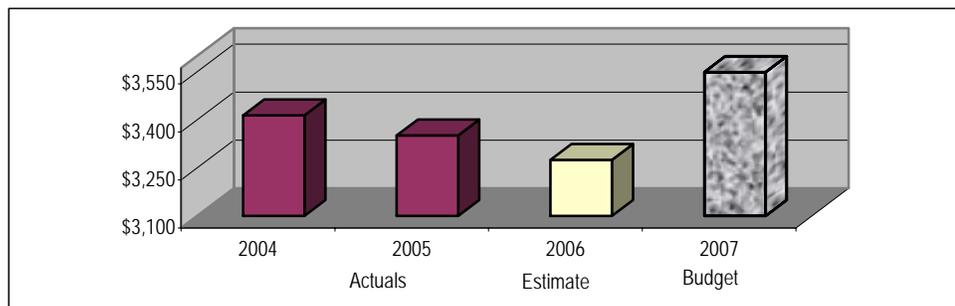
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	521	576	727	675	675
Commodities	1,057	2,031	1,425	1,375	1,375
Contractual	1,837	745	1,325	1,225	1,500
Capital	-	-	-	-	-
TOTAL	3,415	3,352	3,477	3,275	3,550



Department: Legislation
Division: Parks & Recreation Commission
Fund: General
Account: 020105

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

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

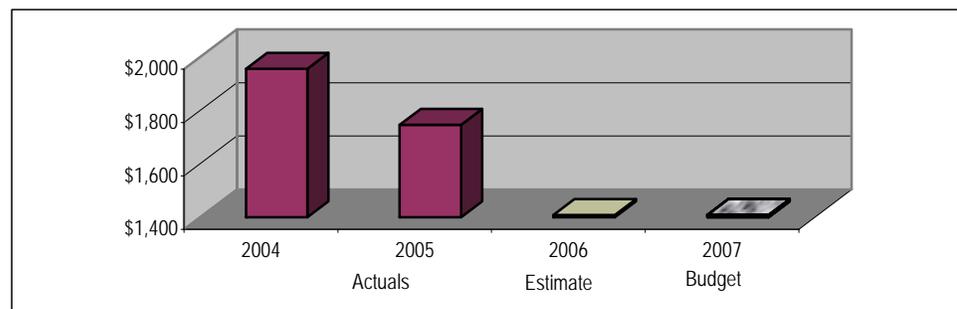
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	-	-	-	-	-
Commodities	1,507	1,746	1,500	1,189	1,189
Contractual	450	-	500	220	220
Capital	-	-	-	-	-
TOTAL	1,957	1,746	2,000	1,409	1,409



Department: Legislation
Division: Code Enforcement Advisory Committee
Fund: General
Account: 020106

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A.	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ N/A	20

4. A City that is business-friendly and economically diverse.

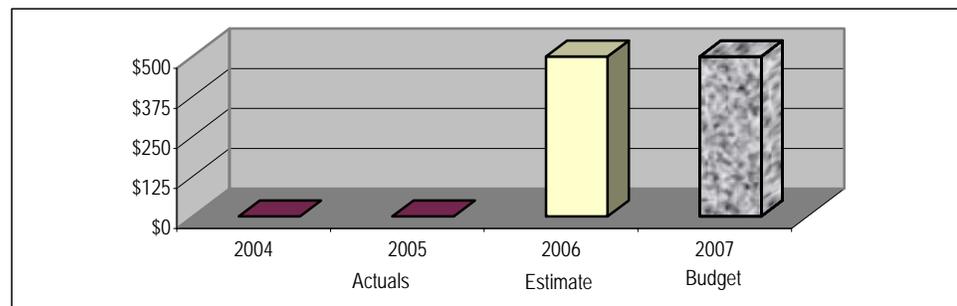
Activity/Goal	%
▪ N/A	20

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

Activity/Goal	%
▪ N/A	20

History & Budget

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	-	-	-	-	-
Commodities	-	-	500	500	500
Contractual	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	-	-	500	500	500



Department: Legislation
Division: Alliance for Commerce in Englewood
Fund: General
Account: 020107

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

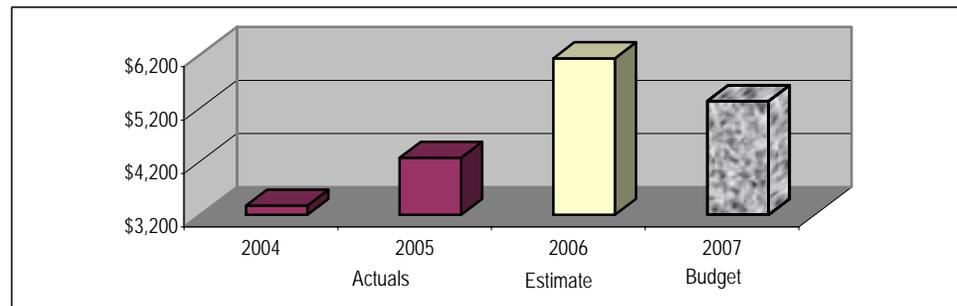
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	-	-	-	-	-
Commodities	3,087	4,220	5,135	4,235	3,435
Contractual	289	51	1,900	1,900	1,900
Capital	-	-	-	-	-
TOTAL	3,376	4,271	7,035	6,135	5,335



Department: Legislation
Division: Cultural Arts Commission
Fund: General
Account: 020108

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %
 ▪ N/A 20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal %
 ▪ N/A. 20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %
 ▪ N/A 20

4. A City that is business-friendly and economically diverse.

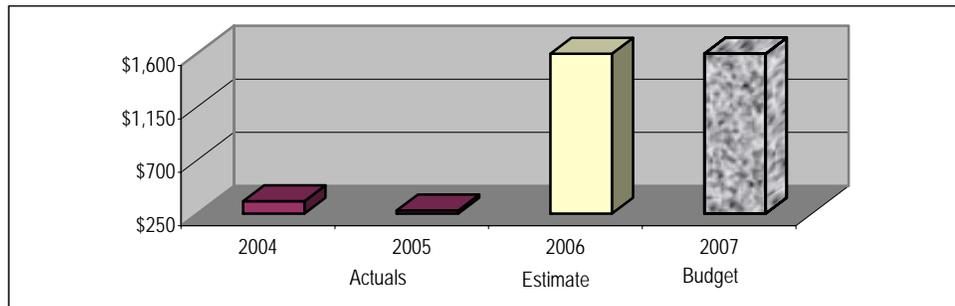
Activity/Goal %
 ▪ N/A 20

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

Activity/Goal %
 ▪ N/A 20

History & Budget:

Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	-	-	-	-	-
Commodities	355	279	1,400	1,400	1,400
Contractual	-	-	200	200	200
Capital	-	-	-	-	-
TOTAL	355	279	1,600	1,600	1,600



Department: Legislation

Division: Transportation Advisory Committee

Fund: General

Account: 020109

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

Program Goals: Make sound and consistent recommendations to City Council to promote transportation safety and efficiency in the City of Englewood.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A.	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ N/A	20

4. A City that is business-friendly and economically diverse.

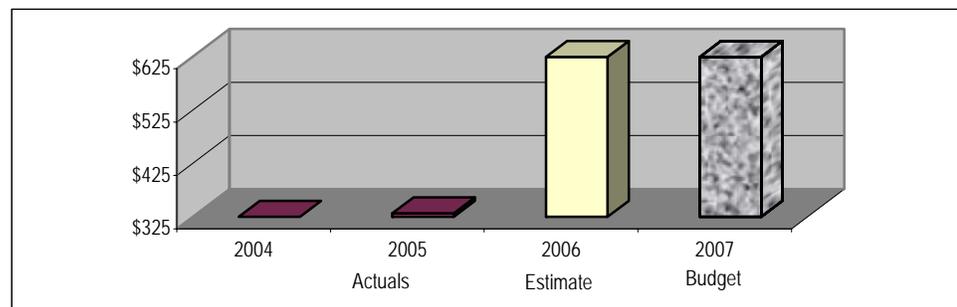
Activity/Goal	%
▪ N/A	20

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

Activity/Goal	%
▪ N/A	20

History & Budget:

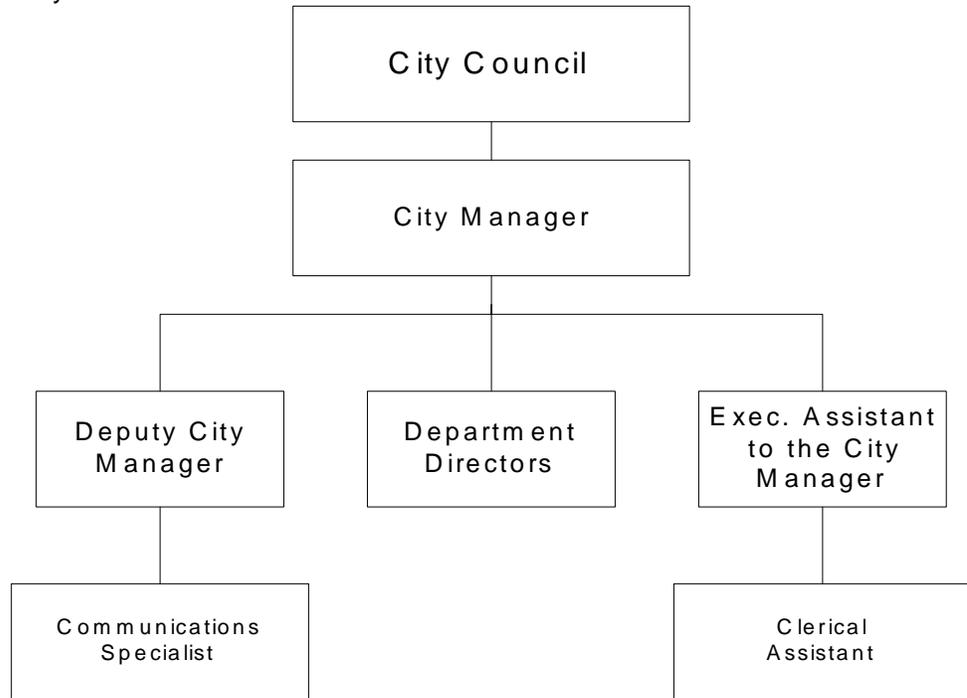
Classification	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	-	-	-	-	-
Commodities	325	332	625	625	625
Contractual	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	325	332	625	625	625



Department: City Managers Office

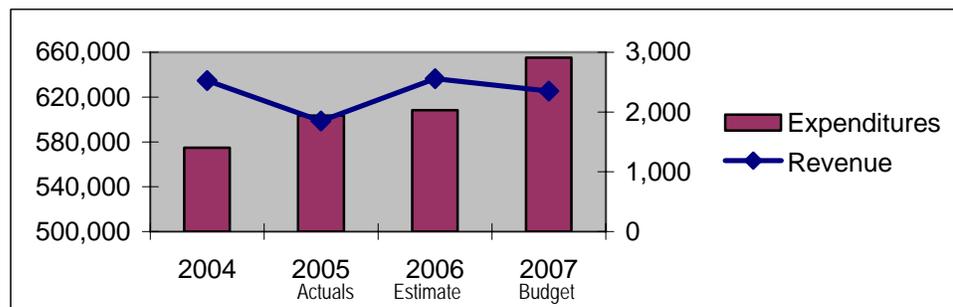
Fund: General

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Miscellaneous	2,525	1,850	1,750	2,560	2,350
Expenditures					
Personal Services	494,874	521,010	570,363	517,178	552,081
Commodities	13,951	14,169	20,425	19,400	20,525
Contractual	65,820	68,315	76,591	71,580	77,582
Capital	0	0	0	0	5,000
TOTAL	574,645	603,494	667,379	608,158	655,188



Department: City Manager's Office
Division: City Manager's Office
Fund: General
Account: 020201

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Public Works and Utilities coordination management	
▪ Capital planning coordination	7
▪ Interdepartmental capital construction coordination and management	

2. A City that is safe, clean, healthy and attractive

Activity/Goal	%
▪ Safety Services Department coordination and planning	
▪ Code Enforcement Advisory Committee liaison	6

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Financial analysis, budget preparation, review and monitoring	
▪ External communications, including direct citizen contact and response, press releases, media responses, website development and maintenance, Citizen newsletter, community meetings	59
▪ Internal communications, including Council contact and response, Council meeting and agenda preparation, Council requests	

4. A City that is business-friendly and economically diverse

Activity/Goal	%
▪ Community Development coordination and management	
▪ Interface with business community and Chamber of Commerce	13
▪ Coordination of development and redevelopment projects (Bates Station, McLellan, Golf Course)	

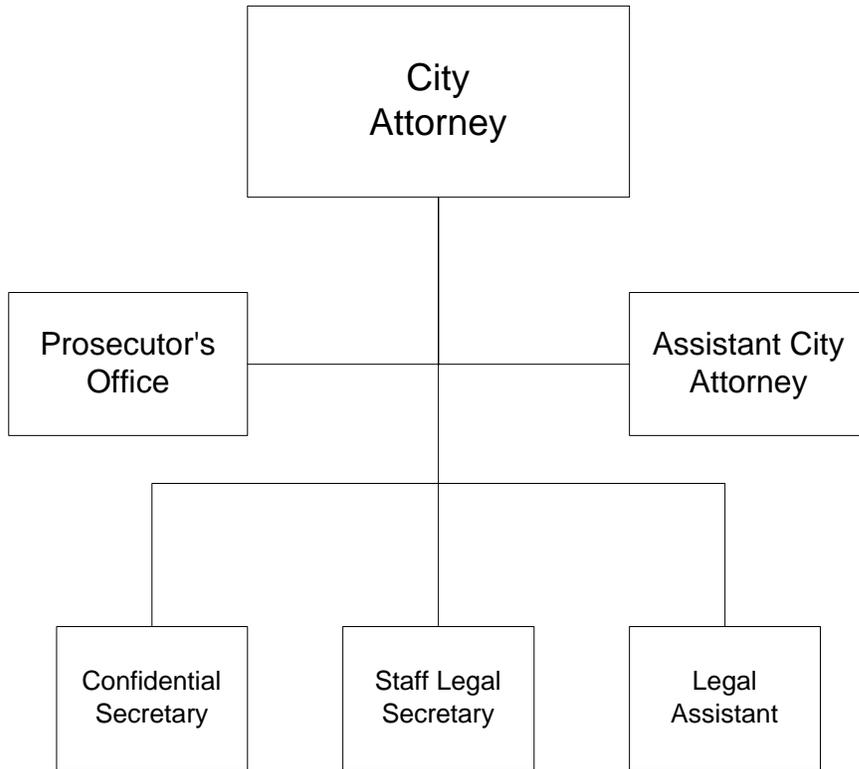
5. A City that provides diverse cultural, recreational and entertainment opportunities

Activity/Goal	%
▪ Parks and Recreation and Library coordination and management	
▪ Liaison with local cultural agencies(MOA, Englewood Arts)	15
▪ Coordinate Civic Center, City Center and other community and employee events	

Department: City Attorney's Office

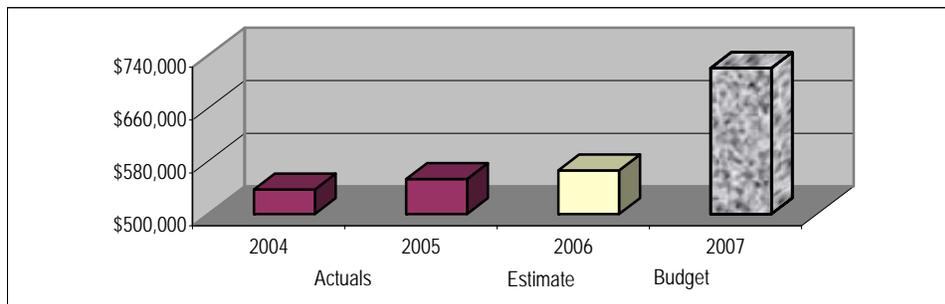
Fund: General

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	459,864	488,642	515,847	510,970	555,018
Commodities	37,425	35,327	27,846	22,946	28,960
Contractual	39,881	29,112	173,223	32,195	136,148
Capital	0	0	500	0	520
TOTAL	537,170	553,081	717,416	566,111	720,646



Department: City Attorney's Office

Division: City Attorney's Office

Fund: General

Account: 020301

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Community Development Programs	
▪ Information Technology Programs	25
▪ Parks & Recreation Programs	
▪ Public Works Programs	
▪ Utilities Programs	
▪ Wastewater Treatment Plant Programs	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Community Development Programs	
▪ Parks & Recreation Programs	25
▪ Public Works Programs	
▪ Safety Services Programs	
▪ Utilities Programs	
▪ Wastewater Treatment Plant Programs	

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Community Development Programs	
▪ Finance & Administrative Services Programs	25
▪ Human Resources Programs	
▪ Information Technology Programs	
▪ Library Programs	
▪ Parks & Recreation Programs	
▪ Public Works Programs	
▪ Safety Services Programs	
▪ Utilities Programs	
▪ Wastewater Treatment Plant Programs	

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ Community Development Programs	
▪ Finance & Administrative Services Programs	15

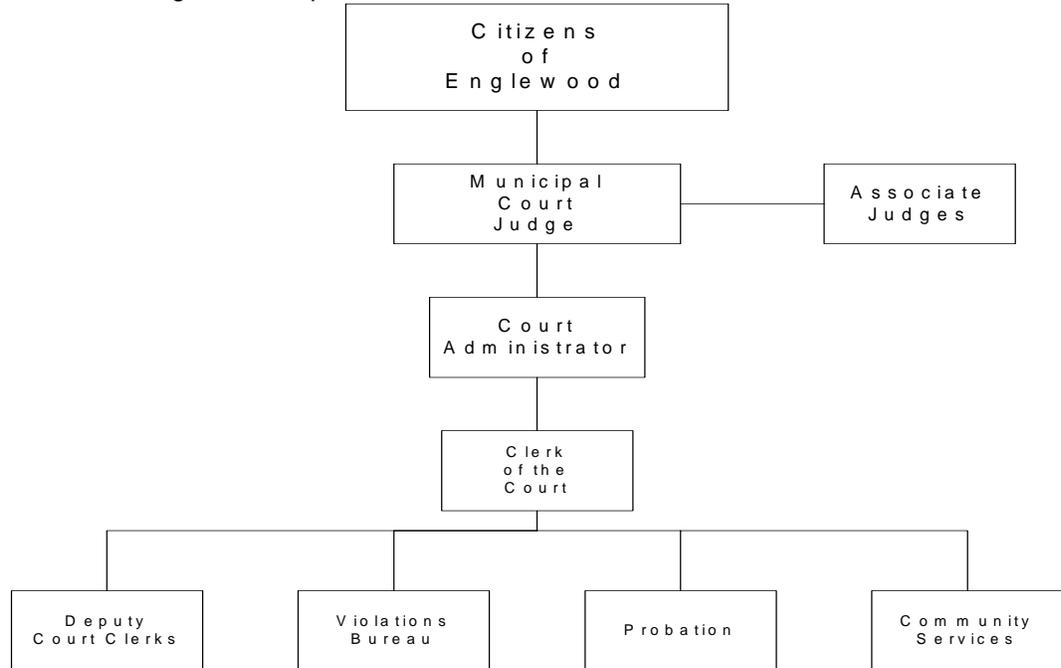
5. A City that provides diverse cultural, recreational and entertainment opportunities.

Activity/Goal	%
▪ Community Development Programs	
▪ Finance & Administrative Services Programs	10
▪ Library Programs	
▪ Parks & Recreation Programs	
▪ Public Works Programs	

Department: Municipal Court

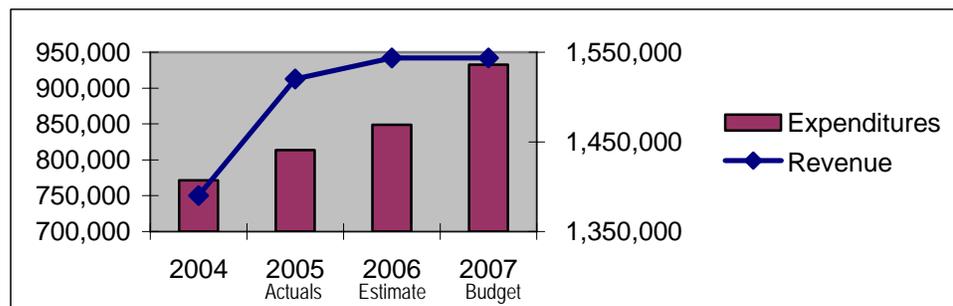
Fund: General

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Charges for services	149,858	159,642	153,301	165,770	165,770
Fines and forfeitures	1,240,393	1,360,314	1,221,000	1,374,950	1,374,950
Miscellaneous	-	80	-	3,000	3,000
TOTAL	1,390,251	1,520,036	1,374,301	1,543,720	1,543,720
Expenditures					
Personal Services	662,268	688,499	698,687	675,550	760,789
Commodities	19,531	21,941	28,100	32,000	28,100
Contractual	89,656	103,221	141,076	141,166	143,673
Capital	-	-	-	-	-
TOTAL	771,455	813,661	867,863	848,716	932,562



Department: Municipal Court

Division: Municipal Court

Fund: General

Account: 020401

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ 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.	3
▪ Continue educational opportunities to ensure proper use of system.	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Fair and responsive to community concerns through the court process with programs that address domestic violence issues, anti-theft, youth services, traffic behavior, parking/code violations and alcohol and substance abuse.	59
▪ Community service focus that benefits the City with non-monetary labor.	
▪ Support community desires to reduce recidivism through fines and sentences that give incentive to the public to modify inappropriate behavior	

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Access to justice through high quality, efficient and knowledgeable customer service.	38
▪ 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	

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

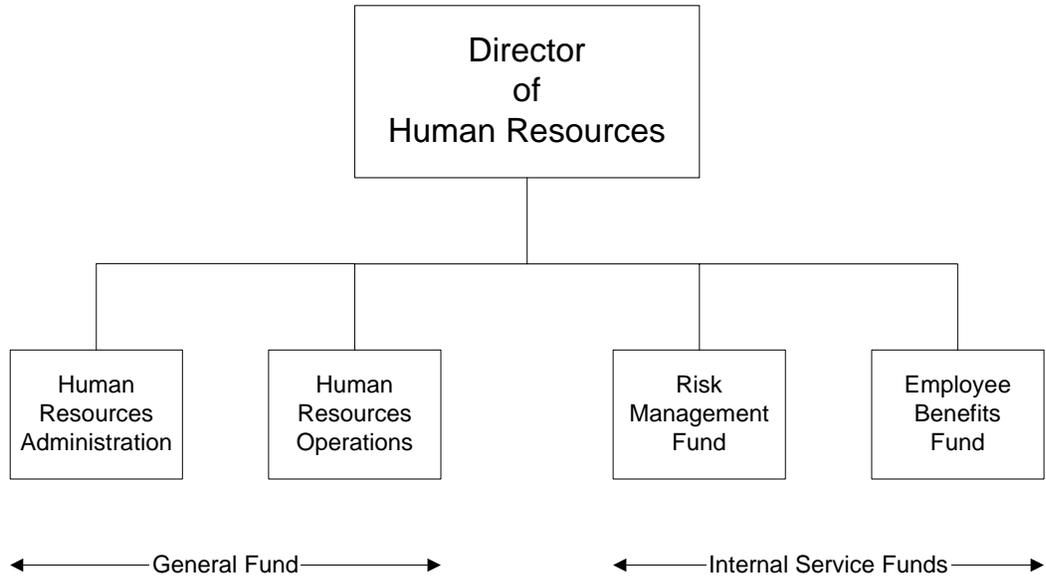
5. A City that provides diverse cultural, recreational and entertainment opportunities.

Activity/Goal	%
▪ N/A	0

Department: Human Resources

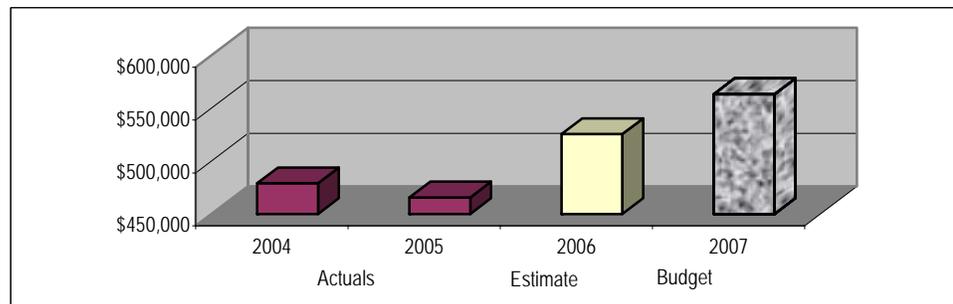
Fund: General

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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	327,977	337,668	376,391	373,827	387,957
Commodities	25,330	26,533	30,750	30,864	33,250
Contractual	125,824	101,486	140,538	120,706	142,091
Capital	0	0	0	0	0
TOTAL	479,131	465,687	547,679	525,397	563,298



Department: Human Resources

Division: Administration

Fund: General

Account: 020501

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Ensure asset management via leadership role in the recruitment and retention of appropriate maintenance staff.	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ 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.	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ 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:	20
▪ "The establishment and maintenance of a classification plan..." (Personnel & Admin. Cost -\$53,589)	
▪ "The establishment and maintenance of an employee training program..." (Personnel & Admin. Cost - \$111,530)	
▪ "The establishment and maintenance of a job related employee performance appraisal system..." (Personnel & Admin. Cost - \$53,589)	
▪ "Recruiting, selecting and advancing employees on the basis of their relative ability, knowledge and skills..." (Personnel & Admin. Cost - \$100,698)	

4. A City that is business-friendly and economically diverse.

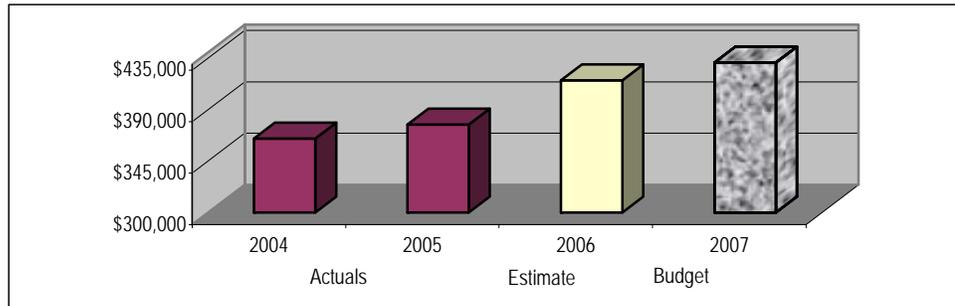
Activity/Goal	%
▪ Contribute to a positive image of the City through the promotion of "harmonious, peaceful and cooperative relationships" between City employees and management as mandated by City Charter and accomplished through successful, interest-based labor relations and negotiations with the various City unions. (Personnel & Admin. Cost - \$103,273)	20

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

Activity/Goal	%
▪ Support City departments and staff with primary responsibility for this outcome through the activities listed in #3 and #4 above.	20

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	327,977	337,592	376,391	373,827	387,957
Commodities	15,348	13,501	15,750	15,804	15,750
Contractual	21,413	25,860	30,538	26,206	27,691
Capital	0	0	0	0	0
TOTAL	364,738	376,953	422,679	415,837	431,398



Department: Human Resources

Division: Operations

Fund: General

Account: 020502

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ See HR Administration discussion	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ See HR Administration discussion	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Recruitment advertising / job fairs / pre-employment physicals & background investigations (\$33,500)	20
▪ Tuition reimbursement and degree recognition programs (\$25,000)	
▪ Management, customer service, technology and other ongoing training programs identified by 2005 training needs analysis. (\$31,500)	
▪ Employee Recognition Program (\$15,000)	
▪ Legal support for labor relations issues (\$20,000)	

4. A City that is business-friendly and economically diverse.

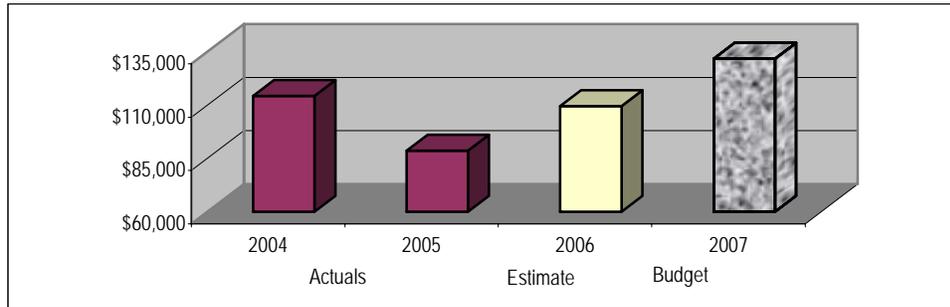
Activity/Goal	%
▪ See HR Administration discussion	20

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

Activity/Goal	%
▪ See HR Administration discussion	20

History & Budget:

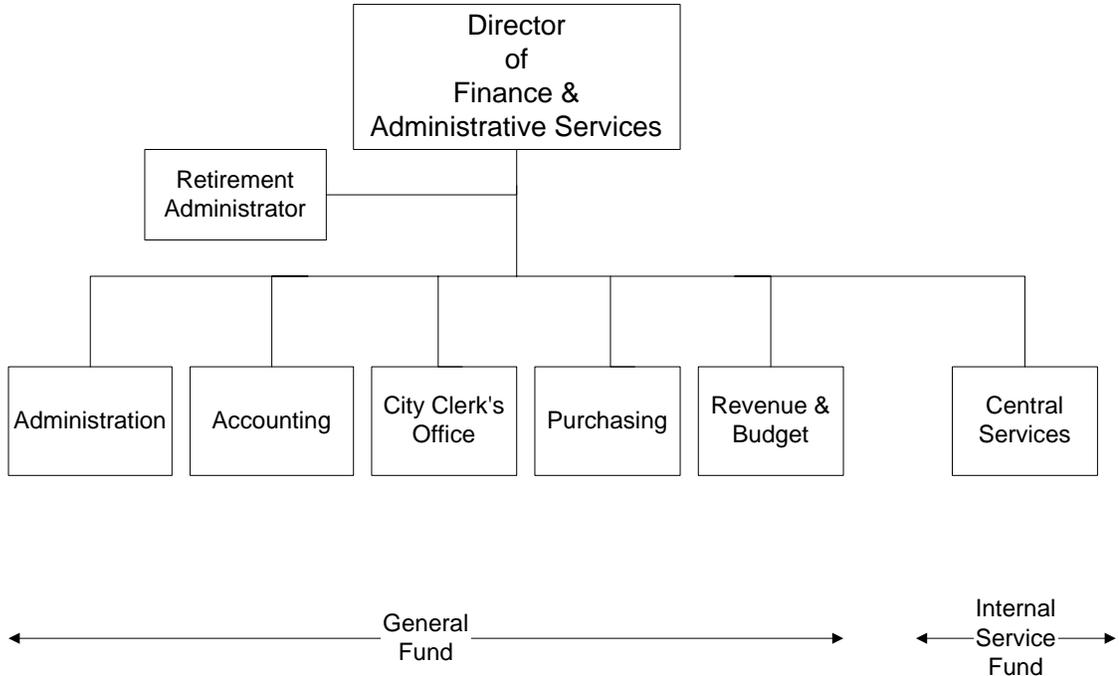
Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	0	76	0	0	0
Commodities	9,982	13,032	15,000	15,060	17,500
Contractual	104,411	75,626	110,000	94,500	114,400
Capital	0	0	0	0	0
TOTAL	114,393	88,734	125,000	109,560	131,900



Department: Finance & Administrative Services

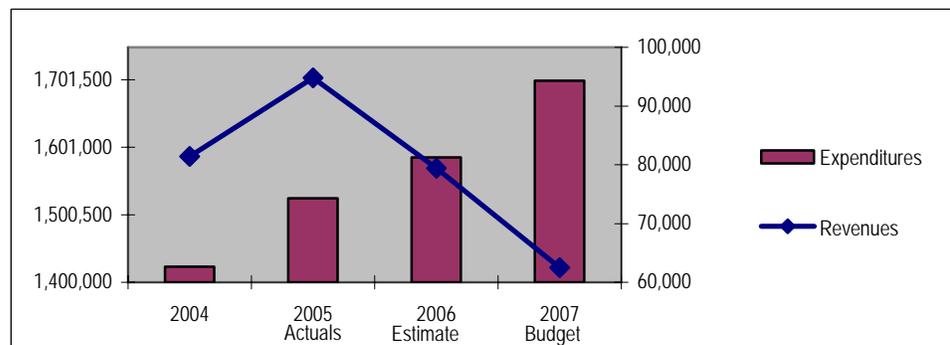
Fund: General

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Licenses & Permits Fees	81,379	67,655	58,875	58,800	58,800
Charges for Services	-	-	2,500	2,500	2,500
Miscellaneous	14	27,150	1,200	18,100	1,200
TOTAL	81,393	94,805	62,575	79,400	62,500
Expenditures					
Personal Services	1,219,908	1,301,203	1,430,869	1,396,586	1,427,689
Commodities	46,715	43,857	50,905	47,160	55,215
Contractual	156,392	178,760	195,650	140,030	215,316
Capital	-	1,178	1,900	2,000	2,000
TOTAL	1,423,015	1,524,998	1,679,324	1,585,776	1,700,220



Department: Finance & Administrative Services

Division: Administration

Fund: General

Account: 020601

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal

%

Administration Division supports this activity by providing financial analysis and financing options for the various City departments that acquire, construct, and maintain City infrastructure. The Division supports the City's employees who construct, maintain, and acquire the City's infrastructure.

15

2. A City that is safe, clean, healthy and attractive.

Activity/Goal

%

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.

15

3. A progressive City that provides responsive and cost efficient services

Activity/Goal

%

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.

25

4. A City that is business-friendly and economically diverse.

Activity/Goal

%

Administration Division has direct contact with the majority of the City's business either through licensing or sales tax auditing and seminars.

30

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

Activity/Goal

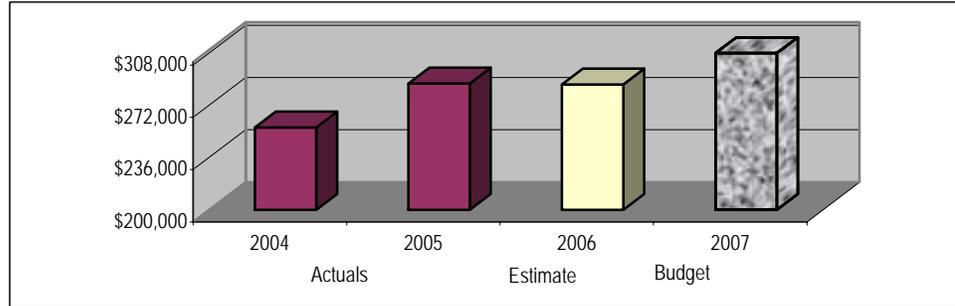
%

Administration Division supports the employees that provide these services to the community.

15

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	210,344	219,890	231,912	229,733	238,435
Commodities	3,022	2,579	3,575	3,650	4,775
Contractual	43,408	64,430	59,772	52,873	64,700
Capital	0	0	0	0	0
TOTAL	256,774	286,899	295,259	286,256	307,910



Department: Finance & Administrative Services

Division: City Clerk's Office

Fund: General

Account: 020602

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

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ NA	0

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ NA	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Continue to work with other departments (within the City and with outside agencies) to ensure optimum Customer Service	40
▪ Respond to all requests for information in a timely, thoughtful manner	
▪ Directing citizens to appropriate person, department or agency that can best meet their needs	
▪ Continue to assess methods of operation to ensure the most effective and efficient work processes are used and apply electronic technology where applicable	
▪ Provide WEB access to Election and Liquor Licensing procedures and information	
▪ Establish an electronic repository of City documents	
▪ Assist citizens, candidates and issue committees with election processes	
▪ Continue to evaluate and refine Records Disaster Recovery Plan	
▪ Develop a well-trained and productive staff	
▪ Provide market-based compensation for appropriate work efforts	
▪ Cross-train within the City Clerk's office	

4. A City that is business-friendly and economically diverse.

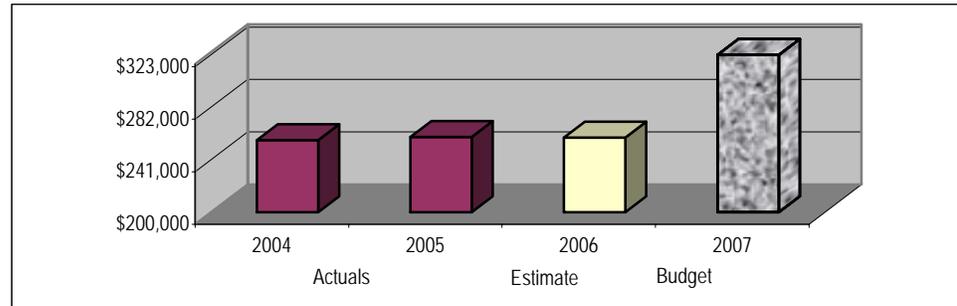
Activity/Goal	%
▪ Provide quality customer service to all of our liquor licensees	
▪ City Clerk staff will attend various applicable meetings/programs/classes to maintain the necessary training to stay up-to-date with current laws and procedures (and keep licensees informed about any new information)	60
▪ City Clerk 's office maintains records and other information	

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

Activity/Goal	%
▪	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	176,195	191,396	201,371	193,407	205,129
Commodities	7,881	10,325	13,030	11,830	13,330
Contractual	72,127	55,745	84,400	51,005	102,525
Capital	0	1,178	1,500	2,000	2,000
TOTAL	256,203	258,644	300,301	258,242	322,984



Department: Finance & Administrative Services

Division: Accounting

Fund: General

Account: 020603

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Assist Departments in compiling and analyzing financial needs of long-term assets.	11

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Assist Departments in preparing financial information for grants, leasing and bonding for projects related to maintaining the safety and beautification of the City.	9

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Provide historic and current financial information for analysis.	
▪ Provide accounts payable and payroll services	50

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ Work with Departments on the analysis on incentive packages to attract new business	20
▪ Provide financial information to aid data gathering and analysis projects.	
▪ Provide historic financial information to aid decision making.	
▪ Provide financial information to aid data gathering and analysis projects	

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

Activity/Goal	%
▪ Provide financial information for decision making (e.g. tax incentives)	10

Performance Indicator:

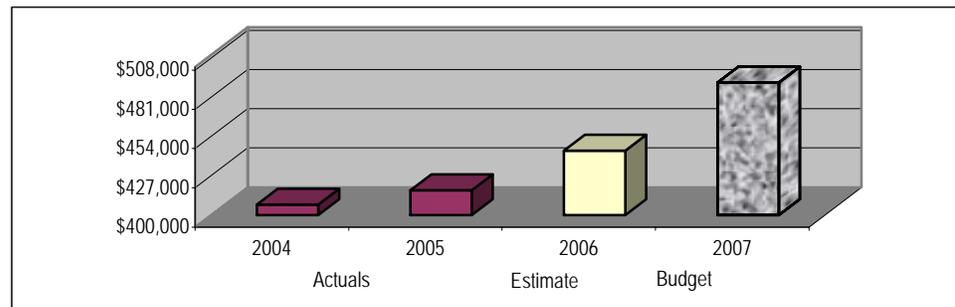
Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Actual annual City requirements accounted for (expenses and transfers) (in Millions of Dollars)	Output	\$97.2	\$129.4	\$128.4	
Number of payment transactions processed for departments	Output	7,550	7,750	8,000	8,250
Number of payroll payments per year	Output	26,190	25,893	26,789	27,716
Number of payrolls not met	Result	0	0	0	0
Awarded Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting	Result	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report (CAFR) awarded "clean opinion"	Result	Yes	Yes	Yes	Yes

Comments:

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	365,754	382,935	431,654	417,849	458,488
Commodities	18,538	14,046	15,950	14,201	16,800
Contractual	22,928	20,028	20,150	12,163	15,766
Capital	0	0	0	0	0
TOTAL	407,220	417,009	467,754	444,213	491,054



Department: Finance & Administrative Services

Division: Revenue & Budget

Fund: General

Account: 020604

Description: The Revenue & Budget Division's function is to ensure compliance with the Sales & Use tax ordinance and other revenue-applicable sections of the 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, cashiering and PBX/Receptionist functions. All sales/use tax licenses and all miscellaneous business licenses are issued through this division.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	0

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Miscellaneous licensing assures that workers operating in the City are properly qualified. Some require a deposit to ensure proper clean-up.	15

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Constant cross-training to ensure better customer service.	
▪ Provide PBX/Receptionist functions for citizen inquiries.	30
▪ Provide cashiering function for payments, including credit card and ACH methods.	
▪ Provide "lockbox" processing for tax and utility payments at less cost and more efficiency than was provided by bank	
▪ Budget function to allocate funds according to desired outcomes and monitor results.	

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ Provides monthly taxpayer education classes and one-on-one sessions as needed, assists with preparing tax forms and with taxpayer refunds, responds to taxpayer inquiries.	50
▪ Audits to ensure taxpayer understanding and compliance.	

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

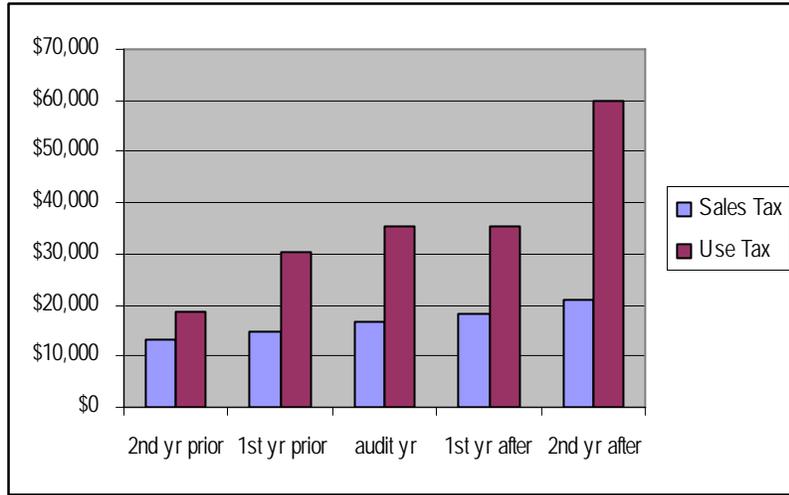
Activity/Goal	%
▪ Collection activity helps provide the funds to promote these activities.	5

Performance Indicator:

The division conducts sales & use tax audits as an educational tool to help taxpayers gain or retain compliance with the ordinance. One measurement is that normal remittances should increase after an audit. The chart below shows a sample of audited accounts and the average monthly remittances before and after an audit.

Outcome: Results:

A City that is business-friendly and economically diverse.



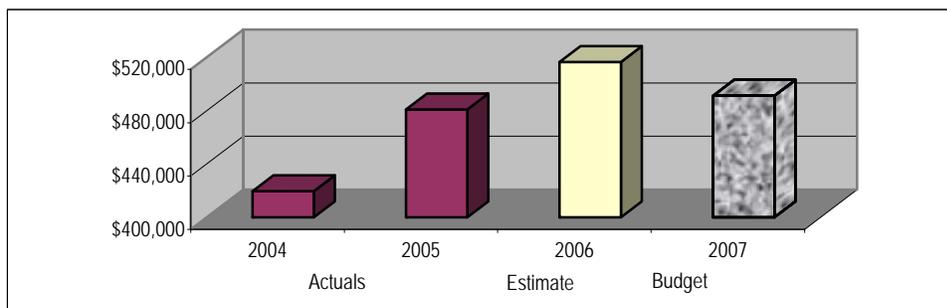
Comments:

Audit revenue is not included in the audit year amount. Sales tax is generally understood. Use tax is the least understood. Audit revenue is not budgeted separately but as a part of sales and use tax revenue. One of the three auditors resigned midyear 2003. Because of budget constraints, the position was not restored until midyear 2005.

Indicator	Type	2004	2005	2006	2007
Audit Revenue	Result	123,385	686,007	Est 447,670	Est 500,000
Audits	Output	25	32	46	50

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	390,869	431,992	489,047	478,471	447,987
Commodities	16,022	15,584	16,600	16,835	18,660
Contractual	12,685	33,387	24,296	21,301	24,701
Capital	0	0	0	0	0
TOTAL	419,576	480,963	529,943	516,607	491,348



Department: Finance & Administrative Services

Division: Purchasing

Fund: General

Account: 020605

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
<ul style="list-style-type: none">▪ To provide responsive customer services to all City departments in areas of procurement. Ensure that support to customers is of the highest quality and the products and services being provided are cost effective. Improve Procurement efficiency & effectiveness strategies:<ul style="list-style-type: none">• Insure The City acquires the highest quality goods and services in the most cost effective manner within guidelines contained In The City's Purchasing Policies• 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	100

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
<ul style="list-style-type: none">▪ Send out bid opportunities for improvements at various locations throughout the City as required	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
<ul style="list-style-type: none">▪ 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.▪ To ensure that the City's purchasing policies as prescribed by both Charter and City Management are followed.▪ Monitor compliance to purchasing policies▪ To ensure that all City owned vehicles are properly licensed.▪ To ensure that the City's policies regarding the disposition of assets are followed.	0

4. A City that is business-friendly and economically diverse.

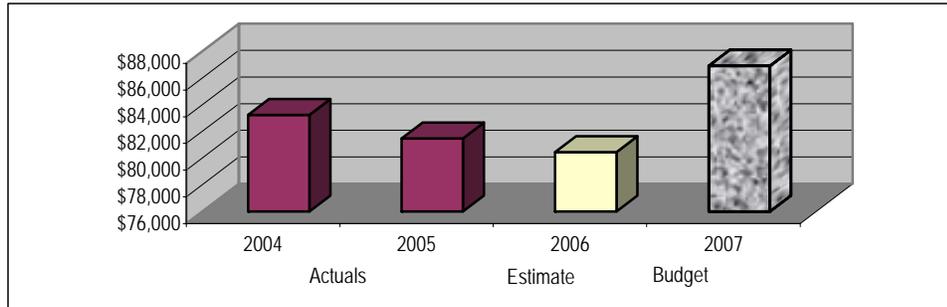
Activity/Goal	%
<ul style="list-style-type: none">▪ Expand the City's' formal bidding process for the procurement of capital, enterprise, equipment, commodities, and contract services, and to insure opportunities are available fairly and equally to vendors and contractors.	0

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

Activity/Goal	%
<ul style="list-style-type: none">▪ NA	0

History & Budget:

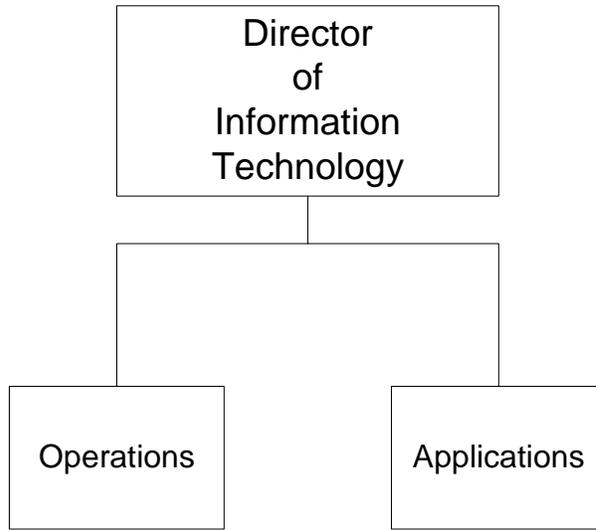
Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	76,746	74,990	76,885	77,126	77,651
Commodities	1,252	1,323	1,750	644	1,650
Contractual	5,244	5,170	7,032	2,688	7,624
Capital	0	0	400	0	0
TOTAL	83,242	81,483	86,067	80,458	86,925



Department: Information Technology

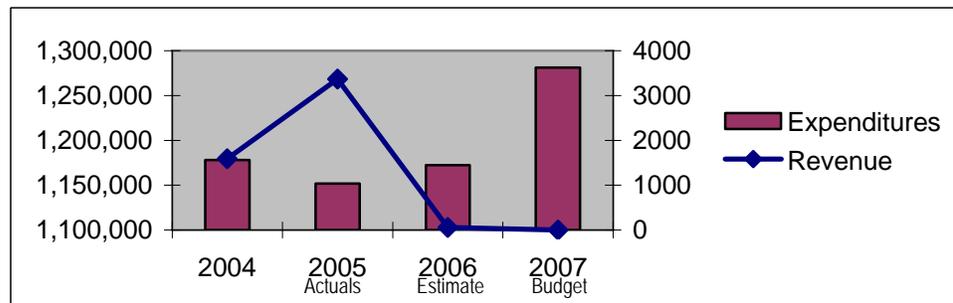
Fund: General

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Charges for services	1,211	-	-	-	-
Miscellaneous	378	3,370	-	59	-
TOTAL	1,589	3,370	-	59	-
Expenditures					
Personal Services	851,312	807,150	854,184	760,451	870,501
Commodities	8,426	22,651	22,884	23,325	23,830
Contractual	318,340	322,045	344,159	388,589	386,837
Capital	-	-	-	-	-
TOTAL	1,178,078	1,151,846	1,221,227	1,172,365	1,281,168



Department: Information Technology

Division: Information Technology

Fund: General

Account: 020701, 020702 and 020703

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal %

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of data processing systems upon that City staff rely on to perform their daily work 27

▪ Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work.

Outcome-specific Activities

▪ Provide a high level of system administration and maintenance support for the Utility Billing/Customer Information System.

▪ Provide support for Land Records systems

▪ Provide support for Maintenance and Inventory systems.

2. A City that is safe, clean, healthy and attractive

Activity/Goal %

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of data processing systems upon that City staff rely on to perform their daily work 27

▪ Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work

Outcome-specific Activities

▪ Provide an increasingly high level of 7x24 support for Police and Fire systems though effective administration of critical systems and provision of end user services at City facilities and in the field.

▪ Provide a high level of system administration and maintenance support for the Court Case Management System.

▪ Provide a high level of system administration and maintenance support for the new Code Enforcement System.

3. A progressive City that provides responsive and cost efficient services

Activity/Goal %

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of data processing systems upon that City staff rely on to perform their daily work. 30

▪ Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.

▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work.

Outcome-specific Activities

▪ Provide a high level of system administration and maintenance support for Finance, HR and Payroll Systems.

▪ Develop and support systems to provide direct electronic services to Englewood’s customers.

▪ Provide support for Central Records / Digital Imaging systems.

▪ Provide system administration and maintenance support for the Sales Tax Audit and Accounting System.

4. A City that is business-friendly and economically diverse

Activity/Goal	%
<ul style="list-style-type: none">▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of data processing systems upon that City staff rely on to perform their daily work.▪ Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work.	5
Outcome-specific Activities	
<ul style="list-style-type: none">▪ Provide a high level of system administration and maintenance support for the Permit Tracking and Licensing system, as well as the Economic Development / Commercial Properties web site.▪ Provide system administration and maintenance support for the Construction Loan Management System.	

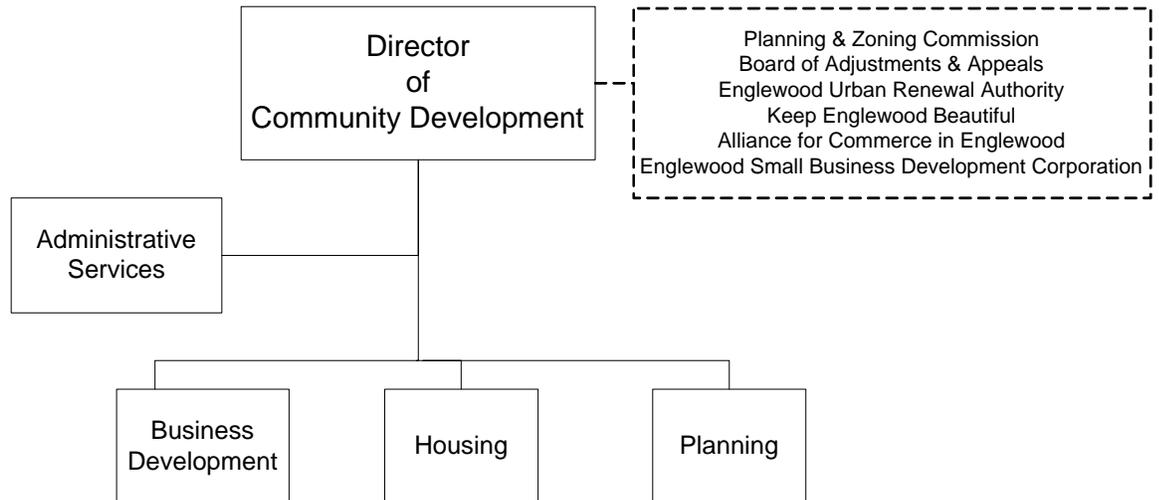
5. A City that provides diverse cultural, recreational and entertainment opportunities

Activity/Goal	%
<ul style="list-style-type: none">▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of data processing systems upon that City staff rely on to perform their daily work.▪ Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.▪ Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work	11
Outcome-specific Activities	
<ul style="list-style-type: none">▪ Provide a high level of system administration and maintenance support for the Recreation Registration, Facility Reservation and Golf Course System.▪ Provide a high level of system administration and maintenance support for the Library Internet Access System.▪ Provide a high level of system administration and maintenance support for the Library Administration and Circulation System.	

Department: Community Development

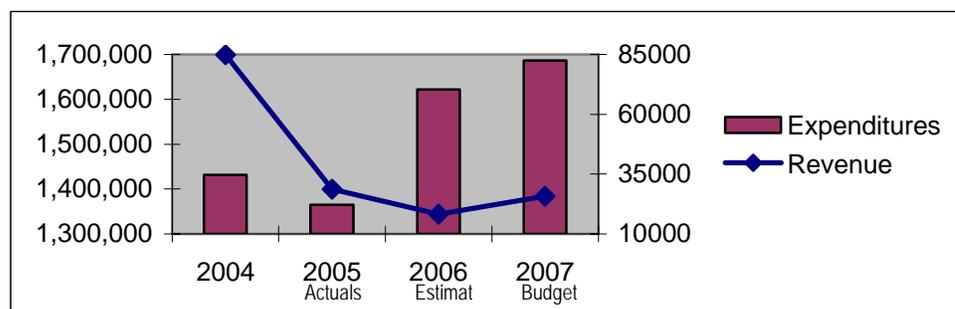
Fund: General

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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Licenses and permits	414	9,619	-	5,625	5,625
Intergovernmental	27,503	18,733	14,500	12,500	17,500
Charges for service	462	199	2,385	150	2,535
Miscellaneous	56,500	37	7,200	-	-
TOTAL	84,879	28,588	24,085	18,275	25,660
Expenditures					
Personal Services	942,197	929,586	1,004,249	955,295	1,004,073
Commodities	57,599	44,040	78,430	85,600	90,550
Contractual	406,081	384,262	596,795	570,242	588,613
Capital	25,878	6,855	3,409	10,909	3,409
TOTAL	1,431,755	1,364,743	1,682,883	1,622,046	1,686,645



Department: Community Development

Division: Community Development

Fund: General

Account: 020801

Outcomes:

1. A City that provides and maintains quality infrastructure
Activity/Goal %
 - Administer and manage CDBG funds to preserve and maintain housing stock. 10
 - Assist with four 1st-time homebuyer classes and four consumer credit classes.
 - Develop comprehensive Housing Plan addressing community housing needs.
2. A City that is safe, clean, healthy and attractive.
Activity/Goal %
 - Support city environmental efforts through KEB Leaf/tire drop-off program, KEB HH waste collection program, KEB awards programs, South Platte River clean-up. 15
 - Promote residential and commercial beautification through catalyst program, BID/SID, Paint-up/Fix-up program, sidewalks & trails improvements, art shuttle/shuttle corridor pedestrian improvements.
 - Provide Comprehensive Plan and Bike Master Plan implementation.
3. A progressive City that provides responsive and cost efficient services
Activity/Goal %
 - Leverage limited city resources through partnerships. 5
 - Increase access to governmental services and resources through GIS support for PermitTrak system, Commercial property web site.
4. A City that is business-friendly and economically diverse.
Activity/Goal %
 - Pursue redevelopment/revitalization opportunities at locations such as Acoma property, Bates LRT station/GIW, Englewood LRT station, Oxford LRT station, Broadway, Denver Seminary property, Burt Automotive property. 52
 - Support redevelopment/revitalization through catalyst program, housing rehab program, AVS program, retailing workshops, ED strategy implementation, commercial image & marketing, ED web site.
 - Enhance economic development tools and data through commercial property web site, retail void analysis, quarterly housing report, community indicators report, environmental analysis.
 - Support redevelopment/revitalization through Brownfield Revolving Loan Fund, Arapahoe County Enterprise Zone administration, business licensing, ED targeted outreach/marketing, Business Matters fax newsletter, business retention & expansion program.
5. A City that provides diverse cultural, recreational and entertainment opportunities.
Activity/Goal %
 - Support and enhance cultural, recreational, and entertainment programs and facilities through public art w/ development, shuttle art program, South Platte River Open Space Plan implementation. 18
 - Leverage limited city resources through Arapahoe County Open Space Funding, GOCO, Trust for Public Land.

Performance Indicator: 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.

Outcome: A City that provides and maintains quality infrastructure.

Results: Number and Value Rehab Projects by Year

1996 – 31 - \$575,539
 1997 – 21 - \$440,513
 1998 – 22 - \$465,167
 1999 – 25 - \$503,604
 2000 – 19 - \$662,118
 2001 – 21 - \$579,067
 2002 – 33 - \$834,264
 2003 – 35 - \$969,501
 2004 – 40 - \$984,018
 2005 – 22 - \$478,641
 2006 – 10 - \$150,388 (YTD)

Indicator	Type	2004	2005	2006	2007
Rehab Projects	Output	40	22	20 (est.)	20 (est.)
Increased property value	Result	\$324,726	\$478,641	\$400,000 (est.)	\$450,000 (est.)

Performance Indicator: 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.

Outcome: A progressive City that provides responsive and cost effective services.

Results: UDC Amendments

2004 – auto sales
 2005 – administrative housekeeping, MU-B-2 setbacks, fences
 2006 -
 2007 - signs, landscaping, parking

Indicator	Type	2004	2005	2006	2007
UDC Amendments	Output	1	3	0 (YTD)	3

Performance Indicator: The Business 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 primary commercial corridors, South Broadway and Hampden Avenue.

Outcome: A City that is safe, clean, healthy and attractive.

Results: Number, Grant Value, and Leveraged Value of Commercial Catalyst Projects by Year

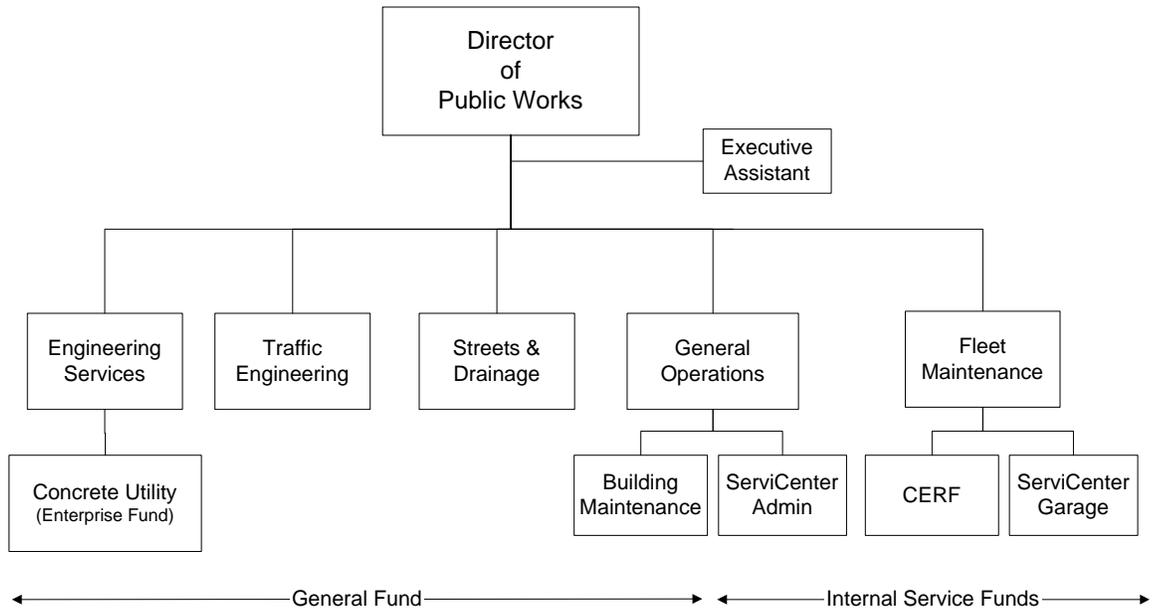
2002 - 10 - \$49,504 - \$234,438
 2003 - 14 - \$86,756 - \$438,068
 2004 - 8 - \$49,384 - \$172,911
 2005 - 6 - \$31,213 - \$ 69,780
 2006 - 10 - \$78,677 - \$221,190 (YTD)

Indicator	Type	2004	2005	2006	2007
Catalyst Projects	Output	8	6	10 (YTD)	12 (est.)
Increased Property Value	Result	\$86,456	\$34,890	\$110,595 (YTD)	\$100,000 (est.)

Department: Public Works

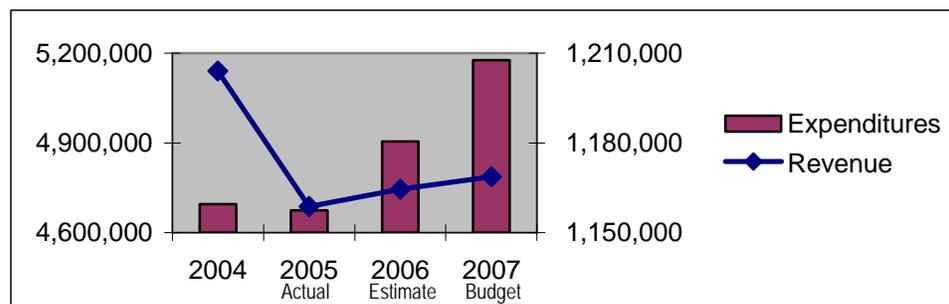
Fund: General

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 Fund projects, and the Concrete Utility and Open Space Funds.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Licenses and permits	37,121	64,341	26,000	39,796	40,000
Intergovernmental	1,003,874	939,504	1,224,362	1,010,000	1,010,000
Charges for services	160,515	154,513	117,636	114,433	118,686
Miscellaneous	2,469	370	-	299	-
TOTAL	1,203,979	1,158,728	1,367,998	1,164,528	1,168,686
Expenditures					
Personal Services	2,813,195	2,851,600	3,074,653	3,008,966	3,183,912
Commodities	286,988	213,891	258,200	263,223	286,858
Contractual	1,418,833	1,417,578	1,447,641	1,438,684	1,506,705
Capital	175,724	191,958	194,087	194,087	199,377
TOTAL	4,694,740	4,675,027	4,974,581	4,904,960	5,176,852



Department: Public Works

Division: Administration

Fund: General

Account: 021001

Description: Public Works Admin. provides direction and guidance to Engineering Services, Traffic Engineering, General Operations, Streets Maintenance, Fleet Maintenance and ServiCenter.

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Engineering Services	
▪ Streets	66
▪ Traffic Engineering	
▪ Operations/Maintenance	

2. A City that is safe, clean, healthy and attractive

Activity/Goal	%
▪ Engineering Services	
▪ Streets	16
▪ Traffic Engineering	
▪ Operations/Maintenance	

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Engineering Services	
▪ Streets	9
▪ Traffic Engineering	
▪ Operations/Maintenance	

4. A City that is business-friendly and economically diverse

Activity/Goal	%
▪ Engineering Services	
▪ Streets	3
▪ Traffic Engineering	
▪ Operations/Maintenance	

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

Activity/Goal	%
▪ Engineering Services	
▪ Streets	6
▪ Traffic Engineering	
▪ Operations/Maintenance	

Performance Indicator:

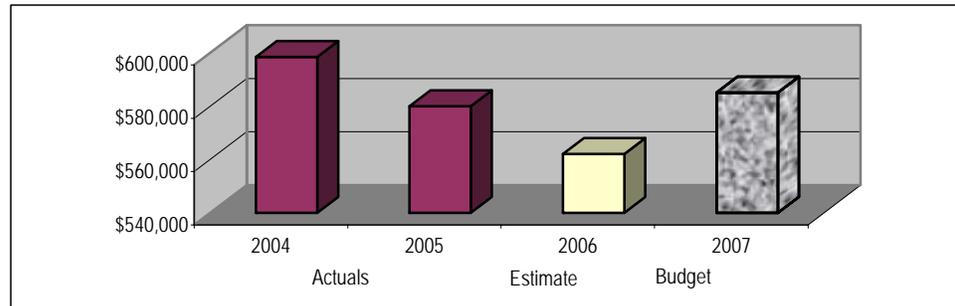
Refer to the individual Divisions for Departmental Performance indicators. In addition to the listed indicators, the Public Works Director serves as the President of the Englewood Environmental Foundation, serves on the board of the Englewood McClellan Reservoir Foundation, and serves on the Supervisory Committee for Englewood/Littleton Waste Water Treatment Plant.

Results: Comments:

Indicator	Type	2004	2005	2006	2007
Department full-time employees (including Servicenter and Concrete Utility)	Output	66.80	62.31	63.82	63.82

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	212,104	199,245	208,060	207,580	211,557
Commodities	1,720	4,788	2,165	2,253	2,265
Contractual	381,343	376,045	354,474	352,194	371,357
Capital	3,364	0	50	50	50
TOTAL	598,531	580,078	564,749	562,077	585,229



Department: Public Works
Division: Engineering Services
Fund: General
Account: 021002

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.

- Outcomes:**
- 1. A City that provides and maintains quality infrastructure**

Activity/Goal	%
Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure (General Fund)	72
<ul style="list-style-type: none"> ▪ Pursue outside funding options for transportation improvements (General Fund) General office admin., incl. right-of-way permits, plan reviews, property records, land surveying, assisting customers (General Fund) GIS and Mapping services are provided to the public and other departments (General Fund) 	

 - 2. A City that is safe, clean, healthy and attractive**

Activity/Goal	%
Assist with the design and construction of transportation safety projects (General Fund)	6
Administer the design and construction of pedestrian/bike trail projects to promote multi-model transportation (General Fund)	

 - 3. A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Provide technical support and coordination to other departments ▪ Coordinate services with outside agencies including Urban Drainage District, DRCOG, CDOT, and other cities ▪ Provide timely response to the public regarding Public Works issues and concerns (Svgs incl. in #1) ▪ Provide cost effective in-house project administration services (Svgs incl. in #1) ▪ Maintain minimal full time staff by utilizing consultants and temporary staff to provide services when needed (Svgs incl. in #1) 	20

 - 4. A City that is business-friendly and economically diverse**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Coordinate Public Improvement Projects with business concerns (Cost incl. in #1) ▪ Provide technical support for redevelopment projects (Cost incl. in #1) ▪ Support EEF efforts developing and maintaining CityCenter businesses (Cost incl. in #2) 	1

 - 5. A City that provides diverse cultural, recreational and entertainment opportunities**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Assist with coordination and staffing for special events ▪ Provide assistance, via the EEF, to CityCenter Cultural activities and displays (Cost incl. in #1) ▪ Provide project development and construction administration assistance for recreational projects (Cost incl. in #1) 	1

Performance Indicator: 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.

Outcome: **A City that provides and maintains quality infrastructure.**

Results:

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

Indicator	Type	2004	2005	2006	2007
Division Full time employees		3.83	3.34	3.34	3.34
Number of Capital Projects in design/construction phase	Output	New	20	21	TBD
Value of Capital Projects (includes grant monies)	Output	New	3,188,000	3,400,000	TBD

Performance Indicator: 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.

Outcome: **A City that provides and maintains quality infrastructure.**

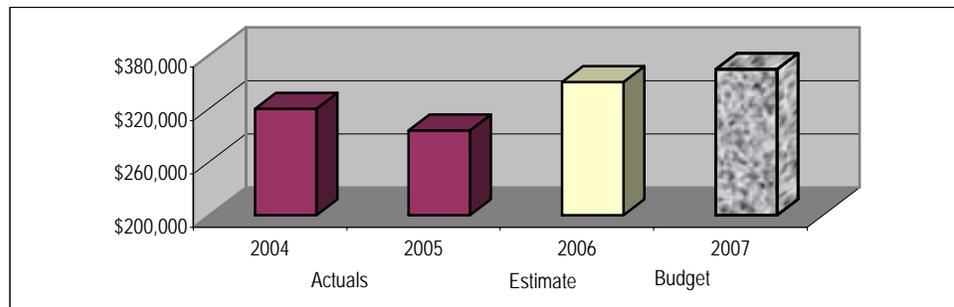
Results:

Comments: **FTE's for the Concrete Utility are separated from the Engineering Division Budget. The proposed 2007 Concrete Utility budget is \$ 674,000.**

Indicator	Type	2004	2005	2006	2007
Concrete Utility Full time employees		4.47	4.47	3.98	3.98
Square feet of concrete removed and replaced.	Output	65,066	63,179	56,204	TBD

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	298,690	277,298	292,547	300,505	311,087
Commodities	7,001	5,860	8,350	8,842	9,131
Contractual	11,734	9,815	49,027	38,155	41,591
Capital	2,265	2,265	2,265	2,265	2,265
TOTAL	319,690	295,238	352,189	349,767	364,074



Department: Public Works

Division: Streets
Fund: General
Account: 021003

Description: The Streets Division function is to provide and maintain 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.

Outcomes:

- 1. A City that provides and maintains quality infrastructure**

Activity/Goal	%
▪ Cut and patch asphalt	
▪ Pour asphalt cracks	51
▪ Asphalt Overlay (General Fund)	
▪ Micro (General Fund)	
▪ Maintain alleys	

- 2. A City that is safe, clean, healthy and attractive**

Activity/Goal	%%
▪ Sanding streets and snow/ice removal	
▪ Sweeping and hauling sweepings	43
▪ Trim trees and bushes in alleys	
▪ Business district and school trash receptacles	
▪ Pick up illegal trash for Code Enforcement	
▪ Street lights	

- 3. A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
▪ Provide priority snow and ice removal to business districts	
▪ Utilize work exchange program with other government agencies	4
▪ Provide cost savings asphalt paving and other services for all other in-house departments: <ol style="list-style-type: none">1. Utilities2. Servicenter3. Safety Services	
▪ Participate on A.P.W.A. & C.A.R.M.A. Committees	
▪ Provide on-call staff 24/7 to assist Police, Fire, Citizens with street and alley related concerns	

- 4. A City that is business-friendly and economically diverse**

Activity/Goal	%
▪ Provide priority snow and ice removal to business districts	
▪ Provide more frequent street sweepings to business districts	2
▪ Notify all businesses of streets projects that will affect them (we seek their input).	
▪ Provide timely response to all business calls and concerns	
▪ Provide and maintain trash receptacles throughout the business district	

- 5. A City that provides diverse cultural, recreational and entertainment opportunities**

Activity/Goal	%
▪ Provide asphalt and dirt work for the Golf Course and Recreation	
▪ Provide assistance for Parade and July 4 th Fireworks activities	0

Performance Indicator:

The Street Division of Public Works maintains 120 miles of streets and 51 miles of alleys. Performance indicators include the number of blocks that are milled and paved utilizing in-house crews, the number of blocks that receive crack filling utilizing in-house crews, and the number of blocks receiving micro-surfacing treatment by outside contractor.

Outcome:

A City that provides and maintains quality infrastructure

Results:

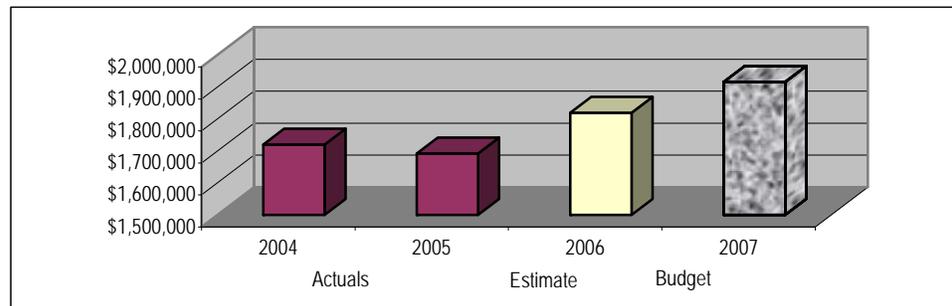
Comments:

Blocks of micro-surfacing completed vary in width and tonnage applied. The 2006 program included full width micro on S. Broadway from Yale to Hwy. 285 and rut filling from Hwy. 285 to Quincy.

Indicator	Type	2004	2005	2006	2007
Division full time employees		15.5	13	13	13
Blocks milled and paved (in-house crews)		38	24.5	47.5	TBD
Blocks crack filled (in-house crews)		132	127	140	TBD
Blocks of Micro-surfacing		88.5	55	15	TBD

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	853,186	854,043	934,999	911,112	953,547
Commodities	163,177	115,413	158,530	158,530	175,016
Contractual	572,476	574,488	593,557	600,984	632,640
Capital	131,599	148,523	149,393	149,393	155,576
TOTAL	1,720,438	1,692,467	1,836,479	1,820,019	1,916,779



Department: Public Works

Division: Traffic Engineering

Fund: General

Account: 021004

Description: The Traffic Engineering Division provides and maintains a quality traffic system infrastructure for the City of Englewood. The Division is responsible for traffic engineering and maintenance operations, and provides routine and emergency maintenance for existing traffic control devices, as well as installation of new traffic control devices.

Outcomes:

- 1. A City that provides and maintains quality infrastructure**

Activity/Goal	%
▪ Traffic signals maintenance and upgrade/installation (General Fund)	
▪ Traffic signals repair (General Fund)	72
▪ Traffic signs maintenance and installation (General Fund)	
▪ Traffic pavement markings maintenance & installation (General Fund)	
▪ Records and data systems maintenance (General Fund)	
▪ Traffic computer, communication system mtnc./upgrade (General Fund)	
▪ Pursuing available state & federal transportation funds (General Fund)	
▪ General office administration (General Fund)	

- 2. A City that is safe, clean, healthy and attractive**

Activity/Goal	%
▪ Traffic signal system operation, management, administration	
▪ Design and implementation of traffic control devices	17
▪ Traffic operations aspects of roadway operational design, street imprv.	
▪ Participate in regional traffic operation management committees	
▪ Provide signing, markings, & technical support for Code Enforcement (Cost incl. in #1&2)	
▪ Participate in, & support, School Safety & Neighborhood Watch prog. (Cost incl. in #2)	
▪ Graffiti removal from traffic control devices (Cost incl. in #1)	

- 3. A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
▪ Retain traffic control devices maintenance program in-house (Svgs incl. in #1)	4
▪ Utilize Street Division work exchange program with other government agencies (Svgs incl. in #1)	
▪ Share traffic infrastructure with other City departments Svgs incl. in #1)	
▪ Provide timely response to public on traffic engineering issues	
▪ Provide on-call 24/7 services related to traffic control devices (Cost incl. in #1)	
▪ Participate in School Safety and ETAC committees (Cost incl. in #2)	
▪ Provide technical support to other City departments (Cost incl. in #2)	

- 4. A City that is business-friendly and economically diverse**

Activity/Goal	%
▪ Provide timely response to businesses on traffic related issues and concerns (Cost incl. in #3)	4
▪ Review operations aspects of site plans and redevelopment projects	
▪ Provide technical support for traffic and parking management (Cost incl. in #2&3)	
▪ Install and maintain signs, banners; affix city logo on street name signs	
▪ Collect, maintain, and provide traffic related data (Cost incl. in #2)	

- 5. A City that provides diverse cultural, recreational and entertainment opportunities**

Activity/Goal	%
▪ Provide layout design and painting of parking lots	
▪ Install and maintain parking and special signs, and install banners	3
▪ Assist and provide support for Englewood Parade, National Night-out, and other events (Cost incl. in #1&2)	

Performance Indicator: Traffic Engineering provides maintenance and operation of the City computerized traffic system, provides installation, maintenance and operation of traffic signals, and installs and maintains all street signs and pavements markings in order to provide for the safe and efficient movement of goods and people.

Outcome: **A City that provides and maintains quality infrastructure**
A City that is safe, clean, healthy and attractive

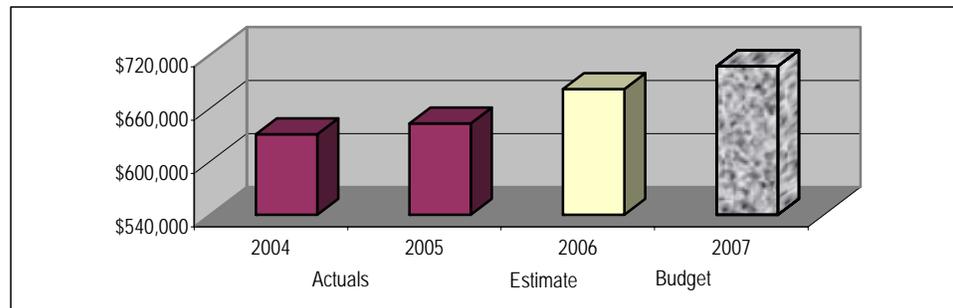
Results:

Comments:

Indicator	Type	2004	2005	2006	2007
FTE's		7.0	6.5	6.5	6.5
Number of traffic signals	Output	62	62	62	62
Cost per signal operated/maintained	Efficiency	New	New	4,400	4,400
Number of signs	Output	New	New	9,000	9,000
Number of signs installed/replaced per year	Result	1,495	1,576	1,700	1,700
Percent of emergency signs replaced within 2 hours	Result	100	100	100	100
Average percent reduction in speed in areas after traffic calming implementation	Result	New	New	11	11

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	468,083	484,377	510,819	502,992	529,539
Commodities	46,791	45,848	44,755	46,152	52,650
Contractual	87,280	81,485	99,624	100,197	93,668
Capital	28,559	31,233	32,442	32,442	31,549
TOTAL	630,713	642,943	687,640	681,783	707,406



Department: Public Works
Division: General Operations & Maintenance
Fund: General
Account: 021005

Description: The Operations/Maintenance Division provides the necessary service and maintains in the quality and operational efficiency of all City Departments and 32 City buildings. The Division is responsible for maintaining and supporting City Departments by providing service in areas of custodial maintenance, HVAC system upkeep, plumbing, and electrical systems.

Outcomes:

- 1. A City that provides and maintains quality infrastructure**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Custodial Services <ul style="list-style-type: none"> 1. Restroom/Lockers 2. Floor Care 3. Electrical 4. HVAC 5. Plumbing 6. General Maintenance (General Fund) 7. General Maintenance (CPF MYCP) • Excel Charges (17% of Costs) 	53

- 2. A City that is safe, clean, healthy and attractive**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Maintain general appearance of buildings 	17

- 3. A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Custodial Service to Enterprise Fund. ▪ Maintenance Services to Enterprise Funds. ▪ Provide necessary service for City Meetings. ▪ General maintenance services. 	8

- 4. A City that is business-friendly and economically diverse**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Utilize out-sourcing capabilities <li style="padding-left: 40px;">General Maintenance 	3

- 5. A City that provides diverse cultural, recreational and entertainment opportunities**

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Provide Custodial Services <ul style="list-style-type: none"> Recreation Center Malley Center ▪ Provide Maintenance Services <ul style="list-style-type: none"> Recreation Center Malley Center Pirates Cove 	19

Performance Indicator: The purpose of Building Services is to manage building operations and maintenance for the City of Englewood to maintain and improve the City's infrastructure.

Outcome: Provides and maintains quality infrastructure
Results: Citizen / Employee / user complaints
Comments:

Indicator	Type	2004	2005	2006	2007
CUSTODIAL MTCE 43%		612,908	629,649	659,415	
BUILDING MTCE 10%		142,537	146,430	153,352	

Performance Indicator: Facility Maintenance Managers Association (FMMA) standard is 16,000 square feet per custodian.

Outcome: Provides and maintains quality infrastructure
Results: Need determination for additional custodian.
Comments:

Indicator	Type	2004	2005	2006	2007
Number of Custodians (FTE)		18	18	19	19
Square Feet Maintained		286,424	289,422	295,222	295,222
Square Feet per Custodian		15,912	16,079	15,538	15,538

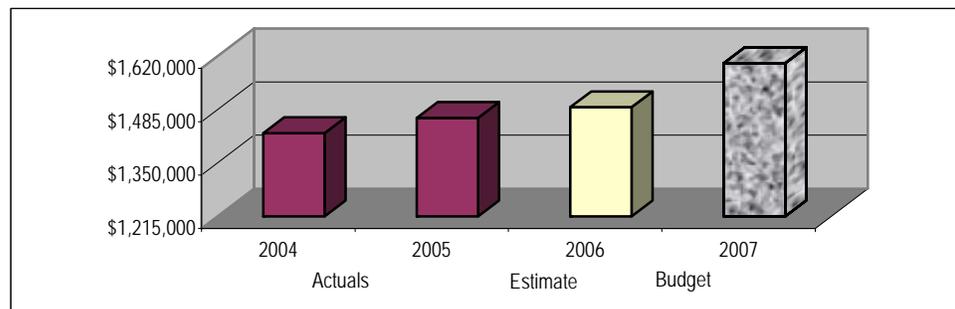
Performance Indicator: Facility Maintenance Managers Association (FMMA) standard is 56,000 square feet per maintenance personnel.

Outcome: Provides and maintains quality infrastructure
Results: Need determination for additional maintenance personnel.
Comments:

Indicator	Type	2004	2005	2006	2007
Number of Maintenance Personnel (FTE)		3	3	3	3
Square Feet Maintained		338,366	358,692	370,032	370,032
Square Feet per Maintenance Personnel		112,789	119,564	123,344	123,344

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	981,132	1,036,637	1,128,228	1,086,777	1,178,182
Commodities	68,299	41,982	44,400	47,446	47,796
Contractual	366,000	375,745	350,959	347,154	367,449
Capital	9,937	9,937	9,937	9,937	9,937
TOTAL	1,425,368	1,464,301	1,533,524	1,491,314	1,603,364

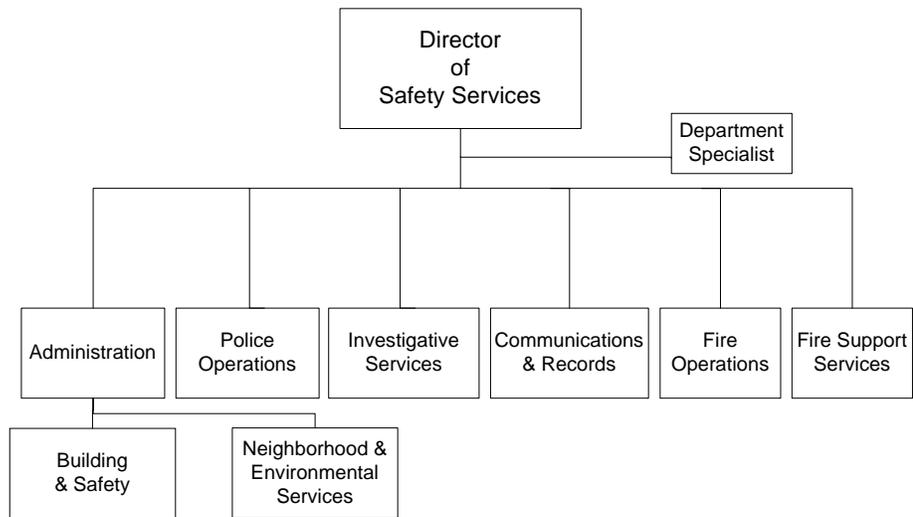


Department: Safety Services

Fund: General

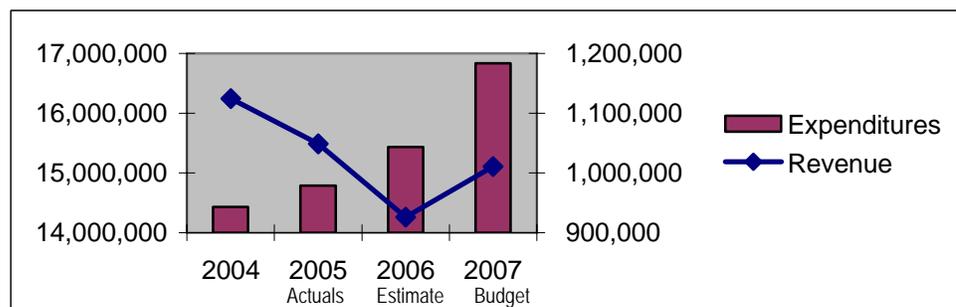
Mission: The department's mission is to provide a safe, secure environment and improve the quality of life for the community by minimizing the impact of crime, disaster, disorder, fire, hazardous conditions and personal emergencies through efforts directed toward:

- Seeking and forming community problem-solving partnerships emphasizing mutual respect and interaction;
- Responding to community needs and desires;
- Providing public education and information focused on personal safety and voluntary compliance with the law; and
- Providing quality service through professional, efficient utilization of resources.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Taxes	-	-	-	-	-
Licenses and permits	509,451	468,357	612,625	445,300	445,300
Intergovernmental	134,227	100,464	-	21,865	21,720
Charges for services	456,941	463,806	425,000	458,304	544,000
Miscellaneous	23,506	16,092	-	376	-
TOTAL	1,124,125	1,048,719	1,037,625	925,845	1,011,020
Expenditures					
Personal Services	12,589,980	12,901,889	13,654,445	13,440,226	14,718,266
Commodities	547,925	522,668	500,300	558,903	589,175
Contractual	1,066,340	1,101,718	1,213,446	1,218,524	1,287,913
Capital	229,192	263,537	232,703	214,579	238,469
TOTAL	14,433,437	14,789,812	15,600,894	15,432,232	16,833,823



Department: Safety Services
Division: Safety Services Administration
Fund: General
Account: 021101

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

- Outcomes:**
- 1. A City that provides and maintains quality infrastructure**

	Activity/Goal	%
	<ul style="list-style-type: none"> ▪ The Safety Services Administration is responsible for overseeing and managing the infrastructure for the Department of Safety Services. Approximately fifteen percent of the division's efforts are directed toward this outcome. 	15

 - 2. A City that is safe, clean, healthy and attractive.**

	Activity/Goal	%
	<ul style="list-style-type: none"> ▪ The Safety Services Community Relations officer is assigned to the Department of Safety Services Administration Division. 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. 	30

 - 3. A progressive City that provides responsive and cost efficient services**

	Activity/Goal	%
	<ul style="list-style-type: none"> ▪ 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. 	35

 - 4. A City that is business-friendly and economically diverse.**

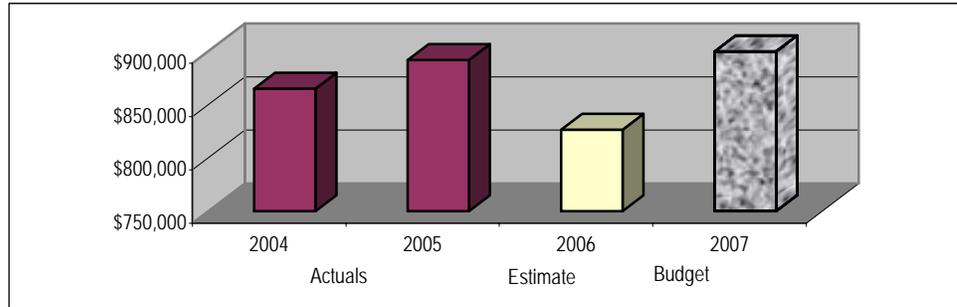
	Activity/Goal	%
	<ul style="list-style-type: none"> ▪ The community relations component of the Administration Division works directly with the business community establishing a friendly relationship. Fifteen percent of the division's budget is directed toward this outcome. 	15

 - 5. A City that provides diverse cultural, recreational and entertainment opportunities.**

	Activity/Goal	%
	<ul style="list-style-type: none"> ▪ 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

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	729,399	734,060	736,835	674,596	756,002
Commodities	71,277	71,662	78,000	76,999	70,800
Contractual	54,802	82,386	67,950	75,032	73,123
Capital	9,509	3,935	0	0	0
TOTAL	864,987	892,043	882,785	826,627	899,925



Department: Safety Services

Division: Fire Operations

Fund: General

Account: 021102

Description:

This division provides the fire and rescue emergency services of the Department of Safety Services. In addition, all hazardous materials, heavy rescue and other emergency special operations are functions of this group. Non-emergency activities include fire investigation, fire code inspections and enforcement, juvenile counseling and public education presentations.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal: %
 ▪ Repair and maintenance of fire apparatus, facilities and equipment includes CERF, vehicle maintenance and all repair and maintenance costs within the fire division's budget. **9**

2. A City that is safe, clean, healthy and attractive. (10%)

Activity/Goal: %
 ▪ The fire division's contribution to this outcome is identified via public education that includes fire inspections, safety presentations, car seat safety, CPR & first aid, and neighborhood watch activities. **10**

3. A progressive City that provides responsive and cost efficient services

Activity/Goal: %
 ▪ Emergency response to fire, EMS, HAZ MAT, and all other natural disasters in a responsive and cost efficient manner is the primary function of the fire division and accounts for the vast majority of the division's budget. **80**

4. A City that is business-friendly and economically diverse.

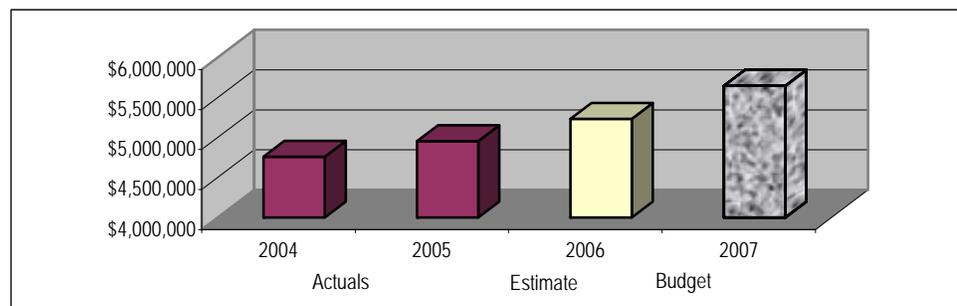
Activity/Goal: %
 ▪ NA **0**

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

Activity/Goal: %
 ▪ Providing support services at special events such as the 4th of July and the Old Tyme Fair is a small but equally important function of the fire division. **1**

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	4,196,905	4,373,573	4,671,725	4,703,140	5,056,526
Commodities	222,173	189,271	170,150	188,528	205,062
Contractual	271,242	298,280	283,554	256,935	298,716
Capital	70,483	93,198	87,953	88,320	88,116
TOTAL	4,760,803	4,954,322	5,213,382	5,236,923	5,648,420



Department: Safety Services
Division: Fire Support Services
Fund: General
Account: 021103

Description:

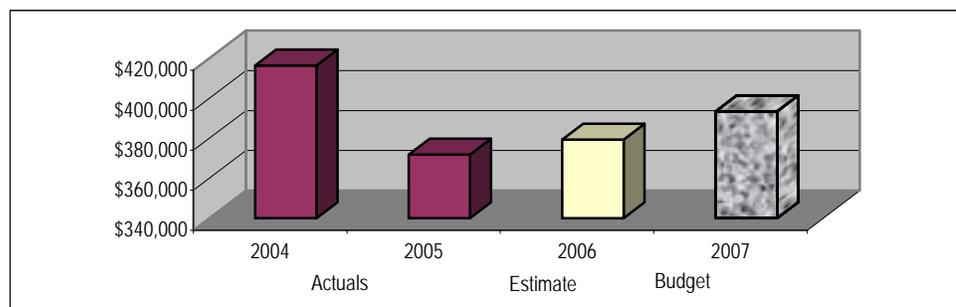
This division combines the responsibilities for providing fire training and fire prevention for the department. Under the responsibility of the Fire Operations Chief and the Fire Marshal, this division acts as the staff resource provider for all related activities.

Outcomes:

1. **A City that provides and maintains quality infrastructure (2%)**
Activity/Goal: %
 - Vehicle and facility maintenance costs for the Fire Support Services division insure a quality infrastructure. 2
2. **A City that is safe, clean, healthy and attractive.**
Activity/Goal: %
 - The Fire Support Services Division contributes to a safe, clean healthy and attractive city through fire prevention efforts and code compliance efforts. 43
3. **A progressive City that provides responsive and cost efficient services**
Activity/Goal: %
 - Cost efficient and responsive services are insured through supervision and management of EMS operations and the training of personnel. 44
4. **A City that is business-friendly and economically diverse.**
Activity/Goal: %
 - Consulting with business and property owners to provide the most efficient use of property and facilities. 11
5. **A City that provides diverse cultural, recreational and entertainment opportunities.**
Activity/Goal: %
 - N/A 0

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	332,766	308,123	346,498	300,884	310,677
Commodities	3,347	3,726	1,500	2,610	2,648
Contractual	76,342	55,869	77,583	71,833	76,156
Capital	4,085	4,085	4,085	4,085	4,085
TOTAL	416,540	371,803	429,666	379,412	393,566



Department: Safety Services
Division: Communications & Records
Fund: General
Account: 021104

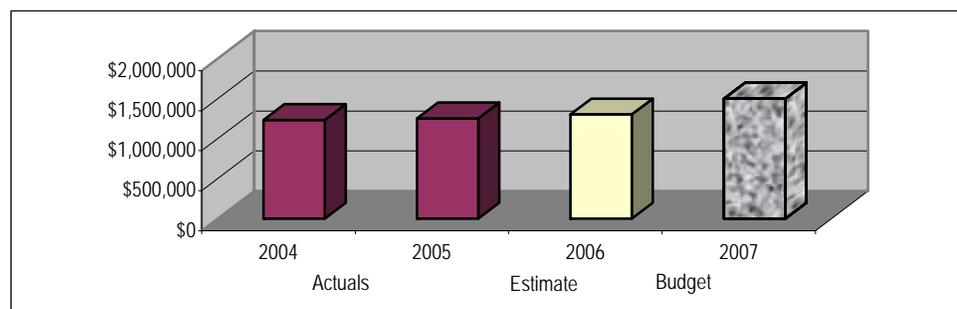
Description: This division provides the telecommunications link and radio coordination for Police, Fire and Public Works services to the community. The division also provides the community with Safety Services records, crime analysis, and supporting computer systems.

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1. **A City that provides and maintains quality infrastructure**
Activity: %
 - Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Department of Safety Services. 13
2. **A City that is safe, clean, healthy and attractive.**
Activity: %
 - 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. 20
3. **A progressive City that provides responsive and cost efficient services**
Activity: %
 - Dispatching of calls, maintenance of public records, and crime analysis are all functions of the Communications and Records Division and the divisions efforts towards this outcome. Approximately fifty percent of the division's budget is aimed at provided efficient and responsive services. 50
4. **A City that is business-friendly and economically diverse.**
Activity: %
 - Assistance to businesses and property owners accounts for approximately ten percent of the division's budget. 12
5. **City that provides diverse cultural, recreational and entertainment opportunities.**
Activity: %
 - A limited amount of approximately five per cent of the Communications and Records Division's budget is directed toward community events such as the 4th of July and the Old Tyme Fair. 5

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	1,025,604	1,017,806	1,177,588	1,050,958	1,250,344
Commodities	87,005	110,662	91,000	92,051	91,000
Contractual	120,638	128,292	121,447	161,806	161,880
Capital	0	25	0	0	0
TOTAL	1,233,247	1,256,785	1,390,035	1,304,815	1,503,224



Department: Safety Services

Division: Police Operations

Fund: General

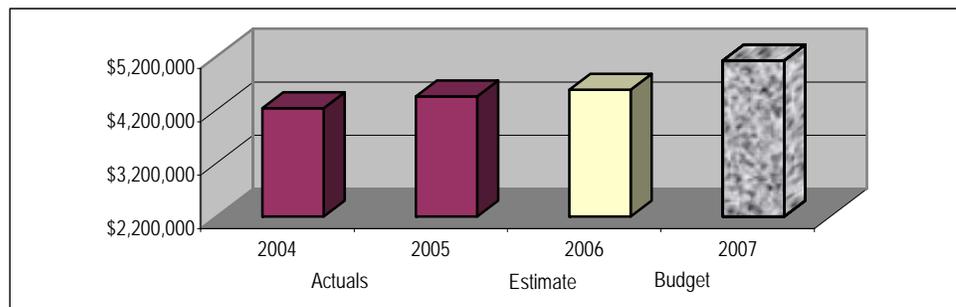
Account: 021105

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

- Outcomes:**
1. **A City that provides and maintains quality infrastructure.**
Activity/Goal: %
 - The costs for the Police Operations Division to maintain a quality infrastructure are directed primarily to vehicle maintenance and CERF costs. 5
 Included are other building maintenance and facility expenses.
 2. **A City that is safe, clean, healthy and attractive.**
Activity/Goal: %
 - The Police Operations Division provides 24 hour a day, seven day a week police patrols in order to insure a safe community. Approximately 35% 35
 of the Police Operations Budget is dedicated to patrol related efforts.
 3. **A progressive City that provides responsive and cost efficient services.**
Activity/Goal: %
 - Response to all calls for service (criminal and non-criminal), traffic enforcement, accident investigation 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. 50
 4. **A City that is business-friendly and economically diverse.**
Activity/Goal: %
 - The Police Operations Division dedicates approximately ten per cent of its effort toward providing community relations services including business checks in order to demonstrate that we are business friendly. 9
 5. **A City that provides diverse cultural, recreational and entertainment opportunities.**
Activity/Goal: %
 - The Police Operations Division assists the city with entertainment efforts by providing uniform police services at community events such as the 4th of July Celebration and the summer concerts. This effort accounts for approximately one percent of the division's overall budget. 1

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	3,664,719	3,894,124	4,139,053	4,002,585	4,521,862
Commodities	112,814	98,336	107,500	139,379	156,509
Contractual	349,615	338,772	329,619	338,040	349,046
Capital	103,153	119,742	98,042	98,042	98,601
TOTAL	4,230,301	4,450,974	4,674,214	4,578,046	5,126,018



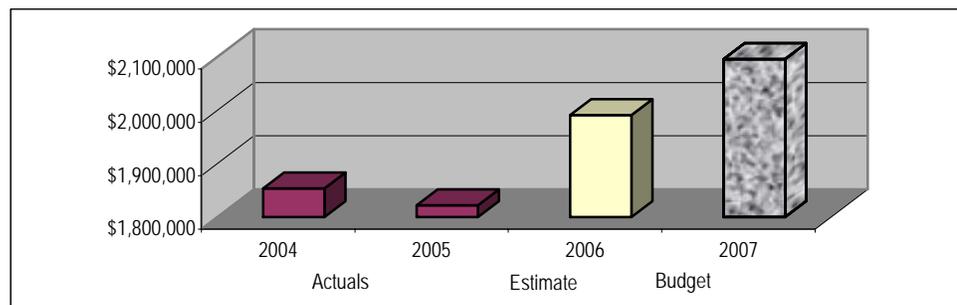
Department: Safety Services
Division: Police Support Services
Fund: General
Account: 021106

Description: This division is 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.

- Outcomes:**
1. **A City that provides and maintains quality infrastructure.**
Activity/Goal: %
 - Maintaining a quality infrastructure in Police Support Services is realized through vehicle maintenance and CERF costs and building and vehicle repair and maintenance expenditures. 3
 2. **A City that is safe, clean, healthy and attractive.**
Activity/Goal: %
 - The Police Support Services Division contributes to this outcome by conducting pro-active 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. 35
 3. **A progressive City that provides responsive and cost efficient services.**
Activity/Goal: %
 - The majority of the division's efforts are focused on providing responsive and efficient investigations of criminal investigations by applying an effective case management discipline and by investigating all allegations of employee misconduct. This effort represents the bulk (55%) of the division's efforts. 55
 4. **A City that is business-friendly and economically diverse.**
Activity/Goal: %
 - The Police Support Services Division provides public education presentations related to crime prevention issues such as check fraud protection, assistance to the elderly, and by partnering with other city departments and local liquor establishments on licensing issues. This activity represents approximately 7% of the division's budget. 7
 5. **A City that provides diverse cultural, recreational and entertainment opportunities.**
Activity/Goal: %
 - N/A 0

History & Budget:

Classification	2004	2005	2006	2006	2007
	Actual	Actual	Revised Budget	Estimated Actual	Budget
Personal Services	1,746,862	1,701,770	1,688,813	1,849,421	1,936,575
Commodities	27,234	29,125	25,550	29,671	30,778
Contractual	59,353	70,396	115,638	100,044	100,349
Capital	20,462	21,052	22,765	12,012	28,765
TOTAL	1,853,911	1,822,343	1,852,766	1,991,148	2,096,467



Department: Safety Services

Division: Building & Safety

Fund: General

Account: 021107

Description:

Outcomes:

1. A City that provides and maintains quality infrastructure (2%)

Activity/Goal: %
 ■ Infrastructure costs are provided through CERF and vehicle maintenance accounts. 2

2. A City that is safe, clean, healthy and attractive. (90%)

Activity/Goal: %
 ■ Residential and commercial safety efforts are established through inspections and quality permit review. 80

3. A progressive City that provides responsive and cost efficient services

Activity/Goal: %
 ■ Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division. 2

4. A City that is business-friendly and economically diverse.

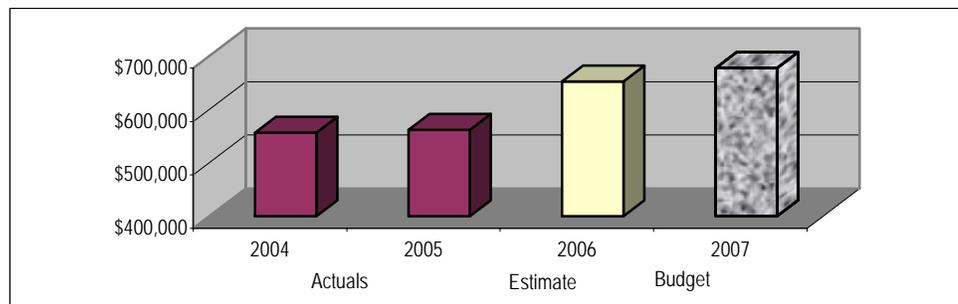
Activity/Goal: %
 ■ Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education. 16

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

Activity: %
 ■ N/A 0

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	495,172	511,024	513,739	496,358	517,653
Commodities	9,256	8,289	12,600	14,484	15,500
Contractual	45,702	35,793	134,392	135,162	138,826
Capital	6,593	6,593	6,593	6,593	5,637
TOTAL	556,723	561,699	667,324	652,597	677,616



Department: Safety Services
Division: Neighborhood Services
Fund: General
Account: 021108

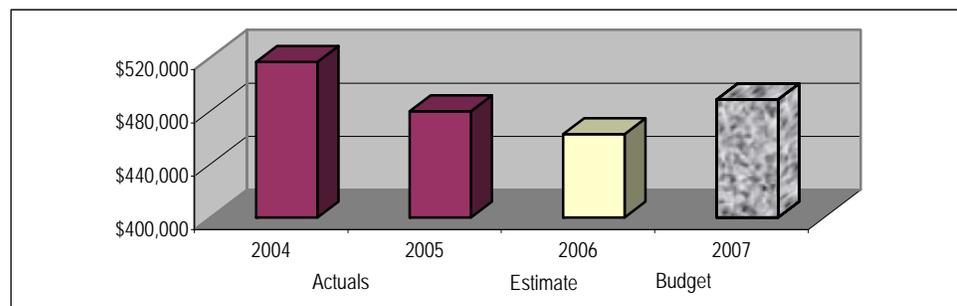
Description:

Outcomes:

1. **A City that provides and maintains quality infrastructure**
Activity/Goal: %
 - Providing and maintaining a quality infrastructure for Neighborhood Services is accomplished through building and vehicle maintenance, repair, and CERF costs. 10
2. **A City that is safe, clean, healthy and attractive.**
Activity/Goal: %
 - The Neighborhood Services Group conducts routine patrol and self-initiated enforcement 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. 50
3. **A progressive City that provides responsive and cost efficient services**
Activity/Goal: %
 - 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. 30
4. **A City that is business-friendly and economically diverse.**
Activity/Goal: %
 - 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. 10
5. **A City that provides diverse cultural, recreational and entertainment opportunities.**
Activity/Goal: %
 - N/A 0

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	398,553	361,409	380,194	362,284	368,627
Commodities	14,819	11,597	14,000	15,181	16,878
Contractual	88,646	91,930	83,263	79,672	89,817
Capital	14,907	14,907	13,265	5,527	13,265
TOTAL	516,925	479,843	490,722	462,664	488,587



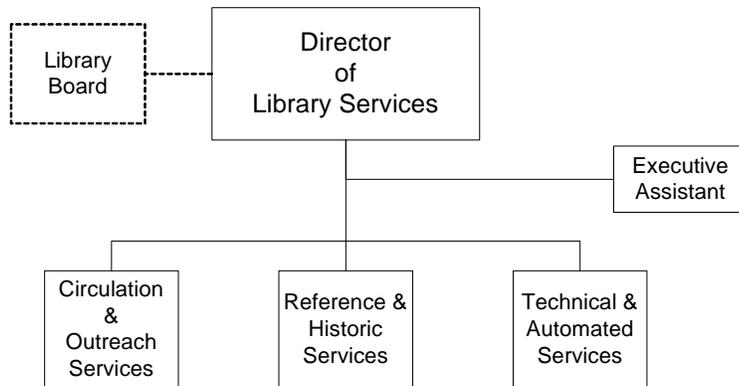
Department: Library Services

Fund: General

Mission: The Englewood Public Library provides free access to information and materials for a population with diverse needs and backgrounds in our community. Serving as a hub of this community, Englewood Public Library is an introductory point to access information, providing competent and professional staff to help patrons discover resources and enhance their quality of life. Respecting patron's diversity and desire for privacy, Englewood Public Library strives to have a varied, general collection of print and non-print materials, using cutting edge technology, in a professional, non-judgmental, and friendly atmosphere.

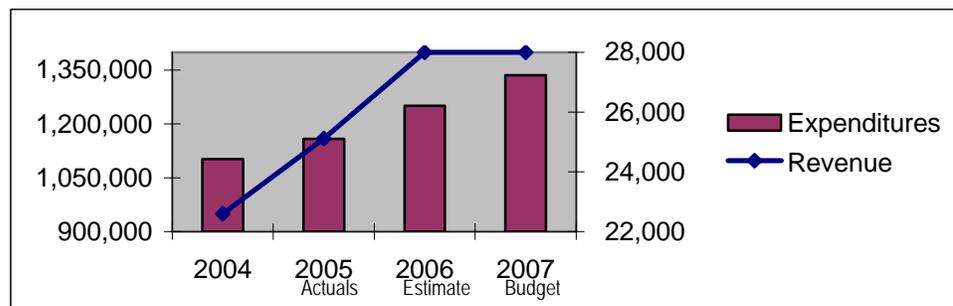
Englewood Public Library is unique for:

- "Personal Touch" Service
- Programs for All Ages
- Englewood History Collection
- Fostering Love of Books
- Good Working Relationship with Englewood Schools
- Computer Information Databases



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Intergovernmental	150	-	-	-	-
Fines and forfeitures	22,450	25,115	24,000	28,000	28,000
Miscellaneous	-	-	-	-	-
TOTAL	22,600	25,115	24,000	28,000	28,000
Expenditures					
Personal Services	795,726	851,908	875,811	891,979	926,983
Commodities	243,947	247,108	302,900	286,853	295,663
Contractual	62,608	53,000	60,631	61,536	103,617
Capital	-	6,657	11,300	10,000	10,000
TOTAL	1,102,281	1,158,673	1,250,642	1,250,368	1,336,263



Department: Library Services

Division: Library Services

Fund: General

Account: 021201

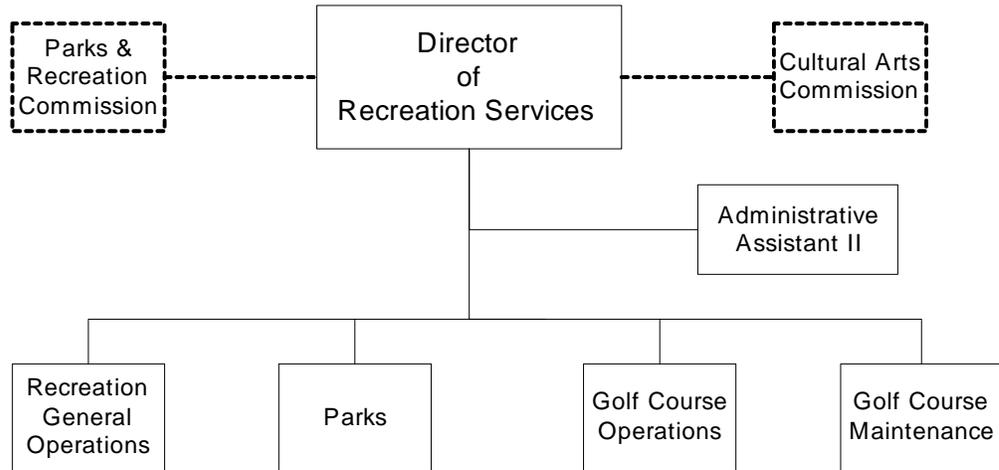
Outcomes:

- | | |
|--|----|
| 1. A City that provides and maintains quality infrastructure | |
| Activity/Goal | % |
| ▪ N/A | 0 |
|
 | |
| 2. A City that is safe, clean, healthy and attractive | |
| Activity/Goal | % |
| Goal #1 Explore options for increasing public/staff security/safety. | |
| • Explore cost to upgrade internal video monitoring system from 3-camera black & white to 4-camera color system with timed digital recording capability. | 10 |
| • Explore cost to make all areas of facility more visible from public service desks. | |
| • Explore cost of evening/weekend security guard to reduce dependability on Safety Services. | |
|
 | |
| 3. A progressive City that provides responsive and cost efficient services | |
| Activity/Goal | % |
| Goal #1 Explore technological/automation options to reduce need for increased staffing. | 20 |
| • Explore cost options for patron self-checkout station for books & non-book materials. | |
| • Explore cost options for patron self reservation for Internet & other public computers. | |
| • Explore cost options for automatic patron notices for Holds, Overdue Items, etc. | |
| • Explore cost options for improved delivery of automated services, both in-house (wireless access) and remote (special databases accessible after hours 24/7). | |
| Goal #2 Explore alternatives to print for publicizing/promoting Library programs, services, events. | |
| • Explore cost options for in-house automated displays/media presentations. | |
| • Explore cost options for increased community visibility (special promotional banners, additional signage) | |
|
 | |
| 4. A City that is business-friendly and economically diverse | |
| Activity/Goal | % |
| ▪ N/A | 0 |
|
 | |
| 5. A City that provides diverse cultural, recreational and entertainment opportunities | |
| Activity/Goal | % |
| Goal #1 Complete "Five Year Plan" begun in 2006. | |
| • Complete work with Planning Committee (Staff, Board & Citizens) to gather community input/feedback via surveys, focus groups, etc. to determine service direction for Library 2008-12. | 70 |
| • Incorporate these findings/decisions into annual budget requests for 2008-12. | |
| Goal #2 Maintain current high level of service to community seven days a week. | |
| • Provide sufficient level of trained, courteous staff to meet customer demand. | |
| • Provide sufficient level of diverse, age-appropriate, up-to-date resources (book, non-book & online) to meet customer demand. | |
| • Provide sufficient level of automated services (Internet, Word Processors, Kids Computers) to meet customer demand. | |
| • Provide clean, comfortable, easily accessible environment in which to meet customer demand. | |
| • Provide Home Bound services for residents unable to visit Library. | |
| • Provide materials of local historic interest to meet customer demand. | |
| • Provide programs for children and other age groups that promote reading and life-long learning. | |
| • Provide comfortable meeting space for community organizations. | |
| • Work with local groups (schools, businesses, etc.) to co-sponsor and promote Library services. | |

Department: Recreation Services

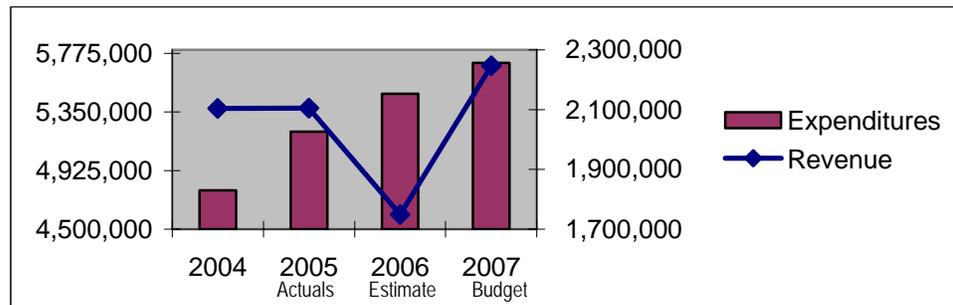
Fund: General

Mission: The Department of Recreation Services 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.



History & Budget:

Classification	General Fund		Enterprise Fund		
	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Revenue					
Intergovernmental	20,593	25,646	26,068	2,769	25,646
Charges for services	2,082,101	2,077,514	2,177,583	1,745,660	2,186,433
Miscellaneous	1,002	2,245	-	200	34,500
TOTAL	2,103,696	2,105,405	2,203,651	1,748,629	2,246,579
Expenditures					
Personal Services	3,273,395	3,523,096	3,674,002	3,642,205	3,763,616
Commodities	401,957	426,502	397,319	436,468	466,442
Contractual	994,203	1,175,792	1,214,808	1,301,919	1,336,893
Capital	113,089	81,036	95,969	99,757	138,220
TOTAL	4,782,644	5,206,426	5,382,098	5,480,349	5,705,171



Department: Recreation Services

Division: Recreation Administration

Fund: General

Account: 021301

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

- | Activity/Goal | % |
|--|----------|
| ▪ Asset management includes facility and program operations and maintenance management, capital maintenance budgeting, direction of facility management and operations, short/long term planning and policy development. | 20 |
| ▪ 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. | |

2. A City that is safe, clean, healthy and attractive.

- | Activity/Goal | % |
|--|----------|
| ▪ This division initiates and coordinates programs such as Tree city USA, forestry management, general facilities master plan, parks master plan, golf master plan, etc. | 20 |
| ▪ Scholarship programs are developed for program and facility use. | |

3. A progressive City that provides responsive and cost efficient services

- | Activity/Goal | % |
|---|----------|
| ▪ Direction for department training is coordinated through this division. | |
| ▪ Support for all boards and commission occurs through the administration division. | 10 |
| ▪ All part time/seasonal personnel actions and payroll is implemented in this division. | |

4. A City that is business-friendly and economically diverse.

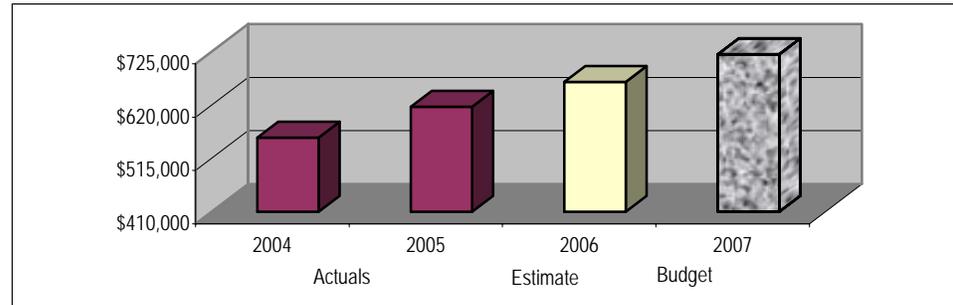
- | Activity/Goal | % |
|--|----------|
| ▪ Business outreach occurs through facility discounts, partnerships and marketing opportunities. | 10 |

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

- | Activity/Goal | % |
|---|----------|
| ▪ Strategic planning for all recreation facilities/program direction, park and open space development occurs in this division. | 40 |
| ▪ 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. | |

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	403,528	443,780	459,991	466,820	484,383
Commodities	42,042	44,428	35,641	41,013	45,003
Contractual	95,716	113,588	131,491	134,553	167,513
Capital	15,141	15,141	22,041	23,925	23,925
TOTAL	556,427	616,937	649,164	666,311	720,824



Department: Recreation Services

Division: Recreation Center

Fund: General

Account: 021302

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

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ 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.	40
▪ Numerous funding options include Silver Sneakers program, conservation Trust Fund, Admission and program fees, corporate fees, birthday parties, rentals, etc	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ 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 and senior fitness programming and the Silver Sneakers program	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Volunteers – Recreation Center uses volunteer support in programming and operations.	10
▪ 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.	
▪ Web/phone registrations are available for classes and programs.	
▪ 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.	

4. A City that is business-friendly and economically diverse.

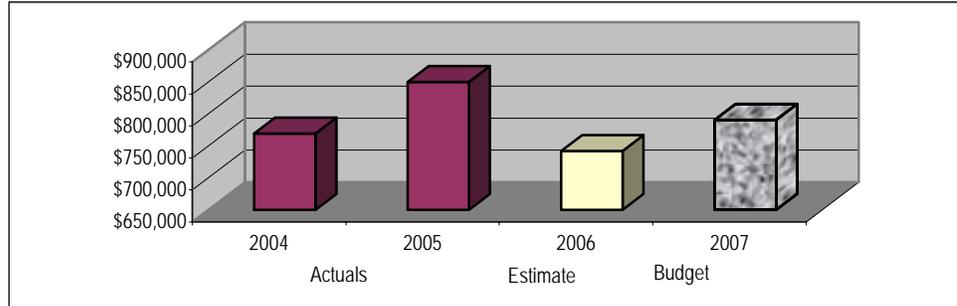
Activity/Goal	%
▪ The recreation center provides business outreach by providing business owner and employee discounts, partnerships, and marketing/sponsorship opportunities.	5

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

Activity/Goal	%
▪ The recreation center provides individual, group, and family opportunities through scheduled programming and individual participation.	25

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	551,994	604,637	550,073	524,722	573,634
Commodities	36,633	28,666	34,375	36,744	37,025
Contractual	180,712	216,885	161,000	180,435	180,360
Capital	0	0	0	0	0
TOTAL	769,339	850,188	745,448	741,901	791,019



Department: Recreation Services

Division: Malley Center

Fund: General

Account: 021303

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ 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.	20

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ 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.	20

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ The senior center contributes over 150,000 hours in volunteer labor each year.	10
▪ Staff has numerous certifications for program instruction, CPR and first aid.	
▪ Professional staffing training occurs on a local, state, and national level.	
▪ Web access for registration and information	
▪ Responsiveness to the community occurs through program/participant surveys, suggestion boxes, boards and commissions, master plans, etc.	

4. A City that is business-friendly and economically diverse.

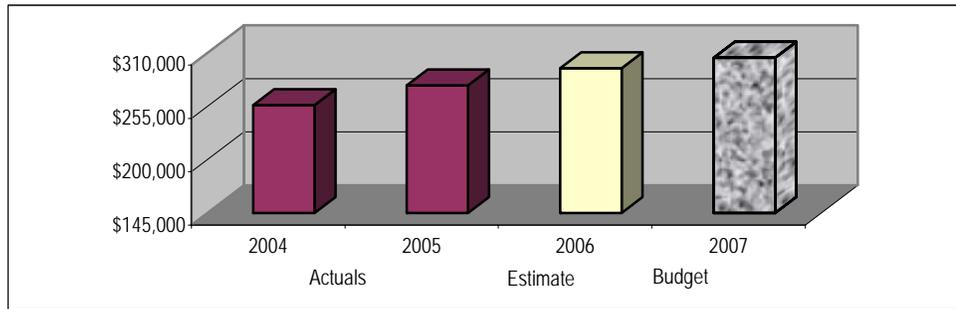
Activity/Goal	%
▪ Partnerships for sponsorships, programming, marketing, etc.	
▪ Business relationships with Swedish/Health One, Craig Hospital, Porter Hospital, Health Care providers, etc.	5

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

Activity/Goal	%
▪ Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc.	45
Funding and partnerships occur with local businesses, Cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	178,290	204,632	217,580	213,136	223,554
Commodities	17,561	8,220	9,850	8,276	9,660
Contractual	60,666	63,914	72,050	72,877	72,180
Capital	0	0	0	297	0
TOTAL	256,517	276,766	299,480	294,586	305,394



Department: Recreation Services

Division: Recreation Programs

Fund: General

Account: 021304

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Assets include program supplies and equipment.	
▪ Funding options include SCFD, donations, sponsorships, etc.	3

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ All activities, youth, adult, senior and family programs provide a safe and healthy environment for participation and social interaction.	10

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Receives over \$175,000 in volunteer support each year.	
▪ Staff receives continuous training for customer service, public interaction, program development, health and safety, proper certifications, etc.	10
▪ Contacts/registrations are made via telephone, web, mail, etc.	
▪ Surveys are distributed frequently and cross age programming makes programming more effective and efficient.	

4. A City that is business-friendly and economically diverse.

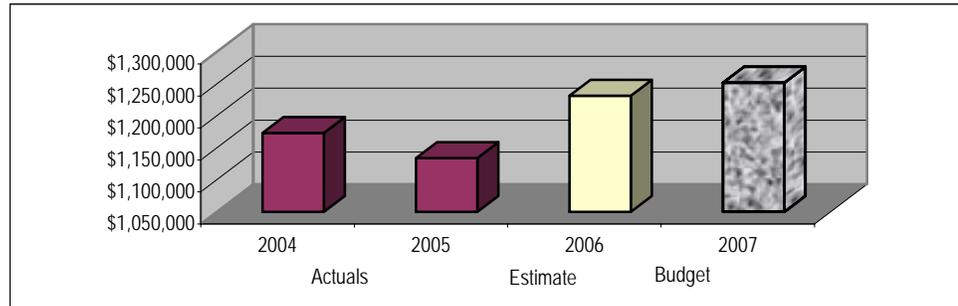
Activity/Goal	%
▪ Branding is provided by Sounds of Summer concert Series, Funfest, and other special events,	10
▪ Partnerships and sponsorships allow for promotion of local business and metro businesses.	
Special programs bring new visitors and program participants to the community who use other services and venues in the community.	

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

Activity/Goal	%
▪ Opportunities are provided through recreation programs, classes, activities, special events, fitness/wellness programs, and cultural programs and activities.	67
▪ Funding Options include partnerships with Englewood Arts, schools, non-profits, fees and charges, SCFD, etc.	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	903,309	861,074	959,773	966,332	971,465
Commodities	95,642	93,353	90,753	84,490	94,835
Contractual	172,804	179,709	188,780	180,917	185,669
Capital	1,918	0	0	0	0
TOTAL	1,173,673	1,134,136	1,239,306	1,231,739	1,251,969



Department: Recreation Services

Division: Parks

Fund: General

Account: 021305

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.

Outcomes: 1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Parks Master Plan implementation	
▪ Dartmouth & Oxford pedestrian bridges	34
▪ Plaza fiber dam replacement	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Median maintenance	
▪ Graffiti removal	60
▪ Flower program	
▪ Snow removal	
▪ Athletic field maintenance	
▪ Turf & landscape maintenance and renovations	
▪ Tree replacement program	

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Volunteers for trail improvements, flower program, park clean up, etc.	
▪ Use of community service, youth work programs, scout groups, etc. for park and open space improvements.	3
▪ Citizen and Community outreach and support.	

4. A City that is business-friendly and economically diverse.

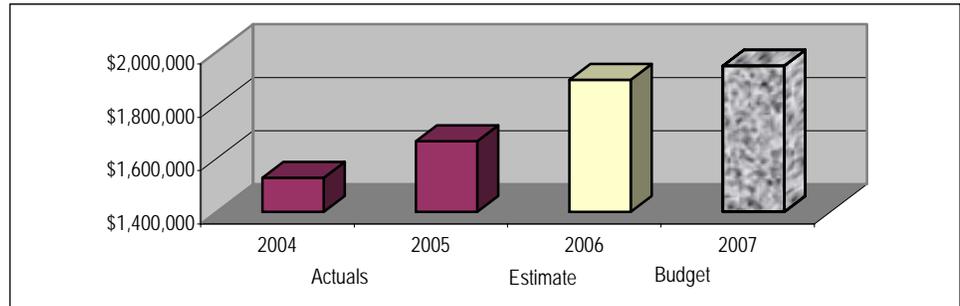
Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ Support for City sponsored events and programs – i.e. Community meeting, summer concert series, 4 th of July program, Jr. Golf Program, City Picnic, etc	3

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	940,543	1,030,057	1,152,105	1,136,237	1,142,163
Commodities	88,537	96,873	92,100	114,800	125,619
Contractual	402,668	472,503	512,187	569,837	566,671
Capital	96,030	65,895	73,928	75,535	114,295
TOTAL	1,527,778	1,665,328	1,830,320	1,896,409	1,948,748



Department: Recreation Services

Division: Pirates Cove

Fund: General

Account: 021308

Description: Pirates Cove is an outdoor family aquatics park located at Belleview Park. The design of the park is for user groups of all ages. 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.

- Outcomes:**
- 1. A City that provides and maintains quality infrastructure**

Activity/Goal	%
▪ Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount.	20
▪ Funding for the facility is derived from fees and charges, concessions, rentals, Conservation Trust Fund, special events, sponsorships, etc.	

 - 2. A City that is safe, clean, healthy and attractive.**

Activity/Goal	%
▪ The facility is extremely attractive and inviting to the public.	
▪ 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.	10
▪ Food service delivery is monitored for the highest and safest quality possible.	

 - 3. A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
▪ A well trained and productive staff is essential. Training for customer service, safety, public interaction, certifications, etc. is ongoing.	10
▪ Program and facility surveys provide feedback for public input.	

 - 4. A City that is business-friendly and economically diverse.**

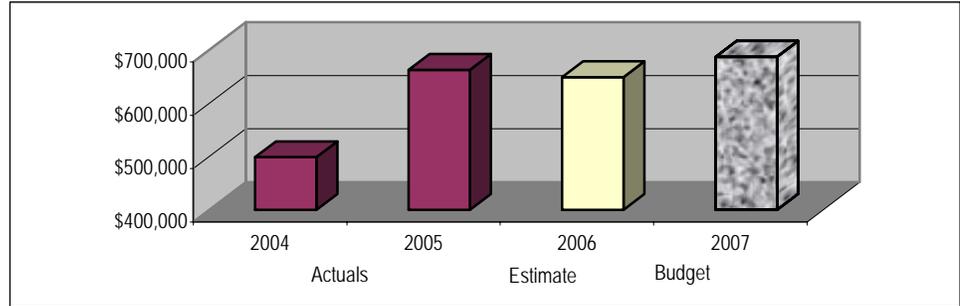
Activity/Goal	%
▪ Branding of the facility provides economic benefit to local businesses and agencies.	15
▪ High visibility from non residents visiting the facility promotes the City's images and markets other vendors in the community.	
▪ The entertainment venue promotes new business and families to the community.	

 - 5. A City that provides diverse cultural, recreational and entertainment opportunities.**

Activity/Goal	%
▪ The facility provides an affordable recreation and entertainment venue for the southwest metro area.	45
▪ Funding options include fees and charges, conservation trust fund, open space funding, etc.	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	295,731	378,916	334,480	334,957	368,417
Commodities	121,542	154,962	134,600	151,145	154,300
Contractual	81,637	129,193	149,300	163,300	164,500
Capital	0	0	0	0	0
TOTAL	498,910	663,071	618,380	649,402	687,217



Department: General Government

Division: Debt Service

Fund: General

Account: Various

The budgeted debt service for 2007 includes:

Civic Center COPs	\$ 1,575,731
Selbe Lease	15,000
Ibis Lease (Oracle ERP System)	178,967
Brownfields Loan	100,063
TOTAL	<u>\$ 1,869,761</u>

Department: General Government
Division: Contingency
Fund: General
Account: 020901

The total budget for 2007 is \$395,000

The contingency includes funds for unforeseen and unbudgeted events. Also included in the contingency are funds for salary adjustments that were not finalized at the time the budget was completed.

Department: General Government
Division: Transfers In (Out)
Fund: General
Account: 021501

The total Transfers In for 2007 is \$279,030

Transfers In from Public Improvement Fund (PIF):

Brownfields Loan	\$	100,063
IBIS Lease (Oracle ERP System)		178,967
	\$	<u>279,030</u>



Civic Center - Hampden Hall



Safety Services Complex



Civic Center Amphitheater



Little Dry Creek Plaza



Pirates Cove Water Park Leisure Pool

Special Revenue Funds

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for 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.

Commercial Revolving Loan Fund – Accounts for funds used for making low interest loans to existing businesses in downtown Englewood to promote revitalization of the area.

Community Development Fund – Accounts for grant funds of the Brownfields Pilot Grants Program administered by the United States Environmental Protection Agency.

Donors' Fund – Accounts for funds donated to the City for various specified activities.

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.

Special Assessment Surplus Fund – Accounts for the accumulation of surplus from special improvement districts used to pay deficiencies of special assessment districts caused by delinquencies.

Open Space Fund - Accounts for the share of the Arapahoe County Open Space .25% tax allocated to the City.

CONSERVATION TRUST FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised Budget</i>	<i>Estimated Actual</i>	<i>Budget</i>
<i>Beginning Fund Balance</i>	\$ 32,480	\$ 238,842	\$ 394,285	\$ 310,917	\$ 30,032	\$ 352,032	\$ 352,032	\$ 192,592
<i>Sources of Funds</i>								
<i>Revenues</i>								
Intergovernmental	310,863	308,250	291,173	294,921	300,000	300,000	300,000	300,000
Net Investment Income	6,590	4,918	5,998	8,438	5,500	5,500	16,302	15,000
<i>Total Revenues</i>	<i>317,453</i>	<i>313,168</i>	<i>297,171</i>	<i>303,359</i>	<i>305,500</i>	<i>305,500</i>	<i>316,302</i>	<i>315,000</i>
Transfers in	-	-	75,000	-	-	-	-	-
<i>Total Sources of Funds</i>	<i>317,453</i>	<i>313,168</i>	<i>372,171</i>	<i>303,359</i>	<i>305,500</i>	<i>305,500</i>	<i>316,302</i>	<i>315,000</i>
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Cultural and Recreation	111,091	107,725	455,539	262,244	223,500	461,500	475,742	286,000
<i>Total Expenditures</i>	<i>111,091</i>	<i>107,725</i>	<i>455,539</i>	<i>262,244</i>	<i>223,500</i>	<i>461,500</i>	<i>475,742</i>	<i>286,000</i>
Transfers & Contingencies	-	50,000	-	-	-	-	-	-
<i>Total Uses of Funds</i>	<i>111,091</i>	<i>157,725</i>	<i>455,539</i>	<i>262,244</i>	<i>223,500</i>	<i>461,500</i>	<i>475,742</i>	<i>286,000</i>
<i>Ending Fund Balance</i>	<i>\$ 238,842</i>	<i>\$ 394,285</i>	<i>\$ 310,917</i>	<i>\$ 352,032</i>	<i>\$ 112,032</i>	<i>\$ 196,032</i>	<i>\$ 192,592</i>	<i>\$ 221,592</i>

COMMERCIAL REVOLVING LOAN FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 195,976	\$ 200,875	\$ 201,359	\$ 201,862	\$ 203,362	\$ 203,362	\$ 206,203	\$ 214,003
<i>Sources of Funds</i>								
<i>Revenues</i>								
Net Investment Income	5,001	2,744	2,163	4,841	2,000	2,000	8,000	10,000
Other	636	414	40	-	-	-	-	-
<i>Total Revenues</i>	<u>5,637</u>	<u>3,158</u>	<u>2,203</u>	<u>4,841</u>	<u>2,000</u>	<u>2,000</u>	<u>8,000</u>	<u>10,000</u>
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	<u>5,637</u>	<u>3,158</u>	<u>2,203</u>	<u>4,841</u>	<u>2,000</u>	<u>2,000</u>	<u>8,000</u>	<u>10,000</u>
<i>Uses of Funds</i>								
<i>Expenditures</i>								
General Government	738	2,674	1,700	500	30,500	30,500	200	30,200
<i>Total Expenditures</i>	<u>738</u>	<u>2,674</u>	<u>1,700</u>	<u>500</u>	<u>30,500</u>	<u>30,500</u>	<u>200</u>	<u>30,200</u>
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	<u>738</u>	<u>2,674</u>	<u>1,700</u>	<u>500</u>	<u>30,500</u>	<u>30,500</u>	<u>200</u>	<u>30,200</u>
<i>Ending Fund Balance</i>	<u>\$ 200,875</u>	<u>\$ 201,359</u>	<u>\$ 201,862</u>	<u>\$ 206,203</u>	<u>\$ 174,862</u>	<u>\$ 174,862</u>	<u>\$ 214,003</u>	<u>\$ 193,803</u>

COMMUNITY DEVELOPMENT FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002 Actual</i>	<i>2003 Actual</i>	<i>2004 Actual</i>	<i>2005 Actual</i>	<i>2006 Budget</i>	<i>2006 Revised Budget</i>	<i>2006 Estimated Actual</i>	<i>2007 Budget</i>
<i>Beginning Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>								
<i>Revenues</i>								
Intergovernmental	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
Miscellaneous	-	-	-	-	-	-	-	-
<i>Total Revenues</i>	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
Other financing sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
<i>Uses of Funds</i>								
<i>Expenditures</i>								
General Government	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
<i>Total Expenditures</i>	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	33,762	43,231	121,451	212,533	450,000	450,000	450,000	450,000
<i>Ending Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DONORS FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 1,352,550	\$ 1,286,081	\$ 475,463	\$ 372,644	\$ 363,420	\$ 363,420	\$ 334,086	\$ 386,025
<i>Sources of Funds</i>								
Program Revenues								
Safety Services	69,275	38,702	47,761	25,909	43,000	43,000	49,915	25,000
Parks & Recreation	37,506	45,741	40,633	32,282	46,500	46,500	30,680	34,100
Library	14,931	17,360	19,639	13,819	18,750	18,750	20,000	20,000
Community Development	32,582	25,802	28,129	20,686	27,000	27,000	19,000	19,000
	154,294	127,605	136,162	92,696	135,250	135,250	119,595	98,100
Other Revenues	37,572	11,564	4,416	8,138	2,500	2,500	12,000	10,000
Total Revenues	191,866	139,169	140,578	100,834	137,750	137,750	131,595	108,100
Other Financing Sources	-	-	-	20,000	-	-	20,000	-
Total Sources of Funds	191,866	139,169	140,578	120,834	137,750	137,750	151,595	108,100
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Program Expenditures								
General Government	13,405	45,978	29,359	25,985	37,600	37,600	28,700	5,750
Safety Services	138,362	844,998	161,969	89,892	30,800	30,800	25,456	37,835
Cultural and Recreation	106,568	58,811	52,069	43,515	74,770	74,770	45,500	46,200
Total Expenditures	258,335	949,787	243,397	159,392	143,170	143,170	99,656	89,785
Ending Fund Balance	\$ 1,286,081	\$ 475,463	\$ 372,644	\$ 334,086	\$ 358,000	\$ 358,000	\$ 386,025	\$ 404,340

MALLEY CENTER TRUST FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 376,538	\$ 403,917	\$ 193,776	\$ 206,478	\$ 210,478	\$ 210,478	\$ 232,568	\$ 254,768
<i>Sources of Funds</i>								
<i>Revenues</i>								
Interest	10,881	5,418	2,197	5,182	2,000	2,000	8,700	8,000
Contributions	16,498	2,441	10,505	25,804	2,000	2,000	25,000	15,000
<i>Total Revenues</i>	<u>27,379</u>	<u>7,859</u>	<u>12,702</u>	<u>30,986</u>	<u>4,000</u>	<u>4,000</u>	<u>33,700</u>	<u>23,000</u>
Other Financing Sources	-	-	-	-	-	13,500	13,500	-
<i>Total Sources of Funds</i>	<u>27,379</u>	<u>7,859</u>	<u>12,702</u>	<u>30,986</u>	<u>4,000</u>	<u>17,500</u>	<u>47,200</u>	<u>23,000</u>
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Culture and recreation	-	30,653	-	4,896	200,000	224,500	25,000	50,000
<i>Total Expenditures</i>	<u>-</u>	<u>30,653</u>	<u>-</u>	<u>4,896</u>	<u>200,000</u>	<u>224,500</u>	<u>25,000</u>	<u>50,000</u>
Capital outlay	-	187,347	-	-	-	-	-	-
<i>Total Uses of Funds</i>	<u>-</u>	<u>218,000</u>	<u>-</u>	<u>4,896</u>	<u>200,000</u>	<u>224,500</u>	<u>25,000</u>	<u>50,000</u>
<i>Ending Fund Balance</i>	<u>\$ 403,917</u>	<u>\$ 193,776</u>	<u>\$ 206,478</u>	<u>\$ 232,568</u>	<u>\$ 14,478</u>	<u>\$ 3,478</u>	<u>\$ 254,768</u>	<u>\$ 227,768</u>

PARKS & RECREATION TRUST FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 44,092	\$ 58,251	\$ 72,539	\$ 82,715	\$ 406,571	\$ 406,571	\$ 419,346	\$ 427,953
<i>Sources of Funds</i>								
<i>Revenues</i>								
Rental Income	12,000	12,000	10,400	-	-	-	-	-
Charges for services	-	-	-	1,615	-	-	1,425	1,500
Interest	1,447	946	844	4,501	1,000	1,000	14,000	10,000
Contributions	1,814	2,000	-	6,461	1,000	1,000	2,210	2,000
<i>Total Revenues</i>	15,261	14,946	11,244	12,577	2,000	2,000	17,635	13,500
Proceeds from sale of assets	-	-	-	332,633	-	-	-	-
<i>Total Sources of Funds</i>	15,261	14,946	11,244	345,210	2,000	2,000	17,635	13,500
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Culture & Recreation	1,102	658	1,068	8,579	10,777	10,777	9,028	19,000
<i>Total Expenditures</i>	1,102	658	1,068	8,579	10,777	10,777	9,028	19,000
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	1,102	658	1,068	8,579	10,777	10,777	9,028	19,000
<i>Ending Fund Balance</i>	\$ 58,251	\$ 72,539	\$ 82,715	\$ 419,346	\$ 397,794	\$ 397,794	\$ 427,953	\$ 422,453

SPECIAL ASSESSMENT SURPLUS & DEFICIENCY FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Fund Balance</i>	\$ 199,786	\$ 221,890	\$ 89,650	\$ 50,562	\$ 32,362	\$ 32,362	\$ 33,122	\$ 15,734
<i>Sources of Funds</i>								
<i>Revenues</i>								
Assessments	27,315	11,540	662	-	-	-	-	-
Interest on Assessments	2,808	762	432	-	-	-	-	-
Interest	6,208	1,297	826	1,217	1,000	1,000	1,200	2,000
<i>Total Revenues</i>	36,331	13,599	1,920	1,217	1,000	1,000	1,200	2,000
<i>Total Sources of Funds</i>	36,331	13,599	1,920	1,217	1,000	1,000	1,200	2,000
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Miscellaneous	14,227	923	900	1,000	1,000	1,000	400	500
<i>Total Expenditures</i>	14,227	923	900	1,000	1,000	1,000	400	500
Transfers & Contingencies	-	144,916	40,108	17,657	21,000	21,000	18,188	17,234
<i>Total Uses of Funds</i>	14,227	145,839	41,008	18,657	22,000	22,000	18,588	17,734
<i>Ending Fund Balance</i>	\$ 221,890	\$ 89,650	\$ 50,562	\$ 33,122	\$ 11,362	\$ 11,362	\$ 15,734	\$ -

OPEN SPACE FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ -	\$ -	\$ -	\$ 444,460	\$ 154,369	\$ 982,849	\$ 982,849	\$ 564,110
<i>Sources of Funds</i>								
<i>Revenues</i>								
Intergovernmental	-	-	444,036	730,471	500,000	500,000	969,533	650,000
Miscellaneous	-	-	424	12,395	2,000	2,000	30,000	2,000
<i>Total Revenues</i>	-	-	444,460	742,866	502,000	502,000	999,533	652,000
Transfers in	-	-	-	-	-	12,787	12,787	-
<i>Total Sources of Funds</i>	-	-	444,460	742,866	502,000	514,787	1,012,320	652,000
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Cultural and Recreation	-	-	-	204,477	599,000	1,418,272	1,418,272	913,000
<i>Total Expenditures</i>	-	-	-	204,477	599,000	1,418,272	1,418,272	913,000
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	-	-	-	204,477	599,000	1,418,272	1,418,272	913,000
<i>Ending Fund Balance</i>	\$ -	\$ -	\$ 444,460	\$ 982,849	\$ 57,369	\$ 66,577	\$ 564,110	\$ 303,110

Debt Service Funds

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 Bond Fund – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.

The following funds account for **special assessments** used to pay special assessment bond principal and interest and/or inter-fund loan principal and interest:

Paving District No. 38
Concrete Replacement District 1995

GENERAL OBLIGATION BOND FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 60,283	-\$ 8,991	\$ 45,058	\$ 82,742	\$ 113,372	\$ 113,372	\$ 119,638	\$ 11,020
<i>Sources of Funds</i>								
<i>Revenues</i>								
Property Tax	642,965	779,222	998,782	1,028,188	950,000	950,000	950,000	1,100,000
Net Investment Income	10,305	3,647	7,308	12,931	5,000	5,000	5,000	5,000
<i>Total Revenues</i>	<i>653,270</i>	<i>782,869</i>	<i>1,006,090</i>	<i>1,041,119</i>	<i>955,000</i>	<i>955,000</i>	<i>955,000</i>	<i>1,105,000</i>
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	<i>653,270</i>	<i>782,869</i>	<i>1,006,090</i>	<i>1,041,119</i>	<i>955,000</i>	<i>955,000</i>	<i>955,000</i>	<i>1,105,000</i>
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Debt Service								
Principal	440,000	85,000	395,000	435,000	500,000	500,000	500,000	545,000
Interest	274,952	634,962	559,620	555,720	548,518	548,518	548,518	540,306
Other	7,592	8,858	13,786	13,503	15,500	15,500	15,100	15,100
<i>Total Expenditures</i>	<i>722,544</i>	<i>728,820</i>	<i>968,406</i>	<i>1,004,223</i>	<i>1,064,018</i>	<i>1,064,018</i>	<i>1,063,618</i>	<i>1,100,406</i>
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	<i>722,544</i>	<i>728,820</i>	<i>968,406</i>	<i>1,004,223</i>	<i>1,064,018</i>	<i>1,064,018</i>	<i>1,063,618</i>	<i>1,100,406</i>
<i>Ending Fund Balance</i>	<i>-\$ 8,991</i>	<i>\$ 45,058</i>	<i>\$ 82,742</i>	<i>\$ 119,638</i>	<i>\$ 4,354</i>	<i>\$ 4,354</i>	<i>\$ 11,020</i>	<i>\$ 15,614</i>

PAVING DISTRICT # 35 - NAVAJO
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ (147,396)	\$ (118,028)	\$ (87,296)	\$ (58,194)	\$ (28,982)	\$ (28,982)	\$ (28,918)	\$ -
<i>Sources of Funds</i>								
<i>Revenues</i>								
Assessments	29,635	30,840	29,233	29,233	29,233	29,233	29,233	-
Interest on assessments	9,631	7,863	5,700	3,829	1,900	1,900	1,937	-
Net Investment Income	848	423	309	600	1,000	1,000	600	-
<i>Total Revenues</i>	40,114	39,126	35,242	33,662	32,133	32,133	31,770	-
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	40,114	39,126	35,242	33,662	32,133	32,133	31,770	-
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Debt Service	10,153	7,808	5,491	3,656	2,436	2,436	2,440	-
Other	593	586	649	730	715	715	412	-
<i>Total Expenditures</i>	10,746	8,394	6,140	4,386	3,151	3,151	2,852	-
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	10,746	8,394	6,140	4,386	3,151	3,151	2,852	-
<i>Ending Fund Balance</i>	\$ (118,028)	\$ (87,296)	\$ (58,194)	\$ (28,918)	\$ -	\$ -	\$ -	\$ -

PAVING DISTRICT # 37 - YALE
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2001 Actual</i>	<i>2002 Actual</i>	<i>2003 Actual</i>	<i>2004 Actual</i>	<i>2005 Budget</i>	<i>2005 Revised Budget</i>	<i>2005 Estimated Actual</i>	<i>2006 Budget</i>
<i>Beginning Fund Balance</i>	\$ 1,051	\$ 141	\$ 122	\$ 117	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>								
<i>Revenues</i>								
Assessments	2,012	2,012	2,012	2,012	-	-	-	-
Interest on assessments	512	373	241	120	-	-	-	-
Net Investment Income	147	42	22	10	-	-	-	-
Total Revenues	2,671	2,427	2,275	2,142	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	2,671	2,427	2,275	2,142	-	-	-	-
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Debt Service	3,356	2,222	2,058	1,938	-	-	-	-
Other	225	224	222	321	-	-	-	-
Total Expenditures	3,581	2,446	2,280	2,259	-	-	-	-
Transfers & Contingencies	-	-	-	-	-	-	-	-
Total Uses of Funds	3,581	2,446	2,280	2,259	-	-	-	-
<i>Ending Fund Balance</i>	\$ 141	\$ 122	\$ 117	\$ -	\$ -	\$ -	\$ -	\$ -

PAVING DISTRICT # 38

Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 10,028	\$ 6,364	\$ 5,295	\$ 4,403	\$ 2,777	\$ 2,777	\$ 2,751	\$ 4,292
<i>Sources of Funds</i>								
<i>Revenues</i>								
Assessments	50,850	35,356	35,356	35,356	42,000	42,000	35,356	35,356
Interest on assessments	23,392	18,562	15,910	13,362	10,607	10,607	10,607	7,955
Interest on investments	977	254	105	497	1,000	1,000	900	900
<i>Total Revenues</i>	75,219	54,172	51,371	49,215	53,607	53,607	46,863	44,211
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	75,219	54,172	51,371	49,215	53,607	53,607	46,863	44,211
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Debt Service								
Principal	64,000	44,000	43,000	44,000	50,000	50,000	41,000	36,000
Interest	13,941	10,501	8,001	5,980	4,421	4,421	3,772	1,959
Other	942	740	1,262	887	1,800	1,800	550	550
<i>Total Expenditures</i>	78,883	55,241	52,263	50,867	56,221	56,221	45,322	38,509
Transfers & Contingencies	-	-	-	-	-	-	-	9,994
<i>Total Uses of Funds</i>	78,883	55,241	52,263	50,867	56,221	56,221	45,322	48,503
<i>Ending Fund Balance</i>	\$ 6,364	\$ 5,295	\$ 4,403	\$ 2,751	\$ 163	\$ 163	\$ 4,292	\$ -

CONCRETE REPLACEMENT DISTRICT 1995
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ (20,483)	\$ (15,872)	\$ (11,192)	\$ (6,911)	\$ (3,339)	\$ (3,339)	\$ (3,255)	\$ -
<i>Sources of Funds</i>								
<i>Revenues</i>								
Assessments	4,647	4,436	4,561	3,656	3,460	3,460	3,380	-
Interest on assessments	1,384	1,061	807	473	229	229	218	-
Net Investment Income	121	60	42	74	1,000	1,000	180	-
<i>Total Revenues</i>	<u>6,152</u>	<u>5,557</u>	<u>5,410</u>	<u>4,203</u>	<u>4,689</u>	<u>4,689</u>	<u>3,778</u>	<u>-</u>
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	<u>6,152</u>	<u>5,557</u>	<u>5,410</u>	<u>4,203</u>	<u>4,689</u>	<u>4,689</u>	<u>3,778</u>	<u>-</u>
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Debt Service	1,281	622	775	106	900	900	387	-
Other	260	255	354	441	450	450	136	-
<i>Total Expenditures</i>	<u>1,541</u>	<u>877</u>	<u>1,129</u>	<u>547</u>	<u>1,350</u>	<u>1,350</u>	<u>523</u>	<u>-</u>
Transfers & Contingencies	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	<u>1,541</u>	<u>877</u>	<u>1,129</u>	<u>547</u>	<u>1,350</u>	<u>1,350</u>	<u>523</u>	<u>-</u>
<i>Ending Fund Balance</i>	<u>\$ (15,872)</u>	<u>\$ (11,192)</u>	<u>\$ (6,911)</u>	<u>\$ (3,255)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



Civic Center - Hampden Hall



Safety Services Complex



Civic Center Amphitheater



Little Dry Creek Plaza



Pirates Cove Water Park Leisure Pool

Capital Projects Funds

Capital Projects Funds account for financial resources to be used for the acquisition and/or construction of major capital facilities (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.

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.

PUBLIC IMPROVEMENT FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 3,046,593	\$ 2,206,225	\$ 1,790,548	\$ 1,427,093	\$ (279,547)	\$ 1,359,568	\$ 1,359,568	\$ (87,045)
<i>Sources of Funds</i>								
<i>Revenues</i>								
Vehicle Use Tax	1,450,012	1,417,122	1,416,817	1,294,635	1,400,000	1,400,000	1,300,000	1,300,000
Building Use Tax	825,711	550,643	612,217	863,275	1,317,000	1,317,000	850,000	1,816,000
Road and Bridge	189,352	185,667	190,015	185,696	190,000	190,000	203,845	190,000
Intergovernmental	-	386,136	508,969	305,895	-	-	270,267	26,000
Other	338,586	35,655	68,386	18,801	8,000	8,000	19,589	13,489
<i>Total Revenues</i>	2,803,661	2,575,223	2,796,404	2,668,302	2,915,000	2,915,000	2,643,701	3,345,489
Transfers In	337,050	370,000	-	-	-	-	-	-
<i>Total Sources of Funds</i>	3,140,711	2,945,223	2,796,404	2,668,302	2,915,000	2,915,000	2,643,701	3,345,489
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Capital Projects	2,071,092	2,343,850	2,332,296	1,783,449	1,474,100	1,474,100	2,933,558	1,578,530
Other Financing Uses	1,909,987	1,017,050	827,563	952,378	1,156,756	1,156,756	1,156,756	1,485,205
Appropriation carryover to next year	2,017,942	1,517,259	1,298,116	1,347,010	-	1,347,010	-	-
<i>Total Uses of Funds</i>	5,999,021	4,878,159	4,457,975	4,082,837	2,630,856	3,977,866	4,090,314	3,063,735
<i>Ending Unappropriated Fund Balance</i>								
	\$ 188,283	\$ 273,289	\$ 128,977	\$ 12,558	\$ 4,597	\$ 296,702	\$ (87,045)	\$ 194,709

CAPITAL PROJECTS FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Fund Balance</i>	\$ 2,632,750	\$ 1,925,956	\$ 1,369,924	\$ 905,194	\$ 404,111	\$ 926,397	\$ 926,397	\$ 93,100
<i>Sources of Funds</i>								
<i>Revenues</i>								
Miscellaneous	82,217	24,307	493,183	547,487	20,000	80,000	206,200	150,000
<i>Total Revenues</i>	82,217	24,307	493,183	547,487	20,000	80,000	206,200	150,000
Transfers in	1,504,500	923,000	552,500	492,835	877,726	877,726	877,726	1,485,205
Lease proceeds	1,062,879	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	2,649,596	947,307	1,045,683	1,040,322	897,726	957,726	1,083,926	1,635,205
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Capital Projects	2,931,390	1,041,158	748,933	1,019,119	1,227,726	1,240,513	1,917,223	1,485,205
Other Financing Uses	425,000	462,181	761,480	-	-	-	-	-
Appropriation carryover to next year	1,588,630	811,164	445,444	633,216	-	633,216	-	-
<i>Total Uses of Funds</i>	4,945,020	2,314,503	1,955,857	1,652,335	1,227,726	1,873,729	1,917,223	1,485,205
<i>Ending Unappropriated Fund Balance</i>	\$ 337,326	\$ 558,760	\$ 459,750	\$ 293,181	\$ 74,111	\$ 10,394	\$ 93,100	\$ 243,100

CIVIC CENTER FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Fund Balance</i>	\$ 36,995	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>								
<i>Revenues</i>								
Intergovernmental	-	-	-	-	-	-	-	-
Other	554	-	-	-	-	-	-	-
<i>Total Revenues</i>	554	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-
Other financing sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	554	-	-	-	-	-	-	-
<i>Uses of Funds</i>								
<i>Expenditures</i>								
Capital Projects	37,549	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
<i>Total Expenditures</i>	37,549	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-
Appropriation carryover to next year	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	37,549	-	-	-	-	-	-	-
<i>Ending Unappropriated Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Civic Center - Hampden Hall



Safety Services Complex



Civic Center Amphitheater



Little Dry Creek Plaza



Pirates Cove Water Park Leisure Pool

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 Englewood Municipal 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.

WATER FUND

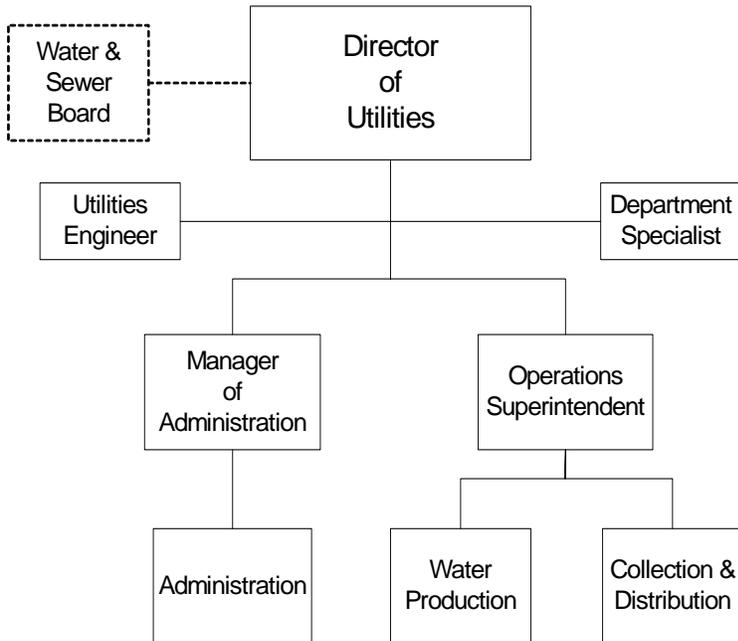
Schedule of Changes in Funds Available

	2002	2003	2004	2005	2006	2006	2006	2007
	Actual	Actual	Actual	Actual	Budget	Revised Budget	Estimated Actual	Budget
Beginning Funds Available	\$ 6,574,846	\$ 5,407,817	\$ 3,842,016	\$ 5,466,706	\$ 3,880,496	\$ 3,880,496	\$ 4,920,133	\$ 4,062,001
Sources of Funds								
Operating Revenues								
Charges for Services	3,632,467	3,653,571	4,054,548	4,696,926	5,299,614	5,299,614	5,337,004	5,679,297
Miscellaneous	1,360,653	1,727,182	1,681,442	1,842,211	1,670,000	1,670,000	1,670,252	1,670,000
Total Operating Revenues	4,993,120	5,380,753	5,735,990	6,539,137	6,969,614	6,969,614	7,007,256	7,349,297
Nonoperating revenues	265,909	171,403	254,749	514,657	145,100	145,100	306,103	214,908
Other Financing Sources	-	-	3,055,000	-	-	-	-	-
Total Sources of Funds	5,259,029	5,552,156	9,045,739	7,053,794	7,114,714	7,114,714	7,313,359	7,564,205
Uses of Funds								
Operating Expenses								
Operating Costs	4,838,843	4,462,006	5,138,618	5,494,431	5,852,050	5,852,050	5,667,990	5,865,471
Total Operating Expenses	4,838,843	4,462,006	5,138,618	5,494,431	5,852,050	5,852,050	5,667,990	5,865,471
Capital outlay	459,559	1,527,284	1,106,088	894,123	1,482,991	1,482,991	1,143,444	1,040,547
Debt Service - Principal	640,623	655,712	668,057	684,520	810,981	810,981	810,981	827,442
Debt Service - Interest	487,033	472,955	508,286	527,293	549,076	549,076	549,076	528,365
Total Uses of Funds	6,426,058	7,117,957	7,421,049	7,600,367	8,695,098	8,695,098	8,171,491	8,261,825
Ending Funds Available	\$ 5,407,817	\$ 3,842,016	\$ 5,466,706	\$ 4,920,133	\$ 2,300,112	\$ 2,300,112	\$ 4,062,001	\$ 3,364,381

Department: Utilities

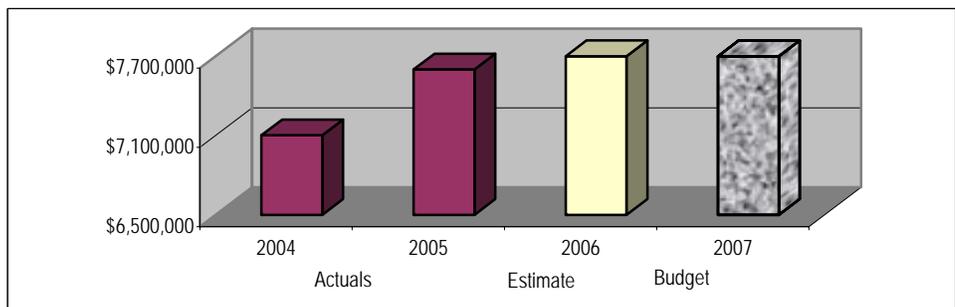
Fund: Water

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	2,121,935	2,239,330	2,241,596	2,142,801	2,307,815
Commodities	646,466	684,122	747,450	848,389	807,050
Contractual	2,496,846	2,580,330	2,863,004	2,676,800	2,750,606
Capital	1,835,892	2,096,587	2,843,048	2,503,501	2,396,354
TOTAL	7,101,139	7,600,369	8,695,098	8,171,491	8,261,825



Department: Utilities
Division: Source of Supply
Fund: Water Fund
Account: 401601

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Maintain all source water infrastructure in good working order.	58

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ NA	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Protect our water rights (Dave Hill, Joe Tom)	
▪ Finalize fencing of McLellan Reservoir	42

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

Performance Indicator:

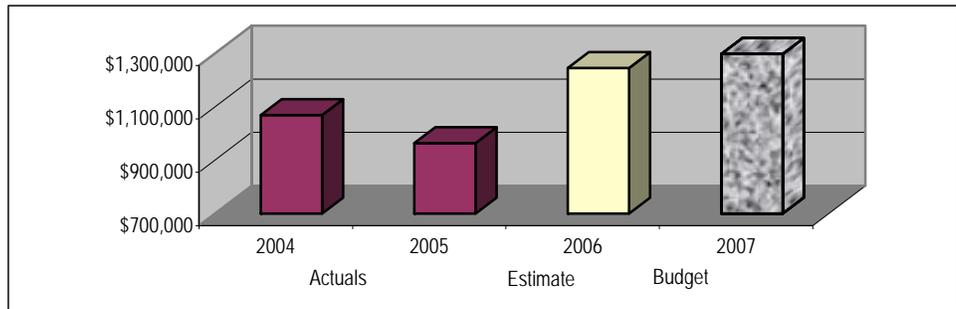
Raw water supplied for treatment and sales. (will vary from year to year depending upon the weather – hot or cool summers).

Outcome:
Results:

Indicator	Type	2004	2005	2006	2007
Acre Feet		9,100	11,800		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	286,556	288,125	342,819	312,685	345,529
Commodities	61,864	49,968	71,300	139,854	72,700
Contractual	403,067	569,369	527,583	566,548	631,148
Capital	318,287	56,811	240,841	226,797	249,841
TOTAL	1,069,774	964,273	1,182,543	1,245,884	1,299,218



Department: Utilities

Division: Power & Pumping

Fund: Water Fund

Account: 401602

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.

Outcomes:

1. **A City that provides and maintains quality infrastructure**

Activity/Goal	%
▪ Maintains and improves pumps	45

2. **A City that is safe, clean, healthy and attractive.**

Activity/Goal	%
▪ N/A	0

3. **A progressive City that provides responsive and cost efficient services**

Activity/Goal	%
▪ Cost efficient use of electricity to the pumps.	55

4. **A City that is business-friendly and economically diverse.**

Activity/Goal	%
▪ N/A	0

5. **A City that provides diverse cultural, recreational and entertainment opportunities.**

Activity/Goal	%
▪ N/A	0

Performance Indicator:

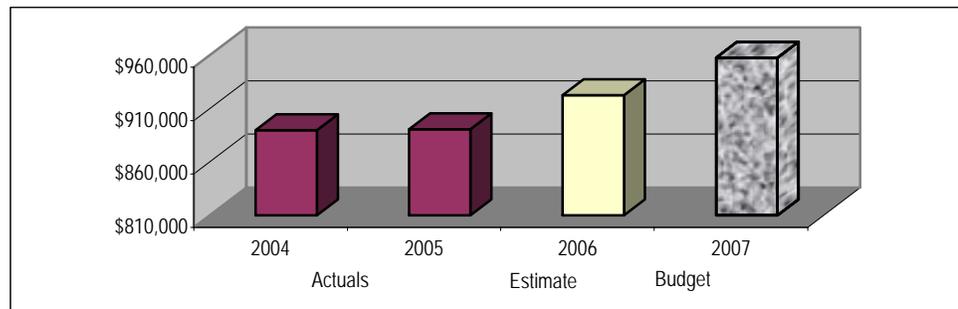
Over all electrical costs. Will reflect rate increases.

Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Electrical Costs		\$413,000	\$474,000		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	279,490	267,289	278,238	273,198	289,443
Commodities	6,895	1,070	8,200	8,281	7,400
Contractual	434,220	486,461	516,000	476,052	524,000
Capital	169,259	135,953	65,000	165,000	137,000
TOTAL	889,864	890,773	867,438	922,531	957,843



Department: Utilities
Division: Purification
Fund: Water Fund
Account: 401603

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Repairs, maintains and improves Allen Plant	21

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Insures safe drinking water that meets all State and Federal rules	79

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ N/A	0

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

Performance Indicator:

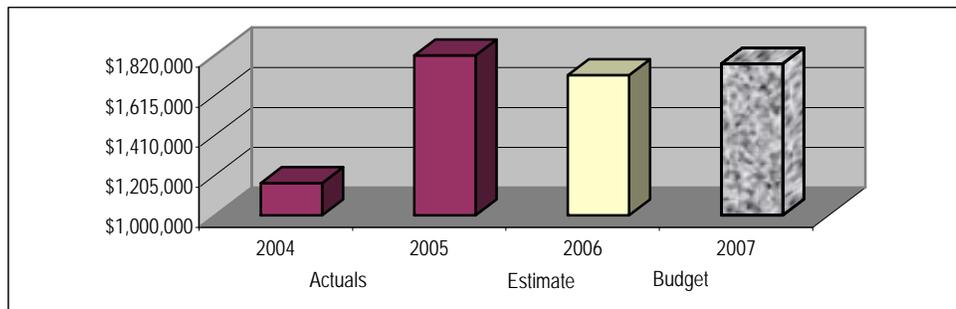
Water delivered to the distribution grid of water mains.

**Outcome:
Results:**

Indicator	Type	2004	2005	2006	2007
Billions of Gallons		1.85	2.56		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	562,423	622,592	609,393	502,633	542,573
Commodities	343,564	442,708	416,300	416,800	432,450
Contractual	222,031	326,137	374,300	382,102	414,400
Capital	36,602	428,130	383,200	417,697	387,700
TOTAL	1,164,620	1,819,567	1,783,193	1,719,232	1,777,123



Department: Utilities
Division: Transmission & Distribution
Fund: Water Fund
Account: 401604

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 10,500 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.

- Outcomes:**
1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Repairs, replaces and maintains water distribution system	100

 2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A	0

 3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
	0

 4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

Performance Indicator:

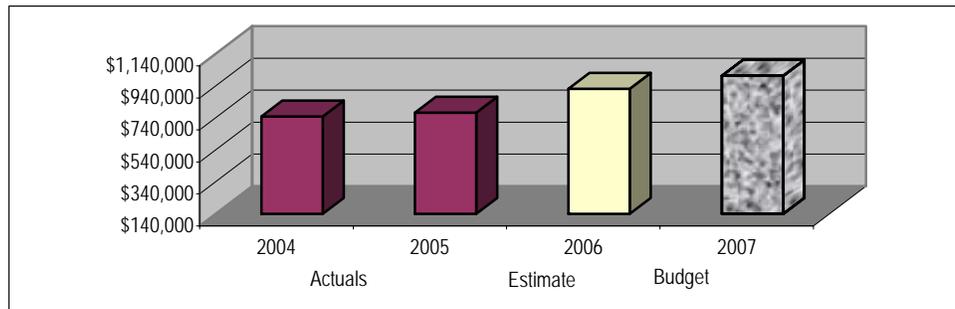
Water main repairs.

Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Number of repairs.		27	42		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	537,272	540,189	562,873	533,662	567,712
Commodities	74,427	63,509	90,550	100,054	106,500
Contractual	84,347	115,718	122,232	122,432	122,932
Capital	53,531	53,807	666,085	166,085	207,085
TOTAL	749,577	773,223	1,441,740	922,233	1,004,229



Department: Utilities
Division: Administration & General
Fund: Water Fund
Account: 401607

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.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Maintain and improve water metering system.	4

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Provides one of the lowest treated water rates in the metro area.	
▪ Provides cost efficient customer contact and maintains zero delinquency balance.	96

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

Performance Indicator:

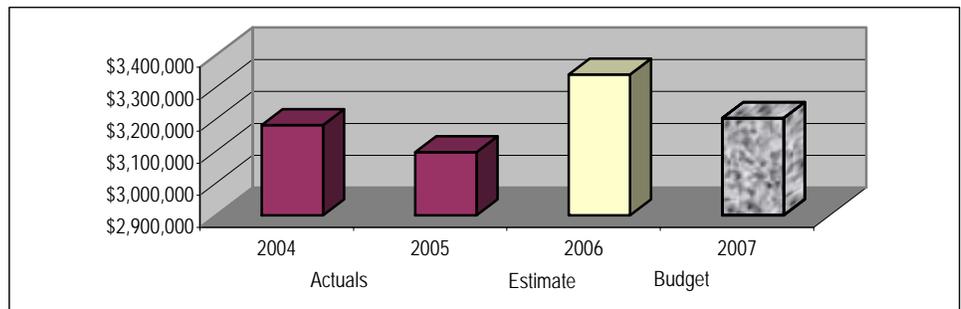
Customer contacts (bill, notices, turn offs, etc)

Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Contacts		53,080	53,100+		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	456,194	521,135	448,273	520,623	562,558
Commodities	134,458	126,073	161,100	183,400	188,000
Contractual	1,334,189	1,065,698	1,302,889	1,107,968	1,038,126
Capital	1,256,812	1,384,201	1,487,922	1,527,922	1,414,728
TOTAL	3,181,653	3,097,107	3,400,184	3,339,913	3,203,412



SEWER FUND

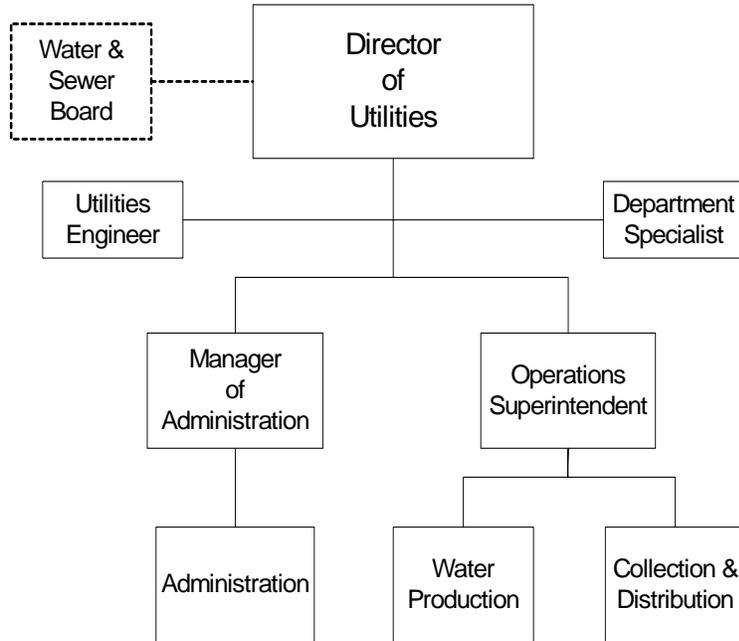
Schedule of Changes in Funds Available

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	2006	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Funds Available</i>	\$ 23,030,283	\$ 19,976,878	\$ 14,688,281	\$ 60,194,409	\$ 56,838,623	\$ 56,838,623	\$ 41,298,190	\$ 22,274,351
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Charges for Services	5,020,939	5,134,791	6,529,238	7,569,175	9,355,757	9,355,757	9,509,379	10,929,845
Miscellaneous	593,790	246,494	1,484,606	831,296	295,000	295,000	408,955	495,000
Total Operating Revenues	5,614,729	5,381,285	8,013,844	8,400,471	9,650,757	9,650,757	9,918,334	11,424,845
Nonoperating Revenues	1,059,377	760,653	1,791,114	1,324,277	785,000	785,000	1,439,014	825,220
Loan Proceeds	-	-	51,126,340	-	-	-	-	-
Total Sources of Funds	6,674,106	6,141,938	60,931,298	9,724,748	10,435,757	10,435,757	11,357,348	12,250,065
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	8,867,880	10,190,695	7,716,327	8,314,911	9,215,685	9,215,685	9,762,815	10,174,172
Total Operating Expenses	8,867,880	10,190,695	7,716,327	8,314,911	9,215,685	9,215,685	9,762,815	10,174,172
Capital outlay	31,561	308,453	5,315,664	17,424,089	18,533,637	18,533,637	17,594,228	15,703,268
Debt Service - Principal	579,990	621,299	665,551	723,306	774,087	774,087	774,087	828,484
Debt Service - Interest	248,080	310,088	1,603,613	2,158,661	2,250,057	2,250,057	2,250,057	2,259,526
Debt Service - Issue costs	-	-	124,015	-	-	-	-	-
Total Uses of Funds	9,727,511	11,430,535	15,425,170	28,620,967	30,773,466	30,773,466	30,381,187	28,965,450
Ending Funds Available	\$ 19,976,878	\$ 14,688,281	\$ 60,194,409	\$ 41,298,190	\$ 36,500,914	\$ 36,500,914	\$ 22,274,351	\$ 5,558,966

Department: Utilities

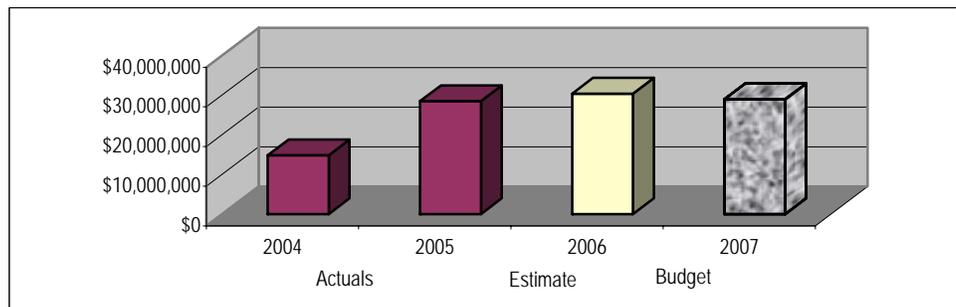
Fund: Sewer

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	930,091	890,647	914,007	919,953	981,511
Commodities	78,691	84,906	109,550	111,475	114,900
Contractual	7,066,648	7,281,443	8,192,128	8,731,387	9,077,761
Capital	6,759,883	20,207,845	21,557,781	20,618,372	18,791,278
TOTAL	14,835,313	28,464,841	30,773,466	30,381,187	28,965,450



Department: Utilities
Division: Wastewater Collections
Fund: Sewer Fund
Account: 411605

Description: The Wastewater Collection Division is responsible for the installation, operation and maintenance of the wastewater collection system.

Outcomes:

- 1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Repairs, replaces and maintains sewer collection system.	100

- 2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A	0

- 3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
	0

- 4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

- 6. A City that provides diverse cultural, recreational and entertainment opportunities.

Activity/Goal	%
▪ N/A	0
▪	

Performance Indicator:

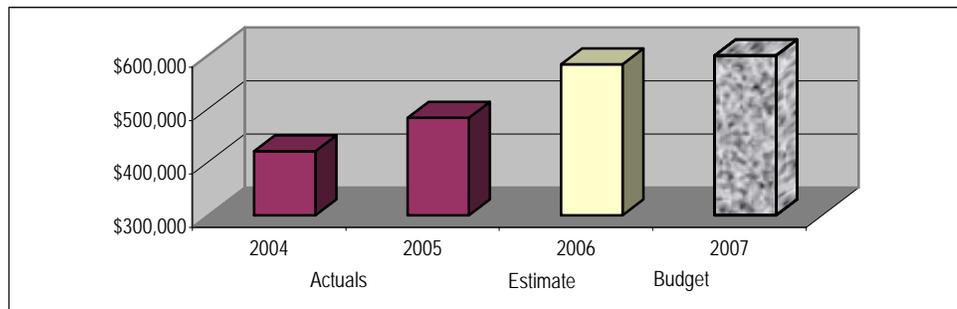
Sewer mains cleaned.

Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Feet of mains cleaned		505,587	536,282		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	280,922	295,166	281,127	300,773	317,153
Commodities	19,984	37,481	49,750	53,675	56,100
Contractual	59,248	80,722	74,272	74,272	76,472
Capital	60,037	69,512	154,317	154,317	150,109
TOTAL	420,191	482,881	559,466	583,037	599,834



Department: Utilities
Division: Administration & General
Fund: Sewer Fund
Account: 411607

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.

Outcomes:

1. **A City that provides and maintains quality infrastructure**

Activity/Goal		%
▪ N/A		0

2. **A City that is safe, clean, healthy and attractive.**

Activity/Goal		%
▪ N/A		0

3. **A progressive City that provides responsive and cost efficient services**

Activity/Goal		%
▪ Provides copy efficient customer service and a zero delinquency rate.		100
▪ Provides one of the lowest waste water rates in the metro area.		100

4. **A City that is business-friendly and economically diverse.**

Activity/Goal		%
▪ N/A		0

5. **A City that provides diverse cultural, recreational and entertainment opportunities.**

Activity/Goal		%
▪ N/A		0

Performance Indicator:

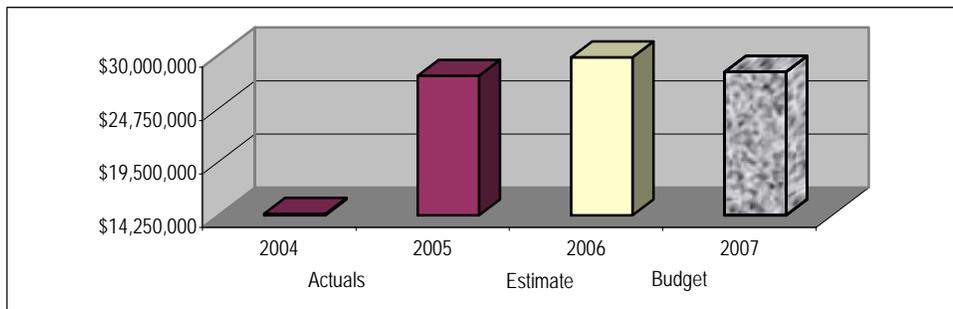
Bills and notices sent.

Outcome: Results:

Indicator	Type	2004	2005	2006	2007
Bills and notices		37,367	37,700+		

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	649,169	595,481	632,880	619,180	664,359
Commodities	58,707	47,425	59,800	57,800	58,800
Contractual	7,007,400	7,200,721	8,117,856	8,657,115	9,001,289
Capital	6,699,846	20,138,333	21,403,464	20,464,055	18,641,169
TOTAL	14,415,122	27,981,960	30,214,000	29,798,150	28,365,617



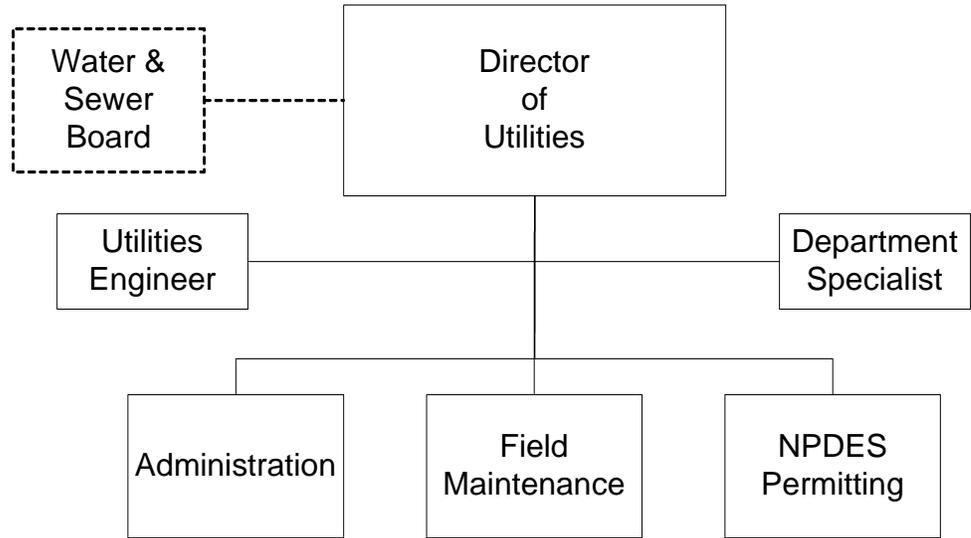
STORM DRAINAGE FUND
Schedule of Changes in Funds Available

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised Budget</i>	<i>Estimated Actual</i>	<i>Budget</i>
<i>Beginning Funds Available</i>	\$ 680,250	\$ 692,293	\$ 412,202	\$ 463,230	\$ 547,794	\$ 547,794	\$ 582,674	\$ 555,990
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Charges for Services	315,454	294,703	290,668	320,131	295,000	295,000	295,000	295,000
Interest and other	24,761	12,371	9,386	21,387	13,000	13,000	19,131	20,500
<i>Total Operating Revenues</i>	340,215	307,074	300,054	341,518	308,000	308,000	314,131	315,500
Other financing sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	340,215	307,074	300,054	341,518	308,000	308,000	314,131	315,500
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	132,810	117,646	116,286	86,611	114,443	114,443	107,662	115,537
<i>Total Operating Expenses</i>	132,810	117,646	116,286	86,611	114,443	114,443	107,662	115,537
Capital outlay	58,344	334,575	-	-	160,000	160,000	100,000	100,000
Debt Service - Principal	55,000	55,000	55,000	60,000	60,000	60,000	60,000	65,000
Debt Service - Interest	82,018	79,944	77,740	75,463	73,153	73,153	73,153	70,573
<i>Total Uses of Funds</i>	328,172	587,165	249,026	222,074	407,596	407,596	340,815	351,110
<i>Ending Funds Available</i>	\$ 692,293	\$ 412,202	\$ 463,230	\$ 582,674	\$ 448,198	\$ 448,198	\$ 555,990	\$ 520,380

Department: Utilities

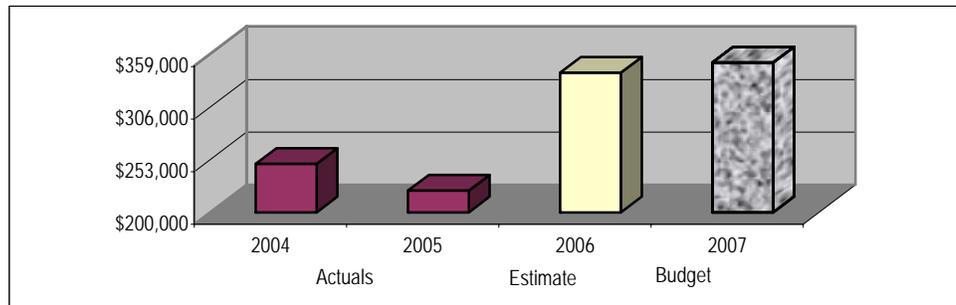
Fund: Storm Drainage

Mission: Responsible for maintaining the stormwater 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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	86,794	58,651	54,571	46,891	49,865
Commodities	3,538	3,155	29,200	32,499	32,400
Contractual	25,956	24,805	30,672	28,272	33,272
Capital	132,740	135,463	293,153	233,153	235,573
TOTAL	249,028	222,074	407,596	340,815	351,110



Department: Utilities
Division: All
Fund: Storm Drainage
Account: 421606, 421607 and 421608

Description: The Storm Water Department is responsible for the operation and maintenance of the City's storm sewer system. Services include billing, system maintenance, enforcement of code requirements, plan review and field locates, capital construction, rehabilitation and program implementation to comply with all State and Federal regulations.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Maintains, repairs and improves storm drainage system.	100

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

GOLF COURSE FUND

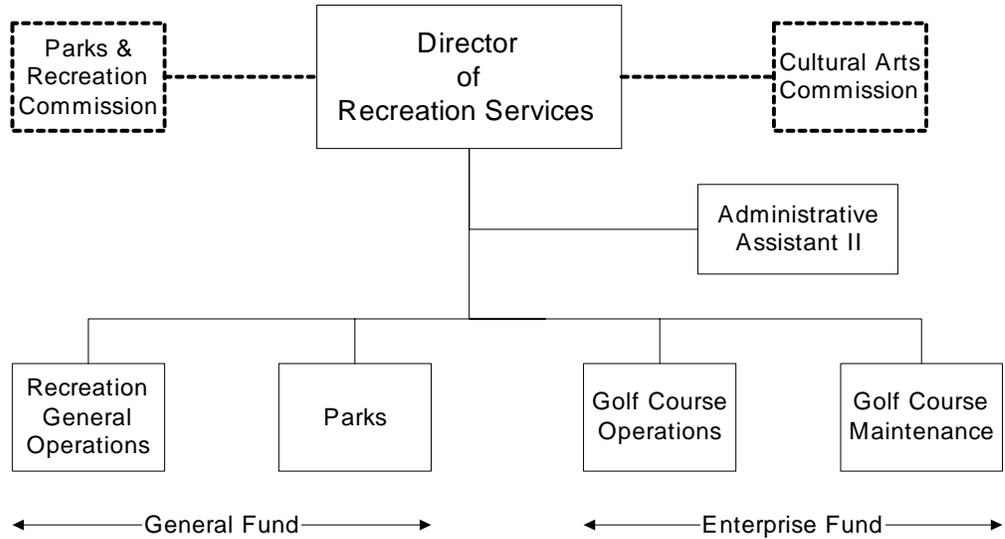
Schedule of Changes in Funds Available

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Funds Available</i>	\$ 790,976	\$ 834,288	\$ 151,194	\$ 141,128	\$ 557,770	\$ 557,770	\$ 191,135	\$ 122,823
<i>Sources of Funds</i>								
<i>Revenues</i>								
Charges for Services	1,931,804	1,845,541	1,755,104	1,872,327	1,964,500	1,964,500	1,815,025	537,500
Interest and other	46,337	32,720	13,293	26,460	23,000	23,000	23,100	8,000
<i>Revenues</i>	1,978,141	1,878,261	1,768,397	1,898,787	1,987,500	1,987,500	1,838,125	545,500
Other Financing Sources	-	2,824,000	-	-	-	-	-	1,139,087
<i>Total Sources of Funds</i>	1,978,141	4,702,261	1,768,397	1,898,787	1,987,500	1,987,500	1,838,125	1,684,587
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	1,497,515	1,573,230	1,465,453	1,600,368	1,437,045	1,437,045	1,440,450	1,214,649
<i>Total Operating Expenses</i>	1,497,515	1,573,230	1,465,453	1,600,368	1,437,045	1,437,045	1,440,450	1,214,649
Debt Service-Principal	170,000	3,017,950	10,000	10,000	50,000	50,000	50,000	55,000
Debt Service-Interest	165,906	145,509	164,690	163,525	163,115	163,115	163,115	161,463
Capital Acquisitions	101,408	228,666	138,320	74,887	252,632	252,632	252,872	253,475
<i>Total Expenses</i>	1,934,829	4,965,355	1,778,463	1,848,780	1,902,792	1,902,792	1,906,437	1,684,587
Transfers	-	420,000	-	-	-	-	-	-
Contingencies	-	-	-	-	-	-	-	100,000
<i>Total Uses of Funds</i>	1,934,829	5,385,355	1,778,463	1,848,780	1,902,792	1,902,792	1,906,437	1,784,587
<i>Ending Funds Available</i>	\$ 834,288	\$ 151,194	\$ 141,128	\$ 191,135	\$ 642,478	\$ 642,478	\$ 122,823	\$ 22,823

Department: Recreation Services

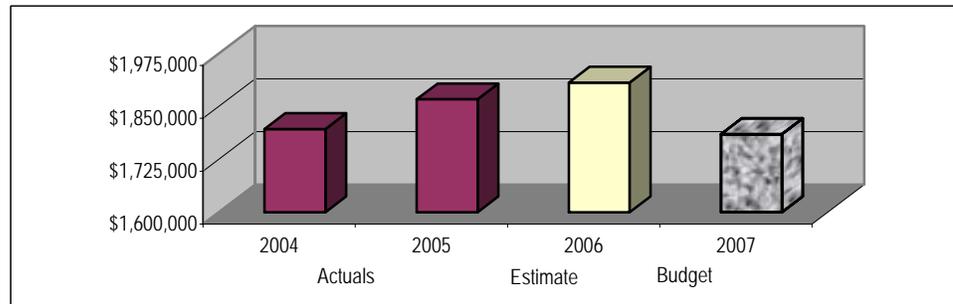
Fund: Golf

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	867,928	908,146	893,629	866,031	807,725
Commodities	156,002	166,182	151,150	177,350	97,600
Contractual	360,755	423,392	392,766	397,069	409,324
Capital	412,066	369,215	465,747	465,987	469,938
TOTAL	1,796,751	1,866,935	1,903,292	1,906,437	1,784,587



Department: Recreation Services
Division: Golf Course Operations
Fund: Golf
Account: 431306

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, concession operations, merchandising, driving range, cart rental, lesson program, and the indoor teaching facility.

Outcomes: 1. A City that provides and maintains quality infrastructure

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Asset Management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair. ▪ Implement the Golf Development Plan – Develop a plan that balances daily play for the remaining 9 holes. This includes the general public, leagues, tournaments, annual pass holders, etc. ▪ Seek other venues and alternatives to service current golf clubs and leagues. ▪ Develop an alternate program to keep the Junior Program operational during the summer season of 2007. ▪ IT Equipment- Golf Trac, Upgrade computers ▪ Upgrade pro shop lighting, fixtures, etc. 	28

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Beatification and improvements to the Oxford Corridor. ▪ Encourage healthy lifestyles through golf. This includes youth, adult, seniors and those with disabilities (Golf 4 Fun). Promote physical and mental development for individuals and families with individual and group interactions. ▪ City wellness program with league play for employees. ▪ Coordinate with Miller/Weingarten to assure that safety is of the utmost priority for golfers, staff and visitors during the redevelopment project. 	2

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
<ul style="list-style-type: none"> ▪ The Englewood Golf Course operates as an enterprise fund. ▪ Use of volunteers for staffing support ▪ Well-trained and productive staff through training programs, certifications for PGA, first aid and CPR. ▪ Guest services training and development. ▪ Early tee time registration for Englewood citizens. ▪ Special pricing for clubs, groups, tournaments, etc. ▪ Security/Alarm System-Consolidate accounts for cost savings. 	2

4. A City that is business-friendly and economically diverse.

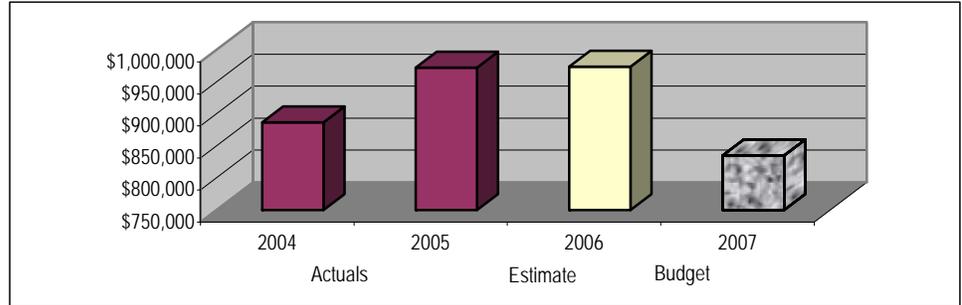
Activity/Goal	%
<ul style="list-style-type: none"> ▪ The golf course provides discount fees for Englewood business owners. ▪ Discounts are provided to City of Sheridan residents. ▪ Partnerships are coordinated with the restaurant operation, the indoor teaching facility and the business community. ▪ The golf course supports local business and community groups in fundraising efforts with donations and support. ▪ Coordination of golf tournaments for local businesses and business organizations. 	10

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

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Provides golf as a life long leisure service. 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. 	58

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	334,690	342,802	368,308	363,018	309,147
Commodities	48,649	62,383	34,600	37,050	33,300
Contractual	292,107	355,848	325,010	328,813	244,202
Capital	211,473	211,556	245,115	245,355	248,463
TOTAL	886,919	972,589	973,033	974,236	835,112



Department: Recreation Services
Division: Golf Course Maintenance
Fund: Golf
Account: 431307

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.

Outcomes: 1. A City that provides and maintains quality infrastructure

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Provide daily and long term maintenance to the golf course. ▪ Irrigation – Installs, maintains repairs system for quality course conditions. ▪ Provides maintenance, repairs and improvements to all maintenance and support buildings. ▪ Service and maintain all equipment necessary for maintenance operation. ▪ Implementation and monitoring of the Golf Course Redevelopment Plan. 	80

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
<ul style="list-style-type: none"> ▪ Provides an attractive, inviting, and clean environment for public use. ▪ Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor. ▪ Provides snow removal and appropriate access to golf course, restaurant, and teaching facility year round. ▪ Monitors ground water and methane levels related to landfill conditions. 	19

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
<ul style="list-style-type: none"> ▪ 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. ▪ Support to other departments/divisions in equipment sharing and support staff. ▪ Computerize irrigation system/weather station for efficient use of water consumption. 	1

4. City that is business-friendly and economically diverse.

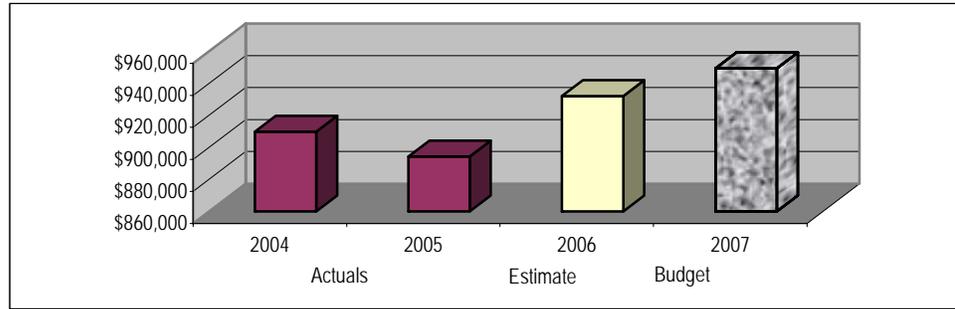
Activity/Goal	%
<ul style="list-style-type: none"> ▪ N/A 	0

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

Activity/Goal	%
<ul style="list-style-type: none"> ▪ N/A 	0

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	533,238	565,344	525,321	503,013	498,578
Commodities	107,353	103,799	116,550	140,300	64,300
Contractual	68,648	67,544	67,756	68,256	165,122
Capital	200,593	157,659	220,632	220,632	221,475
TOTAL	909,832	894,346	930,259	932,201	949,475



CONCRETE UTILITY FUND

Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Budget	2006 Revised Budget	2006 Estimated Actual	2007 Budget
<i>Beginning Funds Available</i>	\$ 844,505	\$ 706,817	\$ 643,888	\$ 533,103	\$ 447,390	\$ 447,390	\$ 552,645	\$ 526,375
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Charges for Services	598,836	571,287	545,220	652,822	575,000	575,000	600,000	600,000
Interest and other	29,859	16,702	9,910	19,231	4,125	4,125	21,200	21,200
<i>Total Operating Revenues</i>	628,695	587,989	555,130	672,053	579,125	579,125	621,200	621,200
Other	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	628,695	587,989	555,130	672,053	579,125	579,125	621,200	621,200
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	205,577	268,832	276,583	275,097	296,209	296,209	293,969	322,885
<i>Total Operating Expenses</i>	205,577	268,832	276,583	275,097	296,209	296,209	293,969	322,885
Capital outlay	560,806	382,086	389,332	377,414	351,747	351,747	353,501	351,747
<i>Total Uses of Funds</i>	766,383	650,918	665,915	652,511	647,956	647,956	647,470	674,632
<i>Ending Funds Available</i>	\$ 706,817	\$ 643,888	\$ 533,103	\$ 552,645	\$ 378,559	\$ 378,559	\$ 526,375	\$ 472,943

Performance Indicator:

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.

Outcome:

A City that provides and maintains quality infrastructure.

Results:

Comments:

FTE's for the Concrete Utility are separated from the Engineering Division Budget. The proposed 2007 Concrete Utility budget is \$674,000.

	Type	2004	2005	2006	2007
Concrete Utility Full time employees		4.47	4.47	3.98	3.98
Square feet of concrete removed and replaced.	Output	65,066	63,179	56,204	TBD

HOUSING REHABILITATION FUND

Schedule of Changes in Funds Available

	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2006</i>	<i>2006</i>	<i>2007</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Revised</i>	<i>Estimated</i>	<i>Budget</i>
						<i>Budget</i>	<i>Actual</i>	
<i>Beginning Funds Available</i>	\$ 1,685,539	\$ 1,298,400	\$ 1,019,789	\$ 1,237,109	\$ 1,237,109	\$ 1,237,109	\$ 1,900,704	\$ 1,900,704
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Program revenues	1,219,940	283,948	898,550	1,325,794	1,500,000	1,500,000	1,500,000	1,500,000
Grant income	85,159	353,883	354,902	117,478	300,000	300,000	300,000	300,000
Miscellaneous	38,991	9,261	10,765	12,948	24,500	24,500	24,500	24,500
<i>Total Operating Revenues</i>	1,344,090	647,092	1,264,217	1,456,220	1,824,500	1,824,500	1,824,500	1,824,500
Other Financing Sources	-	-	-	-				
<i>Total Sources of Funds</i>	1,344,090	647,092	1,264,217	1,456,220	1,824,500	1,824,500	1,824,500	1,824,500
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Program expenses	1,559,625	688,196	791,797	418,711	1,764,500	1,764,500	1,764,500	1,764,500
Interest expense	64,831	46,376	55,784	61,024	60,000	60,000	60,000	60,000
<i>Total Operating Expenses</i>	1,624,456	734,572	847,581	479,735	1,824,500	1,824,500	1,824,500	1,824,500
Capital outlay	106,773	191,131	199,316	312,890	-	-	-	-
<i>Total Uses of Funds</i>	1,731,229	925,703	1,046,897	792,625	1,824,500	1,824,500	1,824,500	1,824,500
<i>Ending Funds Available</i>	\$ 1,298,400	\$ 1,019,789	\$ 1,237,109	\$ 1,900,704	\$ 1,237,109	\$ 1,237,109	\$ 1,900,704	\$ 1,900,704



Civic Center - Hampden Hall



Safety Services Complex



Civic Center Amphitheater



Little Dry Creek Plaza



Pirates Cove Water Park Leisure Pool

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 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.

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.

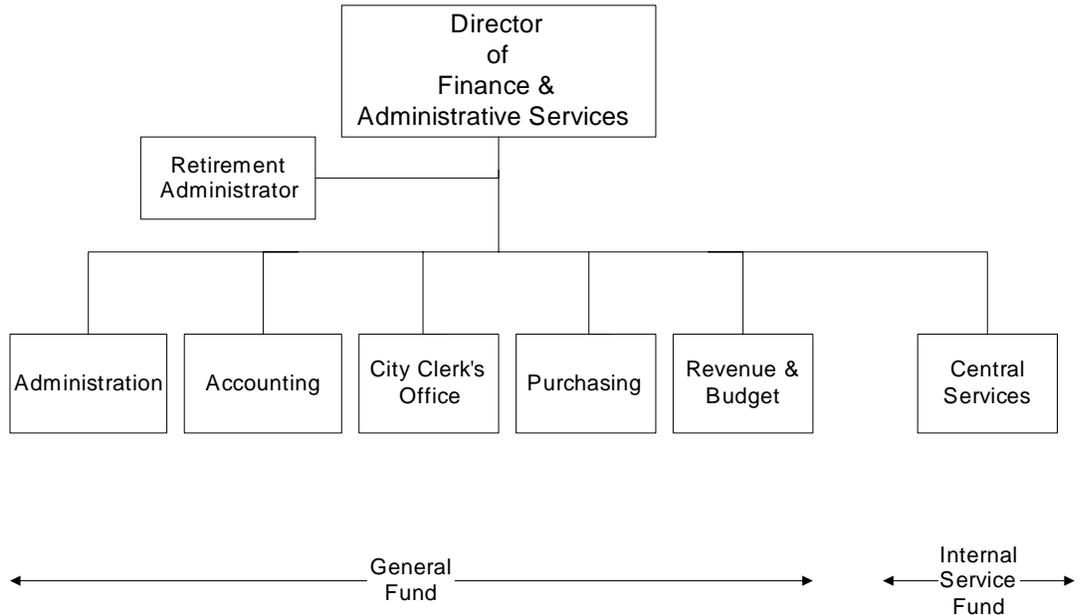
CENTRAL SERVICES FUND
Schedule of Changes in Funds Available

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Funds Available</i>	\$ 170,061	\$ 177,497	\$ 221,351	\$ 230,239	\$ 254,784	\$ 254,784	\$ 216,389	\$ 229,728
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Interdepartmental Service Chgs	325,232	312,792	281,894	295,180	334,500	334,500	325,000	335,000
Miscellaneous	4,243	2,795	2,420	5,285	3,000	3,000	6,000	10,000
<i>Total Operating Revenues</i>	329,475	315,587	284,314	300,465	337,500	337,500	331,000	345,000
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	329,475	315,587	284,314	300,465	337,500	337,500	331,000	345,000
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	322,039	271,733	275,426	298,910	339,003	339,003	286,366	337,862
<i>Total Operating Expenses</i>	322,039	271,733	275,426	298,910	339,003	339,003	286,366	337,862
Capital Acquisitions	-	-	-	15,405	16,883	16,883	31,295	16,743
<i>Total Uses of Funds</i>	322,039	271,733	275,426	314,315	355,886	355,886	317,661	354,605
<i>Ending Funds Available</i>	\$ 177,497	\$ 221,351	\$ 230,239	\$ 216,389	\$ 236,398	\$ 236,398	\$ 229,728	\$ 220,123

Department: Finance & Administrative Services

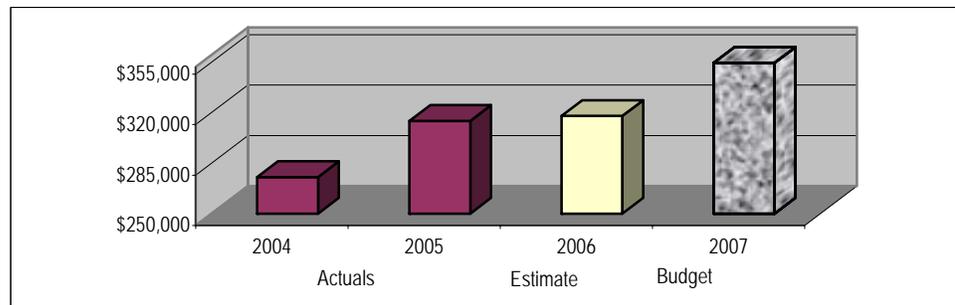
Fund: Central Services Fund

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.



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	68,782	72,132	69,534	72,106	73,999
Commodities	4,577	1,038	12,065	13,049	23,625
Contractual	200,185	223,861	247,404	201,211	240,238
Capital	1,883	17,287	26,883	31,295	16,743
TOTAL	275,427	314,318	355,886	317,661	354,605



Finance & Administrative Services

Division: Central Services
Fund: Central Services
Account: 600606 through 600610

Description: Excellent communications 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 operates high-speed copier/printers, printing press and other printshop equipment.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	0

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ N/A	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Ongoing competitive analysis of products and services	
▪ Continued addition and application of computer graphics and desktop publishing technologies	100
▪ Continued outsourcing of services when they are cost effective	
▪ Continue to implement printer plan and to complete in 2007.	

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

SERVICENTER FUND

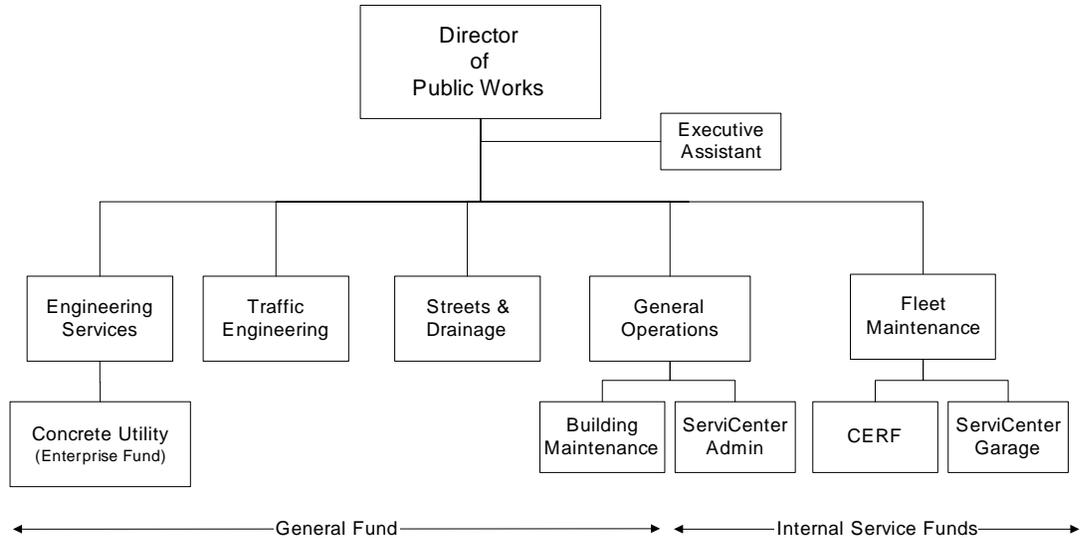
Schedule of Changes in Funds Available

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Funds Available</i>	\$ 1,587,044	\$ 1,722,277	\$ 609,119	\$ 580,041	\$ 513,704	\$ 513,704	\$ 649,644	\$ 498,308
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Vehicle maintenance	901,974	911,160	844,455	922,427	919,734	919,734	919,734	931,752
Building rentals	173,335	179,096	178,881	178,881	189,881	189,881	189,112	189,112
Direct charges	307,096	428,121	493,367	544,358	536,324	536,324	551,000	723,626
Miscellaneous	116,512	45,203	15,703	20,746	5,200	5,200	17,907	11,000
<i>Total Operating Revenues</i>	1,498,917	1,563,580	1,532,406	1,666,412	1,651,139	1,651,139	1,677,753	1,855,490
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	1,498,917	1,563,580	1,532,406	1,666,412	1,651,139	1,651,139	1,677,753	1,855,490
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Servicenter Garage Costs	1,016,890	1,130,814	1,259,051	1,355,790	1,307,245	1,307,245	1,210,427	1,484,038
Servicenter Admin Costs	181,289	230,676	226,840	241,019	302,825	302,825	410,604	422,462
<i>Total Operating Expenses</i>	1,198,179	1,361,490	1,485,891	1,596,809	1,610,070	1,610,070	1,621,031	1,906,500
Capital Acquisitions	165,505	388,609	11,443	-	11,548	11,548	141,344	45,548
Other Financing Uses	-	926,639	64,150	-	-	66,714	66,714	-
<i>Total Uses of Funds</i>	1,363,684	2,676,738	1,561,484	1,596,809	1,621,618	1,688,332	1,829,089	1,952,048
<i>Ending Funds Available</i>	\$ 1,722,277	\$ 609,119	\$ 580,041	\$ 649,644	\$ 543,225	\$ 476,511	\$ 498,308	\$ 401,750

Department: Public Works

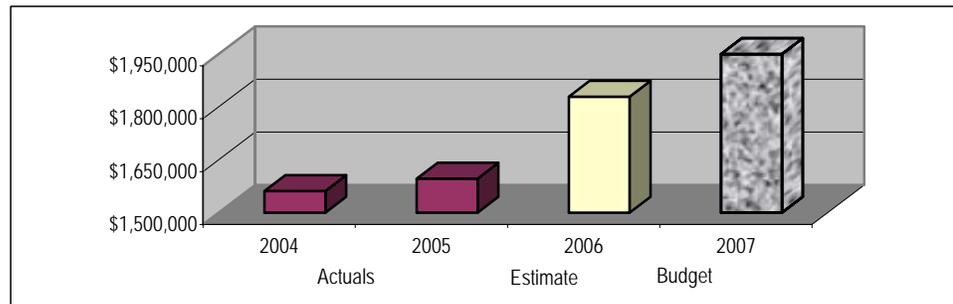
Fund: ServiCenter

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 Fund projects, and the Concrete Utility and Open Space Funds.



Budget & History:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	690,905	699,467	754,817	713,005	809,815
Commodities	65,613	47,167	30,510	35,093	32,160
Contractual	729,374	838,731	824,743	872,933	1,064,525
Capital	75,593	11,443	78,262	208,058	45,548
TOTAL	1,561,485	1,596,808	1,688,332	1,829,089	1,952,048



Department: Public Works
Division: Servicenter Garage
Fund: Servicenter
Account: 611007

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.

Outcomes:

2. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use. (Cost included in #3)	0
▪ Provide fleet maintenance and replacement (Cost included in #3)	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Provide maintenance and repair of emergency vehicles	
▪ Provide fuel and billing for ART Shuttle	14

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Utilize cost effective fleet replacement processes	
▪ Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles	83
▪ Supply Fleet asset management to Enterprise Fund	
▪ Provide Fleet Service 24/7	
▪ Provide manufacture and aftermarket training on new vehicles to properly maintain fleet	

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ Provide out-sourcing to local businesses for outside garage work as necessary	2
▪ Affix City logo and description on all City vehicles	

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

Activity/Goal	%
▪ Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs	1

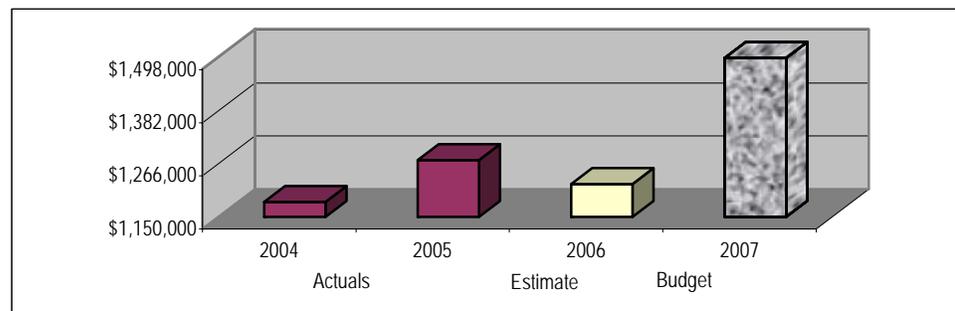
Performance Indicator: The Servicer Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment.

Outcome Results: City that provides responsive and cost efficient services
Well maintained and safe vehicles

Indicator	Type	2004	2005	2006	2007
FTE's Total-(Mechanics)		10 (6)	9 (6)	8 (5)	
City of Englewood Fleet size	Output	342	342	345	
City of Sheridan Fleet Size	Output	30	38	40	
Cherry Hills Fleet Size	Output	34	44	47	
Mechanic to Vehicle ratio	Result	68	71	86	
Average Fleet Availability	Efficiency	97.6%	97.3%	94.8%	
Average Age of Fleet	Result	9.89	9.62	8.82	
National Avg. Mech. to Vehicle ratio-multi class fleet	Efficiency	58	58	58	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	603,471	617,095	670,405	549,503	642,173
Commodities	15,858	19,791	22,010	21,998	22,010
Contractual	552,290	625,989	614,830	638,926	819,855
Capital	11,443	11,443	11,548	11,553	13,548
TOTAL	1,183,062	1,274,318	1,318,793	1,221,980	1,497,586



Department: Public Works
Division: Servicenter Admin.
Fund: Servicenter
Account: 611008

Description: The Servicenter facility is part of the Operations Division, providing maintenance and storage space for several City Departments. Provided are interior and exterior storage areas and areas where City maintenance functions can be performed.

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ Provide storage/work areas	
▪ Centralized maintenance staging areas	87
▪ Provide central communication and support for maintenance operations	

2. A City that is safe, clean, healthy and attractive.

Activity/Goal	%
▪ Provide site for hazardous household drop off program	
▪ Provide site for citizen mulch pickup	13
▪ Provide dumpsters for illegal trash and debris pickup	
▪ Maintain compliance and certifications on fuel storage and distribution	

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ N/A	0

4. A City that is business-friendly and economically diverse.

Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

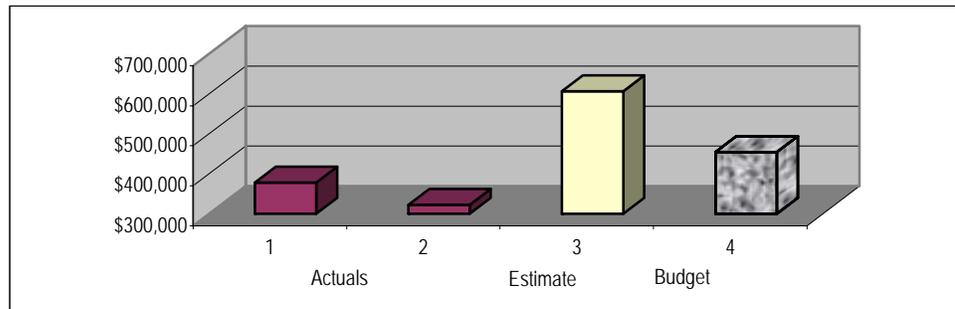
Performance Indicator: The Servicer Admin. Group provides general maintenance support and storage space for departments within the City of Englewood.

Outcome Results: Provide and maintain quality infrastructure
Adequate and usable space for storage and maintenance

Indicator	Type	2004	2005	2006	2007
Support mtce. operations		329,228	319,162	263,458	

History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	87,434	82,372	84,412	163,502	167,642
Commodities	49,755	27,376	8,500	13,095	10,150
Contractual	177,084	212,742	209,913	234,007	244,670
Capital	64,150	0	66,714	196,505	32,000
TOTAL	378,423	322,490	369,539	607,109	454,462



CAPITAL EQUIPMENT REPLACEMENT FUND
Schedule of Changes in Funds Available

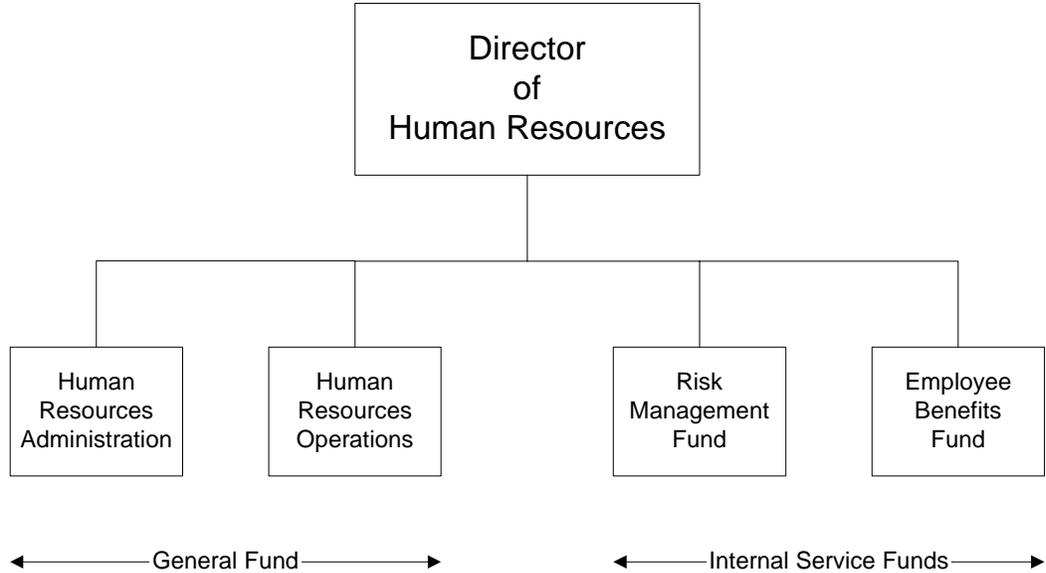
	<i>2002 Actual</i>	<i>2003 Actual</i>	<i>2004 Actual</i>	<i>2005 Actual</i>	<i>2006 Budget</i>	<i>2006 Revised Budget</i>	<i>2006 Estimated Actual</i>	<i>2007 Budget</i>
<i>Beginning Funds Available</i>	\$ 1,025,027	\$ 1,055,265	\$ 1,179,439	\$ 1,321,692	\$ 977,752	\$ 977,752	\$ 1,001,400	\$ 460,791
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
CERF Charges	751,529	717,935	686,683	712,593	669,035	669,035	707,635	680,633
Miscellaneous	184,038	26,987	97,942	132,512	85,000	85,000	92,887	85,000
<i>Total Operating Revenues</i>	935,567	744,922	784,625	845,105	754,035	754,035	800,522	765,633
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	935,567	744,922	784,625	845,105	754,035	754,035	800,522	765,633
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Operating Costs	17,768	3,448	14,262	33,404	22,000	22,000	22,000	22,000
<i>Total Operating Costs</i>	17,768	3,448	14,262	33,404	22,000	22,000	22,000	22,000
Capital Acquisitions	846,409	92,300	572,884	1,131,993	749,131	749,131	749,131	1,067,664
Operating transfers	41,152	525,000	55,226	-	-	570,000	570,000	-
<i>Total Uses of Funds</i>	905,329	620,748	642,372	1,165,397	771,131	1,341,131	1,341,131	1,089,664
<i>Ending Funds Available</i>	\$ 1,055,265	\$ 1,179,439	\$ 1,321,692	\$ 1,001,400	\$ 960,656	\$ 390,656	\$ 460,791	\$ 136,760

RISK MANAGEMENT FUND
Schedule of Changes in Funds Available

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Funds Available</i>	\$ 710,543	\$ 730,611	\$ 642,449	\$ 491,656	\$ 1,466,210	\$ 1,466,210	\$ 494,455	\$ 240,132
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Intergovernmental service charges:								
Property and liability	425,470	474,004	703,407	711,979	749,457	749,457	749,457	809,718
Workers' Compensation	340,191	383,633	400,602	409,662	448,767	448,767	448,767	488,914
Miscellaneous	90,323	14,700	8,620	27,973	10,000	10,000	33,606	20,000
<i>Total Operating Revenues</i>	855,984	872,337	1,112,629	1,149,614	1,208,224	1,208,224	1,231,830	1,318,632
Other Financing Sources	-	-	-	-	-	-	-	-
<i>Total Sources of Funds</i>	855,984	872,337	1,112,629	1,149,614	1,208,224	1,208,224	1,231,830	1,318,632
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Property and liability	427,683	548,842	539,102	735,024	747,105	747,105	742,195	788,985
Workers' Compensation	408,233	411,657	424,320	411,791	448,767	448,767	443,958	485,000
<i>Total Operating Expenses</i>	835,916	960,499	963,422	1,146,815	1,195,872	1,195,872	1,186,153	1,273,985
Transfers out	-	-	300,000	-	300,000	300,000	300,000	-
<i>Total Uses of Funds</i>	835,916	960,499	1,263,422	1,146,815	1,495,872	1,495,872	1,486,153	1,273,985
<i>Ending Funds Available</i>	\$ 730,611	\$ 642,449	\$ 491,656	\$ 494,455	\$ 1,178,562	\$ 1,178,562	\$ 240,132	\$ 284,779

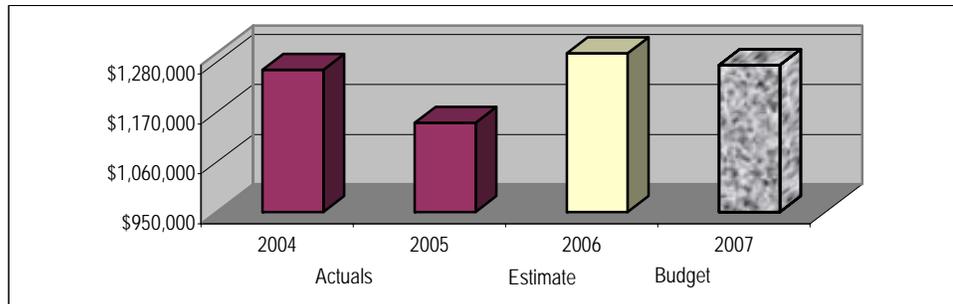
Department: Human Resources
Fund: Risk Management

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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	105,441	112,411	113,883	111,777	118,342
Commodities	1,181	2,072	20,000	16,008	20,000
Contractual	856,801	1,032,333	1,061,989	1,058,368	1,135,643
Capital	300,000	0	300,000	300,000	0
TOTAL	1,263,423	1,146,816	1,495,872	1,486,153	1,273,985



Department: Human Resources
Division: Risk Management
Fund: Risk Management
Account: 630503 Property & Liability, 630504 Worker's Compensation

Outcomes:

- 3. **A City that provides and maintains quality infrastructure**
 - Activity/Goal** %
 - Ensures adequate cost effective property insurances are maintained for all City assets 20

- 2. **A City that is safe, clean, healthy and attractive.**
 - Activity/Goal** %
 - 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. 22

- 3. **A progressive City that provides responsive and cost efficient services**
 - Activity/Goal** %
 - Ensures safety programs result in prevention of employee injury. 52

- 4. **A City that is business-friendly and economically diverse.**
 - Activity/Goal** %
 - N/A 0

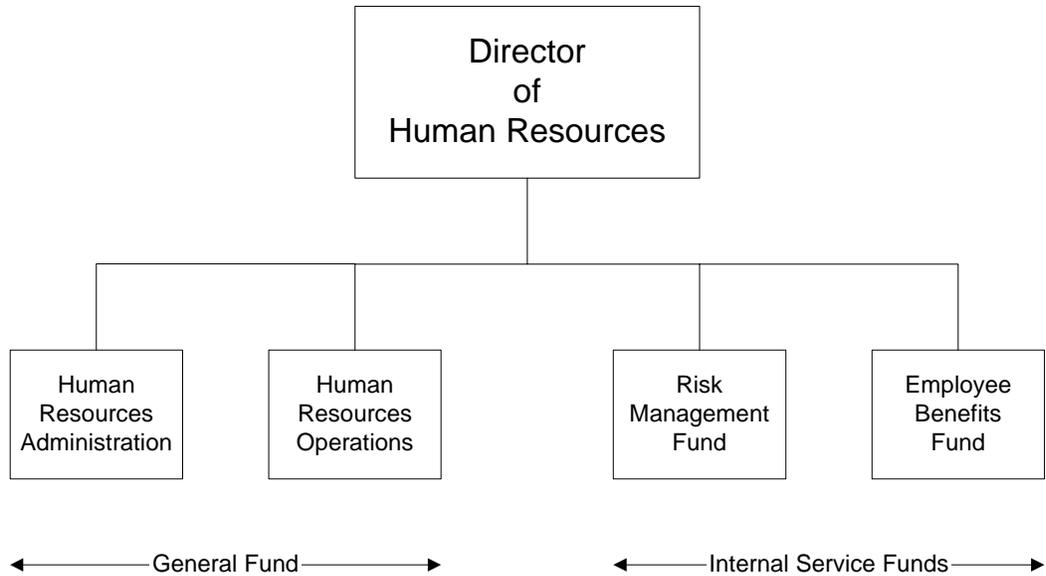
- 7. **A City that provides diverse cultural, recreational and entertainment opportunities.**
 - Activity/Goal** %
 - Ensure Risks related to City Recreational and cultural events are identified and addressed with appropriate risk financing and insurance coverage. 6
 - Ensure that special events and public art are evaluated for property and liability purposes

EMPLOYEE BENEFITS FUND
Schedule of Changes in Funds Available

	<i>2002</i> <i>Actual</i>	<i>2003</i> <i>Actual</i>	<i>2004</i> <i>Actual</i>	<i>2005</i> <i>Actual</i>	<i>2006</i> <i>Budget</i>	<i>2006</i> <i>Revised</i> <i>Budget</i>	<i>2006</i> <i>Estimated</i> <i>Actual</i>	<i>2007</i> <i>Budget</i>
<i>Beginning Funds Available</i>	\$ 612,189	\$ 84,200	\$ (65,133)	\$ 51,455	\$ 54,472	\$ 54,472	\$ 112,829	\$ 413,404
<i>Sources of Funds</i>								
<i>Operating Revenues</i>								
Departmental Charges:								
Medical	2,672,598	3,437,156	3,074,655	3,395,032	3,536,639	3,536,639	3,556,743	3,699,321
Dental	447,664	458,033	405,977	453,581	487,850	487,850	448,937	491,850
Life	64,726	71,458	62,872	54,200	72,000	72,000	50,786	72,000
LTD	46,804	121,199	72,042	71,730	88,970	88,970	43,406	99,780
Administrative fees	-	-	274,129	320,347	332,864	332,864	330,097	345,302
Miscellaneous	11,575	(2,711)	(2,861)	(3,135)	8,312	8,312	8,941	10,000
<i>Total Operating Revenues</i>	3,243,367	4,085,135	3,886,814	4,291,755	4,526,635	4,526,635	4,438,910	4,718,253
Other Financing Sources	-	-	300,000	-	300,000	300,000	300,000	-
<i>Total Sources of Funds</i>	3,243,367	4,085,135	4,186,814	4,291,755	4,826,635	4,826,635	4,738,910	4,718,253
<i>Uses of Funds</i>								
<i>Operating Expenses</i>								
Insurance and claims	3,587,723	4,089,029	3,920,622	4,078,888	4,365,689	4,365,689	4,284,943	4,527,235
Personal Services and admin	183,633	145,439	149,604	151,493	167,999	167,999	153,392	172,965
<i>Total Operating Expenses</i>	3,771,356	4,234,468	4,070,226	4,230,381	4,533,688	4,533,688	4,438,335	4,700,200
Transfers out	-	-	-	-	-	-	-	-
<i>Total Uses of Funds</i>	3,771,356	4,234,468	4,070,226	4,230,381	4,533,688	4,533,688	4,438,335	4,700,200
<i>Ending Funds Available</i>	\$ 84,200	\$ (65,133)	\$ 51,455	\$ 112,829	\$ 347,419	\$ 347,419	\$ 413,404	\$ 431,457

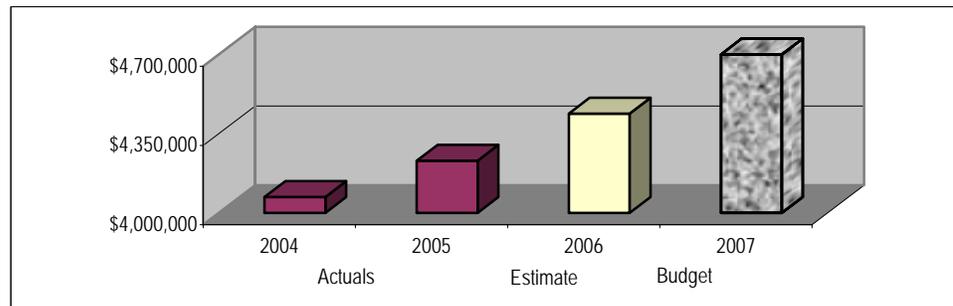
Department: Human Resources
Fund: Employee Benefits Fund

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



History & Budget:

Classification	2004 Actual	2005 Actual	2006 Revised Budget	2006 Estimated Actual	2007 Budget
Personal Services	108,010	111,274	113,040	110,920	118,006
Commodities	0	0	0	13	0
Contractual	3,962,218	4,119,108	4,420,648	4,327,402	4,582,194
Capital	0	0	0	0	0
TOTAL	4,070,228	4,230,382	4,533,688	4,438,335	4,700,200



Department: Human Resources
Division: Employee Benefits
Fund: Employee Benefits Fund
Account: 640505

Outcomes:

1. A City that provides and maintains quality infrastructure

Activity/Goal	%
▪ N/A	0

2. A City that is safe, clean, healthy and attractive

Activity/Goal	%
▪ N/A	0

3. A progressive City that provides responsive and cost efficient services

Activity/Goal	%
▪ Personnel & Admin Costs	100
▪ Wellness programs	
▪ Audit Reviews	
▪ Medical & Dental Insurances	
▪ Retiree Health Assistance	

4. A City that is business-friendly and economically diverse

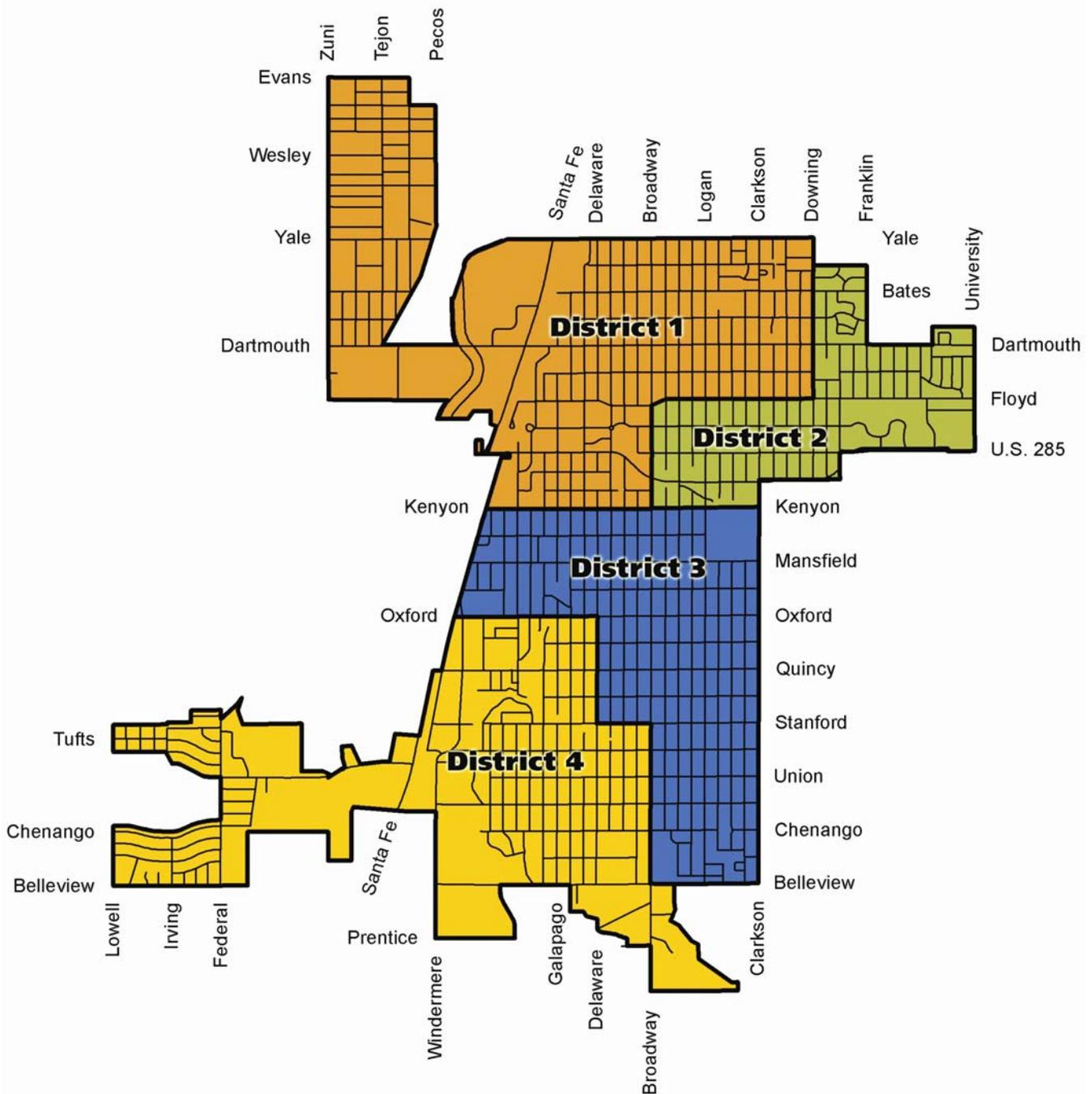
Activity/Goal	%
▪ N/A	0

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

Activity/Goal	%
▪ N/A	0

City of Englewood 2007 Council District Map

Mayor	Olga Wolosyn, At-Large
Mayor Pro-Tem.....	Jim Woodward, At-Large
Council Member	Ray Tomasso, District I
Council Member	John H. Moore, District II
Council Member	Laurett Barrentine, District III
Council Member	Wayne Oakley, District IV
Council Member	Bob McCaslin, At-Large



CITY OF ENGLEWOOD, COLORADO

**Schedules of Future Debt Service Requirements
December 31, 2006**

General Obligation Bonds, Series 2001					General Obligation Bonds, Series 2002			
Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2007	3.900	230,000	248,660	478,660	3.300	298,398	308,248	606,646
2008	4.100	240,000	239,690	479,690	3.500	325,000	291,645	616,645
2009	4.200	250,000	229,850	479,850	3.500	335,000	280,270	615,270
2010	4.350	260,000	219,350	479,350	3.750	345,000	268,545	613,545
2011	4.500	260,000	208,040	468,040	3.750	355,000	255,607	610,607
2012	4.600	285,000	196,340	481,340	3.650	375,000	242,295	617,295
2013	4.625	300,000	183,230	483,230	3.750	385,000	228,608	613,608
2014	4.750	310,000	169,355	479,355	3.900	400,000	214,170	614,170
2015	4.800	325,000	154,630	479,630	4.000	420,000	198,770	618,770
2016	4.850	340,000	139,030	479,030	4.150	435,000	181,770	616,770
2017	4.900	360,000	122,540	482,540	4.250	455,000	163,717	618,717
2018	4.950	375,000	104,900	479,900	4.350	470,000	144,380	614,380
2019	5.000	400,000	86,337	486,337	4.450	490,000	123,935	613,935
2020	5.100	415,000	66,338	481,338	4.500	515,000	102,130	617,130
2021	5.050	435,000	45,172	480,172	4.600	535,000	78,955	613,955
2022	5.100	455,000	23,205	478,205	4.700	560,000	54,345	614,345
2023	-	-	-	-	4.750	590,000	28,025	618,025
		<u>\$ 5,240,000</u>	<u>\$ 2,436,667</u>	<u>\$ 7,676,667</u>		<u>\$ 7,288,398</u>	<u>\$ 3,165,415</u>	<u>\$ 10,453,813</u>

Note Payable - Brownfields - 2001					Special Assessment Bonds - Paving District No. 38			
Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2007	2.00	90,630	9,433	100,063	5.40	26,000	2,344	28,344
2008	2.00	92,443	7,620	100,063	5.50	25,000	920	25,920
2009	2.00	94,292	5,771	100,063		<u>\$ 51,000</u>	<u>\$ 3,264</u>	<u>\$ 54,264</u>
2010	2.00	96,178	3,885	100,063				
2011	2.00	98,101	1,962	100,063				
		<u>\$ 471,644</u>	<u>\$ 28,671</u>	<u>\$ 500,315</u>				

Capital Lease - 2002				
Computer Equipment				
Year	Rate	Principal	Interest	Total
2007	4.11	173,598	5,369	178,967
		<u>\$ 173,598</u>	<u>\$ 5,369</u>	<u>\$ 178,967</u>

(Continued)

CITY OF ENGLEWOOD, COLORADO

**Schedules of Future Debt Service Requirements
December 31, 2006
(Continued)**

Year	General Obligation Water Bonds - 2004				Golf Course Revenue Refunding Bonds - 2003			
	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2007	3.375	110,000	121,263	231,263	3.55	55,000	161,625	216,625
2008	3.375	110,000	117,550	227,550	3.90	55,000	159,673	214,673
2009	3.500	110,000	113,838	223,838	4.15	55,000	157,528	212,528
2010	3.625	125,000	109,794	234,794	4.40	60,000	155,245	215,245
2011	3.750	125,000	105,341	230,341	4.65	60,000	152,605	212,605
2012	3.875	130,000	100,638	230,638	4.85	65,000	149,815	214,815
2013	4.000	140,000	95,488	235,488	5.00	70,000	146,663	216,663
2014	3.750	135,000	90,075	225,075	5.10	150,000	143,162	293,162
2015	3.875	150,000	84,563	234,563	5.75	155,000	135,512	290,512
2016	4.000	150,000	78,844	228,844	5.75	165,000	126,600	291,600
2017	4.000	150,000	72,938	222,938	5.75	175,000	117,112	292,112
2018	4.125	160,000	66,738	226,738	5.75	185,000	107,050	292,050
2019	4.750	170,000	60,031	230,031	5.75	195,000	96,413	291,413
2020	4.750	175,000	52,369	227,369	6.00	205,000	85,200	290,200
2021	4.750	185,000	43,819	228,819	6.00	220,000	72,900	292,900
2022	4.750	195,000	34,794	229,794	6.00	235,000	59,700	294,700
2023	4.750	205,000	25,294	230,294	6.00	245,000	45,600	290,600
2024	4.750	210,000	15,438	225,438	6.00	515,000	30,900	545,900
2025	4.750	220,000	5,225	225,225				
		<u>\$ 2,955,000</u>	<u>\$ 1,394,040</u>	<u>\$ 4,349,040</u>		<u>\$ 2,865,000</u>	<u>\$ 2,103,303</u>	<u>\$ 4,968,303</u>

Storm Water Revenue Bonds - 2001				
	Rate	Principal	Interest	Total
2007	4.40	65,000	70,573	135,573
2008	4.50	70,000	67,713	137,713
2009	4.60	70,000	64,563	134,563
2010	4.70	75,000	61,343	136,343
2011	4.80	80,000	57,818	137,818
2012	4.90	80,000	53,977	133,977
2013	5.00	85,000	50,057	135,057
2014	5.10	90,000	45,807	135,807
2015	5.15	95,000	41,217	136,217
2016	5.20	100,000	36,325	136,325
2017	5.25	105,000	31,125	136,125
2018	5.30	110,000	25,612	135,612
2019	5.35	115,000	19,782	134,782
2020	5.40	120,000	13,630	133,630
2021	5.50	130,000	7,150	137,150
		<u>\$ 1,390,000</u>	<u>\$ 646,692</u>	<u>\$ 2,036,692</u>

(Continued)

CITY OF ENGLEWOOD, COLORADO

**Schedules of Future Debt Service Requirements
December 31, 2006
(Continued)**

Colorado Water Resources and Power Development Authority

May 1, 2004 - Sewer Fund					May 1, 2004 - Sewer Fund			
Water Pollution Control Revolving Fund					Water Revenue Bond Program			
	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2007	3.87	5,351	1,219,191	1,224,542	4.11	5,000	951,225	956,225
2008	3.87	5,351	1,138,717	1,144,068	4.11	5,000	951,075	956,075
2009	3.87	5,351	1,149,670	1,155,021	4.11	5,000	950,925	955,925
2010	3.87	5,351	1,149,603	1,154,954	4.11	2,220,000	950,775	3,170,775
2011	3.87	5,351	1,149,524	1,154,875	4.11	2,305,000	861,975	3,166,975
2012	3.87	5,351	1,149,432	1,154,783	4.11	2,410,000	758,250	3,168,250
2013	3.87	5,351	1,149,315	1,154,666	4.11	2,530,000	637,750	3,167,750
2014	3.87	5,351	1,149,198	1,154,549	4.11	2,655,000	511,250	3,166,250
2015	3.87	5,351	1,149,081	1,154,432	4.11	2,790,000	378,500	3,168,500
2016	3.87	5,351	1,148,964	1,154,315	4.11	2,925,000	239,000	3,164,000
2017	3.87	1,182,571	1,148,834	2,331,405	4.11	1,855,000	92,750	1,947,750
2018	3.87	3,162,441	1,120,217	4,282,658		<u>\$19,705,000</u>	<u>\$ 7,283,475</u>	<u>\$ 26,988,475</u>
2019	3.87	3,258,759	1,021,527	4,280,286				
2020	3.87	3,360,428	919,831	4,280,259				
2021	3.87	3,467,448	814,962	4,282,410				
2022	3.87	3,574,468	706,754	4,281,222				
2023	3.87	3,686,839	595,206	4,282,045				
2024	3.87	3,799,210	480,150	4,279,360				
2025	3.87	4,007,899	272,896	4,280,795				
		<u>\$29,553,573</u>	<u>\$ 18,633,072</u>	<u>\$ 48,186,645</u>				

October 1, 1997 - Water Fund					November 15, 1990 - Sewer Fund				
State Revolving Loan Fund					State Revolving Loan Fund				
	Rate	Principal	Interest	Total		Principal	Interest	Refunding Savings (1)	Total
2007	4.141	717,442	410,083	1,127,525	4.642	818,133	115,802	(30,613)	903,322
2008	4.141	735,276	392,266	1,127,542	4.642	876,404	57,632	(28,325)	905,711
2009	4.141	755,852	372,978	1,128,830	4.642	938,826	(4,680)	(30,375)	903,771
2010	4.141	773,686	352,233	1,125,919	4.642	1,005,694	(71,432)	(28,950)	905,312
2011	4.141	795,634	330,360	1,125,994	4.642	1,077,325	(142,938)	(29,125)	905,262
2012	4.141	818,954	307,230	1,126,184	4.642	855,533	(245,036)	(30,700)	579,797
2013	4.141	845,018	282,289	1,127,307		<u>\$ 5,571,915</u>	<u>\$ (290,652)</u>	<u>\$ (178,088)</u>	<u>\$5,103,175</u>
2014	4.141	868,339	256,582	1,124,921					
2015	4.141	895,774	230,144	1,125,918					
2016	4.141	938,300	187,477	1,125,777					
2017	4.141	1,016,491	108,526	1,125,017					
2018	4.141	790,147	54,099	844,246					
		<u>\$ 9,950,913</u>	<u>\$ 3,284,267</u>	<u>\$ 13,235,180</u>					

(1) In 1996, the CWR&PDA advance refunded the bonds which funded this loan. The remaining present value savings will be refunded to the City over the original life of the loan.

(Continued)

CITY OF ENGLEWOOD, COLORADO

Schedules of Future Debt Service Requirements
December 31, 2006
(Continued)

Certificates of Participation, Series 2005 Refunding
Civic Center Project
Englewood Environmental Foundation, Inc.

Year	Rate	Principal	Interest	Total
2007	3.250	810,000	762,731	1,572,731
2008	3.250	835,000	736,000	1,571,000
2009	3.500	860,000	707,381	1,567,381
2010	3.500	890,000	676,756	1,566,756
2011	3.500	925,000	644,994	1,569,994
2012	3.625	955,000	611,497	1,566,497
2013	3.750	990,000	575,625	1,565,625
2014	4.000	1,025,000	536,563	1,561,563
2015	4.500	1,070,000	491,988	1,561,988
2016	4.250	1,115,000	444,219	1,559,219
2017	4.500	1,165,000	394,313	1,559,313
2018	4.500	1,220,000	340,650	1,560,650
2019	4.500	1,275,000	284,513	1,559,513
2020	4.500	1,325,000	226,012	1,551,012
2021	4.500	1,390,000	164,925	1,554,925
2022	4.500	1,455,000	100,912	1,555,912
2023	4.500	1,515,000	34,087	1,549,087
		<u>\$ 18,820,000</u>	<u>\$ 7,733,166</u>	<u>\$ 26,553,166</u>

**City of Englewood, Colorado
Legal Debt Margin Information
Last Ten Years**

Year	Assessed/Actual Valuation (1)	Debt Limit Percentage	Debt Limit	Debt Applicable to Limit	Legal Debt Margin	As a Percentage of Debt Limit
1996	\$ 258,529,500	3.00%	\$ 7,755,885	\$ 2,415,000	\$ 5,340,885	45.2%
1997	299,448,950	3.00%	8,983,469	2,055,000	6,928,469	29.7%
1998	302,263,550	3.00%	9,067,907	1,680,000	7,387,907	22.7%
1999	365,467,610	3.00%	10,964,028	1,285,000	9,679,028	13.3%
2000	371,825,997	3.00%	11,154,780	870,000	10,284,780	8.5%
2001	2,534,423,413	3.00%	76,032,702	6,250,000	69,782,702	9.0%
2002	2,575,902,094	3.00%	77,277,063	12,800,000	64,477,063	19.9%
2003	2,877,509,209	3.00%	86,325,276	12,800,000	73,525,276	17.4%
2004	2,896,261,123	3.00%	86,887,834	12,670,000	74,217,834	17.1%
2005	3,018,993,737	3.00%	90,569,812	12,455,000	78,114,812	15.9%

- (1) 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).

City of Englewood, Colorado
PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES

	1998	1999	2000	2001	2002	2003	2004	2005	2006	Budget 2007
General Fund (02)										
02-0201 City Manager	5.120	4.620	4.310	6.010	5.700	5.680	5.600	5.000	5.500	5.500
02-0301 City Attorney	5.690	4.400	6.400	7.200	6.900	6.900	4.800	5.375	5.380	5.500
02-0401 Municipal Court	9.130	9.010	9.610	12.800	13.800	11.050	10.200	10.990	10.990	10.990
02-0501 Human Resources - Administration	2.000	5.000	5.000	5.000	5.000	5.000	4.620	3.620	4.675	4.675
02-0503 Human Resources - Employee Services	3.200	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal - Human Resources	5.200	5.000	5.000	5.000	5.000	5.000	4.620	3.620	4.675	4.675
02-0601 Finance & Admin Services - Administration	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
02-0602 Finance & Admin Services - City Clerk	2.750	3.000	3.300	3.000	3.750	2.950	2.950	3.000	3.000	3.000
02-0603 Finance & Admin Services - Accounting	5.300	4.300	4.800	4.800	4.700	6.100	5.300	5.330	5.580	5.330
02-0604 Finance & Admin Services - Revenue & Budget	8.060	8.130	7.870	7.870	8.100	8.000	8.000	8.000	8.000	8.000
02-0605 Finance & Admin Services - Purchasing	2.200	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
Subtotal - Finance & Administrative Services	20.310	19.430	19.970	19.670	20.550	20.050	19.250	19.330	19.580	19.330
02-0701 Information Technology	7.250	7.000	7.000	8.000	10.000	10.000	10.000	8.500	9.600	9.600
02-0801 Community Development	8.000	12.000	12.000	13.000	13.000	13.000	11.500	11.500	12.000	12.000
02-0801 Housing	0.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal - Community Development	8.000	13.000	12.000	13.000	13.000	13.000	11.500	11.500	12.000	12.000
02-1001 Public Works-Administration	2.000	2.000	2.000	2.000	2.000	2.000	2.000	3.310	2.000	2.000
02-1002 Public Works - Engineering Services	7.000	6.670	6.670	7.000	5.000	4.340	6.900	2.750	3.334	3.334
02-1003 Public Works - Streets & Drainage	15.000	16.000	16.000	15.000	15.000	14.000	13.900	13.000	13.000	13.000
02-1004 Public Works - Traffic Maintenance	4.000	4.000	4.000	4.000	7.000	7.000	7.000	7.130	6.500	6.500
02-1005 Public Works - General Operations & Maint	22.000	24.000	27.000	27.000	25.000	24.000	25.000	23.000	22.700	22.700
Subtotal - Public Works	50.000	52.670	55.670	55.000	54.000	51.340	54.800	49.190	47.534	47.534
02-1101 Safety Services - Administration	15.500	13.960	11.300	11.950	13.200	11.500	11.600	10.625	10.700	10.700
02-1102 Fire- Operations	56.380	56.380	59.800	53.000	53.000	56.000	55.000	52.000	55.000	55.000
02-1103 Fire - Support Services	3.000	3.000	3.000	7.000	7.000	4.000	4.000	3.000	3.000	3.000
02-1104 Police - Communications & Records	19.360	20.200	19.500	21.620	20.630	19.500	17.000	17.250	19.630	19.630
02-1105 Police - Operations	48.500	49.370	55.900	56.050	56.880	54.880	52.370	62.750	49.950	49.950
02-1106 Police - Support Services	18.000	21.000	22.000	22.000	22.000	21.000	22.900	8.000	20.200	20.200
02-1107 Building & Safety	7.000	7.000	8.000	8.000	8.000	8.000	7.000	7.000	7.000	7.000
02-1108 Neighborhood & Environmental Services	7.000	9.000	9.000	10.000	10.000	10.000	8.000	8.000	6.000	6.000
Subtotal - Safety Services	174.740	179.910	188.500	189.620	190.710	184.880	177.870	168.625	171.480	171.480
02-1201 Library	16.070	17.590	19.270	19.460	19.000	18.810	17.200	15.625	16.380	16.380
02-1301 Recreation - Administration	3.000	3.000	4.000	4.000	4.000	4.000	4.000	5.000	4.000	4.000
02-1302 Recreation - Rec Center	2.000	2.000	2.000	2.000	2.000	2.000	6.200	6.250	7.160	7.160
02-1303 Malley Center	0.000	0.000	0.000	0.000	0.000	0.000	2.000	2.000	2.780	2.780
02-1304 Recreation Programs	0.000	0.000	0.000	0.000	0.000	0.000	9.300	7.000	7.000	7.000
02-1305 Parks	13.000	15.000	19.000	18.000	18.000	18.500	15.000	17.000	17.000	17.000
02-1308 Pirates Cove	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.250	0.250
Recreation - Adult Cultural Arts	0.900	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Adult Ed, Special Events - Malley	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Adult Spl Int, Ed & Travel	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Before & After School	1.000	1.000	1.000	1.000	2.000	1.000	0.000	0.000	0.000	0.000
Recreation - Youth Programs	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Outdoor & Environment Rec	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - Senior Citizen Rec	2.000	2.000	2.000	2.000	2.000	0.020	0.000	0.000	0.000	0.000
Recreation - Aquatics Indoor Pool	1.000	1.000	1.000	1.000	2.000	1.670	0.000	0.000	0.000	0.000
Recreation - Aquatics Outdoor Pool	0.000	0.000	0.000	0.000	1.000	0.330	0.000	0.000	0.000	0.000
Recreation - Fitness & Dance	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000

City of Englewood, Colorado
PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES

	1998	1999	2000	2001	2002	2003	2004	2005	2006	Budget 2007
Recreation - Playgrounds & Daycamp	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Marketing & Publications	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Special Events	0.000	0.000	0.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - LDC Interchange Maintenance	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Adult Sports	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Youth Sports	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Recreation - Ballfield Maintenance	0.000	0.000	0.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Subtotal - Recreation	29.900	31.000	36.000	38.000	43.000	37.520	36.500	37.250	38.190	38.190
Total General Fund	331.410	343.630	363.730	373.760	381.660	364.230	352.340	335.005	341.309	341.179
Water (40), Sewer (41) & Storm Drainage (42)										
40-1601 Source of Supply	4.700	4.700	4.730	4.730	4.740	4.740	5.000	5.000	4.450	4.450
40-1602 Power & Pumping	2.200	2.200	3.200	3.200	3.200	3.200	3.000	3.000	3.200	3.200
40-1603 Purification	7.200	8.200	8.200	8.200	8.200	8.200	8.000	9.000	7.200	7.200
40-1604 Transmission & Distribution	9.200	9.200	7.700	7.700	7.700	7.700	8.000	8.000	7.700	7.700
40-1607 Administration & General	5.830	6.120	6.120	6.120	6.120	6.120	14.000	15.670	6.420	6.420
41-1605 Wastewater Collections	4.000	4.000	4.000	4.000	4.500	4.500	4.000	5.000	5.700	5.700
41-1607 Administration - Sewer	6.580	6.580	7.370	7.370	7.370	7.370	0.000	0.000	9.195	9.195
42-1606 Storm Drainage	0.700	0.650	0.650	0.650	0.650	0.650	0.650	0.000	0.450	0.450
Total - Water, Sewer and Storm Drainage	40.410	41.650	41.970	41.970	42.480	42.480	42.650	45.670	44.315	44.315
Golf Course Fund (43)										
43-1306 Golf Course - Operations	3.000	3.000	2.000	2.000	3.000	3.000	3.000	2.975	2.750	2.750
43-1307 Golf Course - Maintenance	5.000	6.500	6.500	6.500	6.500	6.500	6.000	7.000	6.000	6.000
Total - Golf Course	8.000	9.500	8.500	8.500	9.500	9.500	9.000	9.975	8.750	8.750
44-1006 Concrete Utility Fund	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	3.531	3.531
60-0610 Central Services - Print Shop	1.250	1.250	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
61-1007 ServiCenter-Garage	10.000	10.000	10.000	10.000	11.000	11.000	10.000	11.000	9.000	9.000
61-1008 ServiCenter-Administration	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.300	1.300
Total - ServiCenter	10.000	10.000	10.000	10.000	11.000	11.000	10.000	11.000	10.300	10.300
63-0503 Self-Insurance (Property & Liability)	1.000	1.000	1.000	1.000	1.000	1.500	1.500	1.500	1.400	1.400
64-0505 Self-Insurance (Employee Benefits)	1.800	1.800	2.680	2.750	2.600	1.500	2.300	1.500	1.400	1.400
85-8501 Englewood Environmental Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.750
Littleton/Englewood Treatment Plant (LEWWTP) Fund (90)										
90-1701 Projects Regulatory Management	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000
90-1702 Beneficial Use	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000
90-1703 Maintenance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	18.000	18.000
90-1704 Operations	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	26.000	26.000
90-1705 Laboratory	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.400	6.400
90-1706 Business Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.730	10.730
90-1707 Pretreatment	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000
Total - LEWWTP	60.000	60.000	60.000	70.000	72.000	74.000	74.000	74.000	75.130	76.130
GRAND TOTAL	453.870	468.830	488.880	508.980	522.240	506.210	493.790	480.650	487.885	488.755

*Recreation, including Golf Course, hires seasonal temporaries and does not budget these as Full Time Equivalents.
There are also various temporary positions and internships.
Upon conversion to the new financial system, many divisions were combined. We have tried to show both the old and new structure when possible.

City of Englewood, Colorado
Operating Indicators by Function/Program
Last Ten Years

Function/Program	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Police										
Number of law violations	18,693	19,492	21,750	22,734	44,086	46,800	45,292	21,754	22,228	38,904
Number of uniformed officers	68	66	66	70	70	77	73	73	68	69
Fire										
Number of calls	3,270	3,451	3,607	3,525	3,663	3,930	4,131	3,802	3,595	4,100
Number of firefighters	55	56	57	57	57	59	59	48	52	55
Building Division										
Commercial construction value	4,036,418	2,795,161	16,066,692	10,740,155	11,781,275	6,564,000	24,067,405	5,957,074	603,833	2,792,800
Number of units	12	16	16	12	9	7	7	8	3	5
Residential construction value	1,414,173	935,082	1,470,246	2,076,660	31,280,439	10,957,401	565,844	570,066	638,115	2,846,597
Number of units	21	18	24	18	482	292	4	3	6	21
Building permits value	22,487,618	41,305,470	38,422,456	39,977,232	66,472,265	67,555,400	46,208,851	37,487,565	29,107,108	26,092,072
Number of permits	2420	2344	2588	2543	2302	2948	2524	2261	2352	2110
Parks and Recreation										
Englewood Recreation Center										
Admissions	n/a	n/a	n/a	302,000	312,000	307,000	310,000	303,000	313,000	310,000
Malley Recreation Center										
Memberships	2184	2627	3262	3,701	3,841	3,972	4,001	4,069	4,281	4,116
Park Shelter Reservations	n/a	n/a	n/a	488	562	559	558	521	509	487
Golf Rounds Played:										
9 hole	22,013	23,129	23,728	22,454	21,929	21,937	22,413	21,033	19,718	19,672
18 hole	36,063	34,048	35,549	34,017	34,301	33,767	34,534	32,072	28,484	30,113
Par 3 Course	13,097	20,908	21,894	23,730	26,176	26,701	27,344	24,734	22,131	20,469
Water										
New connections	33	37	22	46	39	39	23	12	18	11
Water Main Breaks	26	18	29	21	23	16	26	30	30	45
Average Daily Consumption (Millions of gallons)	7.527	7.293	7.000	8.070	8.875	8.370	8.000	7.430	5.200	7.010
Peak Daily Consumption (Millions of gallons)	n/a	n/a	17.5	18.1	20.5	17.7	16.5	16	15.2	16.2
Wastewater										
Average Daily Sewage Treated (Millions of gallons)	24.3	25.5	27.7	29.7	25.7	26.5	24.3	22.6	22.3	21.4

n/a - not available

Sources: Various City Departments

City of Englewood, Colorado
Capital Asset Statistics by Function/Program
Last Ten Years

<u>Function/Program</u>	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Police										
Marked police vehicles	33	35	35	35	23	23	23	23	23	21
Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations										
	3	3	3	3	3	3	3	3	3	3
Public Works										
Miles of streets and alleys										
Streets	118.44	118.96	118.96	121.11	121.11	121.48	121.48	121.48	121.63	121.63
Alleys	39.5	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	12
Acreage	166.1	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	5
Acreage	2.86	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	3
Acreage	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67
Athletic fields	2	2	2	3	3	3	3	3	3	3
Acreage	28.87	28.87	28.87	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	9
Acreage	34.15	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	11
Acreage	8.92	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	6	6	6	6
Acreage	5.54	5.54	5.54	5.54	5.54	5.54	5.54	5.54	5.54	5.54
Recreation Centers	2	2	2	2	2	2	2	2	2	2
Swimming pools	2	2	2	2	2	2	2	2	2	2
Golf courses - 18 hole	1	1	1	1	1	1	1	1	1	1
Golf courses - 9 hole	1	1	1	1	1	1	1	1	1	1
Golf courses - Par 3	1	1	1	1	1	1	1	1	1	1
Water										
Water Mains (miles)	155	155	155	155	155	155	155	155	155	155
Fire hydrants	550	550	550	550	550	550	550	550	550	550
Storage Capacity (Millions of gallons)	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5
Daily Plant Capacity (Millions of gallons)	28	28	28	28	28	28	28	28	28	28
Wastewater										
Sanitary Sewers (miles)	530	530	530	530	530	530	530	530	530	530
Treatment Capacity (Millions of gallons)	32	32	32	32	32	36.3	36.3	36.3	36.3	36.3

Sources: Various City Departments

City of Englewood, Colorado

GLOSSARY

Accrual Basis of Accounting	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
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.
Appropriation	The maximum level of spending for each fund and each department as authorized annually by the City Council.
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 current revenues equal 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.
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.
Capital Project	A specific and identifiable improvement or purpose for which expenditures are proposed.
CDOT	Colorado Department of Transportation.
CERF	Capital Equipment Replacement Fund, used to replace the “rolling stock” on a scheduled basis.
CML	Colorado Municipal League.
Commodities	Goods purchased such as office supplies, janitorial supplies, chemicals or other operational supplies.
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.
CRPA	Colorado Recreation and Parks Association.

Glossary Continued

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.
DOT	Department of Transportation.
DRCoG	Denver Regional Council of Governments.
EHA	Englewood Housing Authority.
EMC	Englewood Municipal Code
EMS	Emergency Medical Services.
EPA	Environmental Protection Agency.
EPL	Englewood Public Library.
ERC	Englewood Recreation Center. May also be called the Community Center.
EURA	Englewood Urban Renewal Authority.
Fund	An accounting entity with a separate set of self-balancing accounts which comprise its assets, liabilities, fund balance, revenues and expenditures. 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 fund assets and fund liabilities of governmental and similar trust funds.
General Obligation Bonds	Bonds that finance public projects such as streets, municipal facilities and park improvements. Repayment of the bonds is done 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: 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.

Glossary Continued

* 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 used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds.
LEWWTP	Littleton/Englewood Wastewater Treatment Plant
MYCP	Multi-Year Capital Plan. Also CIP (Capital Improvement Plan).
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	Payment In Lieu of Tax
Proprietary Funds	These are sometimes referred to as income determination or commercial-type funds. This classification is used to account for a government's ongoing organizations and activities that are similar to those found in the private sector (i.e enterprise and internal service funds).
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, voters approved an increase in the tax to 1%.
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

Glossary Continued

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.

TABOR

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.

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.

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.

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.

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.

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.

TMDL

Total maximum daily load.

USEPA

See EPA.