

2008

BUDGET



City of Englewood
COLORADO

1000 Englewood Parkway
Englewood, Colorado 80110

www.engagewoodgov.org

City of Englewood, Colorado

2008 Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Englewood
Colorado**

For the Fiscal Year Beginning

January 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Englewood, Colorado** for the Annual Budget beginning **January 01, 2007**. 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.



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, 2008

Honorable Mayor, City Council Members,
Citizens and Employees of the City of Englewood, Colorado

We are pleased to submit the Budget for 2008. This budget provided many challenges that were met with shared efforts by everyone involved in the process.

The Budget has been 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, and 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.

Budget Document

The Budget document is organized into three major sections. The **introduction section** provides a list of principal officials, the City's organizational chart, and general City information. The **primary 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; with some funds further broken down by division providing outcome based goals/activity statements and, where applicable, performance indicators are also provided. The **supplemental information section** includes and the ordinances adopting the 2007 Mill Levy, the 2008 Budget, the 2008 Appropriations, other information of general interest and a glossary of terms.

Budget Elements

The Budget funds services and amenities provided to the citizens of Englewood. The City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets, sidewalks (curb and gutters) and other infrastructure, library services and general government services. Recreational opportunities in Englewood include eleven parks, nine athletic fields, an award-winning recreation center, a widely used 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. The City also operates its own water treatment plant, and water distribution system, provides the wastewater collection system and jointly manages a wastewater treatment plant with the City of Littleton, our neighbor city to the south.

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

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

As part of their individual budgets, departments identified their activities and/or goals that support these outcomes. Some departments added measures to their activities and/or goals to provide performance information essential to manage the desired outcomes and to make sound 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 allocated in a manner that best achieves the prioritized outcomes. We continue to refine the outcome based budgeting process to help us focus our resources most effectively to meet the needs of our citizens.

General Fund

The 2008 budget identifies on-going challenges for the City. The 2008 budget projects an imbalance between revenues and expenditures that negatively impacts the 2007 fund balance. This is a concern for 2008 as well as the current forecasts for the "out years" that projects deficits due to expenditures growing faster than revenues.

Estimated Fund Balance

We were able to produce a budget that projects an unreserved/undesignated fund balance of ten percent of revenues by various cost reduction measures, revenue increases and transfers from the Englewood/McLellan Reservoir Foundation (EMRF) and the Golf Course redevelopment projects, of \$800,000 and \$1,580,333 respectively. We anticipate receiving the EMRF funds by the end of 2007 or early 2008.

The General Fund unreserved/undesignated fund balance for 2007 is projected at 11.40% of revenues, and the undesignated, reserve for 2008 is projected to be 10.00%.

Estimated Revenues

Before interfund transfers, total General Fund revenues are projected at **\$37,077,450** for 2008, an increase of **2.35 percent** from the **2007 revenue estimate of \$36,226,251**. The 2007 and 2008 sales tax estimate includes sales taxes that previously were paid to the trustee 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 2007 EURA estimated sales tax amount is for the period August 23, 2007 through December 31, 2007. The estimated additional sales tax associated with the EURA district for 2008 is \$1.1 million. Sales and use tax revenues, which comprise approximately 60 percent of our General Fund revenues in 2008, are estimated at **\$22,000,000 a 2.33 percent** increase over estimated 2007 sales taxes.

Other Revenue Budget Information

- The Property tax revenues are estimated at \$2,820,000, \$255,000 over 2007
- An interest income increase of \$55,500 is due to anticipated higher interest rates

Expenditure Appropriations

With 2008 revenues projected at **\$37,077,450** and proposed expenditures of **\$39,493,551** the unfavorable variance between revenues and expenditures is projected at **\$2,416,101**. The 2008 interfund transfer from the Public Improvement Fund to the General Fund is \$1,813,789. This amount represents the debt service for the Brownfields Loan, Selbe Lease, Fire Truck Lease and a one-time transfer from the Golf Course development funds (\$1,580,333). The ServiCenter Fund and the Central Service Fund will also transfer \$60,000 and \$100,000 respectively to the General Fund. After interfund **transfers of \$1,973,789**, the projected deficit for 2007 is **\$442,312**. The 2008 revenue/expenditure deficit will reduce fund balance to approximately 13.22 percent of budgeted revenues.

The contingency budget provides funds to pay accrued leave payouts for separating employees.

The budget provides for the following cost reductions and/or revenue enhancements:

- **City Manager's Office** – Allocate Salary of a Program Administrator Position to the Malley Center Budget totaling \$40,660, a net savings of \$18,000
- **Municipal Court** – Increased Court fees by 25%, \$13,500

- **Human Resources** – Eliminate the publication of City Beat, Reduce Recruitment Advertising and Reduce Technical Training Budget, a net savings of \$11,800
- **Finance and Administrative Services** – Eliminate a vacant Sales Auditor Position and achieve a 10% Savings from an Accounting position salary allocated to Central Services Fund - \$79,255
- **Information Technology** – Savings from Qwest telephone circuits, pay phones and Library internet connectivity - \$29,000
- **Community Development** – Savings from zoning regulations publications and marketing - \$50,000
- **Safety Services** – Savings from department reorganization due to resignation of department director, reduce vehicle maintenance fees, eliminate one part-time police position and 50% reduction of hours for three part-time police positions and the elimination of a part-time civilian investigator - \$244,565; Increase police fees revenue by \$7,332
- **Library Services** – Reduce two vacant library positions, a net savings of \$83,600
- **Parks and Recreation** – Increase program fees revenue, \$144,000; Malley Center net increase in expenses due to allocation of a City Manager position plus elimination of Programmer Position (\$40,660), Transferring sound costs to Sound of Summer Concert performers, \$15,000; Pirates Cove savings through utility cost reductions, \$65,000; Parks savings through allocation of parks maintenance worker salary to Open Space Fund, delay filling parks maintenance position until April 1, 2008 and reduce equipment, commodities and CERF, \$135,000. The net savings and additional revenue for the department is \$318,340
- **Public Works** – Reduce two vacant custodial positions - \$80,000

The salary and wages in each of the department budgets include amounts to continue the City's performance and market pay philosophy. The City's cost of medical healthcare insurance coverage per employee increased 8% for 2008. Excluding personnel, fuel and energy costs, minimal increases are proposed for operating and maintenance costs for 2008.

Special Revenue Funds

- The Conservation Trust Fund provides for parks, recreation and open space projects budgeted at \$401,500 for 2008.
- The Open Space Fund provides for a variety of parks and open space projects totaling \$878,955.
- The Commercial Revolving Loan Fund, as authorized by Council, provides approximately \$200,000 to the Micro Business Loan program.
- The Community Development Fund continues to account for the art Shuttle program. Funding will be shared between RTD and the City. The 2008 budget provides for a \$72,000 payment to RTD from the Community Development department's budget to offset shuttle operating costs of RTD, which are approximately \$300,000.

Debt Service Funds

- The General Obligation Bond Fund provides debt service for existing debt and no new additional debt.
- The Paving District #38 Fund will satisfy its debt obligation in 2007 and no debt service is required in 2008.

Capital Projects Funds

- The General Fund is not in the position to transfer funds to the Capital Projects Funds in 2008.
- The Public Improvement Fund (PIF) will provide \$2,076,500 for essential infrastructure maintenance projects and equipment. Of the PIF's total funding, additional project costs amounting to \$847,052 are accounted in the Capital Projects Fund.

Enterprise Funds

- The budget does not provide rate increases for water or wastewater beyond those previously approved by City Council with Resolution No. 93, Series of 2004 (Water Rates) and Resolution No. 49, Series 2003 (Sewer Rates). Water service user fees will increase 7% on January 1, 2008. Sewer service user fees will increase 14% on January 1, 2008.
- There are no 2008 user fee increases for the storm water drainage or concrete utility services.

- The Golf Course will open in its entirety beginning spring 2008 and no 2008 fee increases are scheduled.

Internal Service Funds

- The Central Services fund is submitting a status quo budget.
- The Public Works Director and the Deputy City Manager continue to monitor the fleet utilization. As it is deemed appropriate, the fleet size will be downsized. This in turn will hopefully reduce the cost of acquiring and maintaining the City's "rolling stock." Both the ServiCenter and Capital Equipment Replacement funds are proposing a status quo budget.
- The City staff continues to find ways to negotiate lower insurance premiums for employee benefits as well as for City property. The Employee Benefits fund has budgeted an eight percent increase in medical health insurance in 2008 while dental insurance will remain at the 2007 level. The Risk Management fund has included an 8.67% increase for property and liability insurance and status quo for workers' compensation insurance for all divisions except for fire operations due to the passage of HB-1008, which presumes most cancers contracted by firefighters are work related.

In order to meet any potential General Fund shortfalls in revenues or unanticipated expenditures over the next year and for the next several years, City management and City Council will closely monitor expenditures and revenues to maintain the required 10% unreserved/undesignated fund balance. In addition, looking toward 2009 and beyond, in order to reduce the need for periodic transfers the City will need to **actively** look for ways to **reduce operating expenditures and find new sources of revenues**. While this goal will not be easy, it does provide the City with opportunities to develop and utilize new long term revenue sources and, perhaps, find different ways to deliver services to our citizens. With a great deal of review and consideration, I believe that, collectively, we will be able to meet the financial challenges of the future.

We believe that the budget provides a comprehensive program for providing quality services and amenities to the community based upon conservative revenue estimates.

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, 2007. 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 City Council, the Municipal Court Administrator and the department directors for their continuing efforts with the budget process. I believe the City employees utilize creative and cost effective solutions to maintain the many high quality services that our citizens enjoy at a very reasonable price. I would especially like to thank Deputy City Manager, and the staff of the Finance and Administrative Services Department for their work in the preparation and compilation of the 2008 budget.

Respectfully submitted,

Gary L. Sears
City Manager

Introduction

City of Englewood, Colorado

Principal Officials

Elected Officials

City Council

Mayor Jim Woodward, At-Large
Mayor Pro-Tem John H. Moore, District 2
Council Member Joe Jefferson, District 1
Council Member Randy Penn, District 3
Council Member Wayne Oakley, District 4
Council Member Bob McCaslin, At-Large
Council Member Jill Wilson, At-Large

Municipal Judge Vincent Atencio

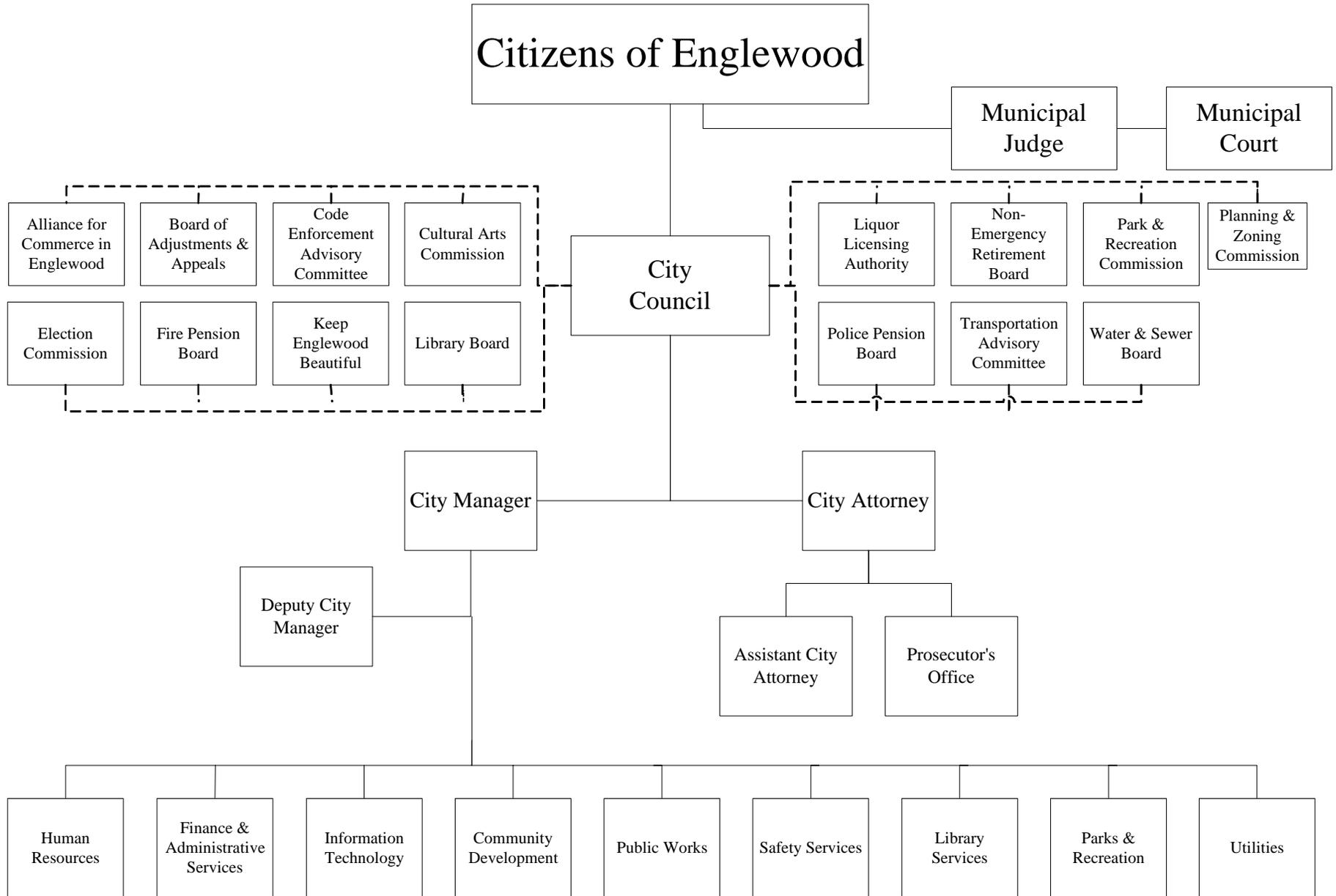
City Officials

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 and Administrative Services Director Frank Gryglewicz
Information Technology Director Vacant
Community Development Director Alan White
Public Works Director Rick Kahm
Safety Services Interim Director Tom Vandermee
Library Services Director Hank Long
Parks and 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 Jennifer Nolan
Purchasing Administrator Don Clarke
Central Services Administrator Ed McKee

City of Englewood, Colorado Organizational Chart



City of Englewood, Colorado Historic Overview

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

The discovery of gold brought settlers to the area. Gradually, small settlements such as Petersburg, Cherrelyn, 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 comprised of seven saloons, a grocery store, and two sporting houses.

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

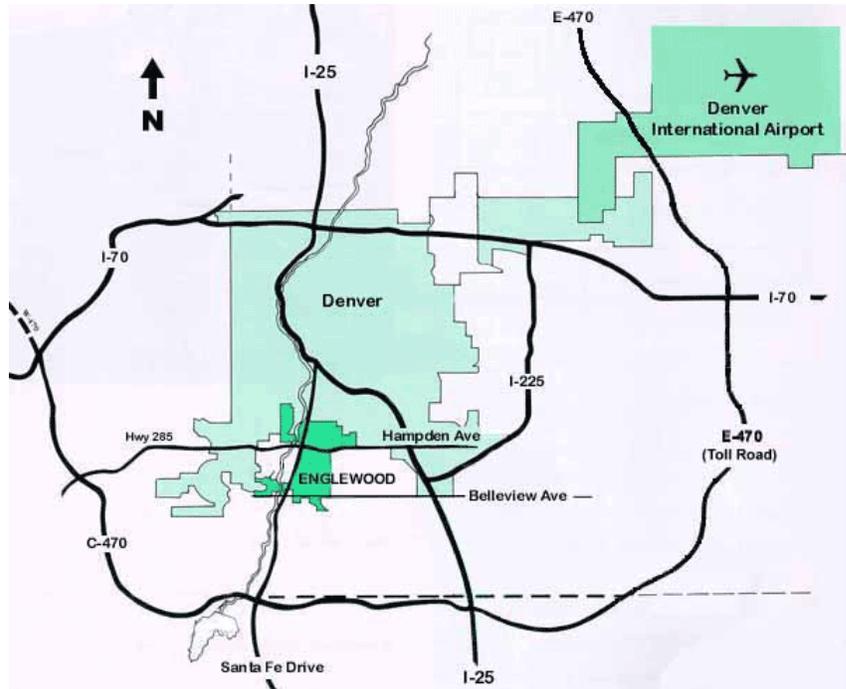
In 1952 the Council-Manager form of government was adopted.

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

On March 7, 1968, Cinderella City, the largest shopping mall west of the Mississippi 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 provided the following statement about his work: *A tree grows and blooms with branches and leaves. In much the same manner a city branches out with streets and blooms with industry and homes. The circle represents order and protection. Just as a city is never perfect or complete, an imperfect "E" is contained in the mark. The color green confirms life.*



City of Englewood, Colorado

City Profile

Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and 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.

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

In addition to the recreational opportunities, the City provides a full range of services, including police (1 Station) and fire protection (3 Stations), 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.

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

The City of Englewood has several boards and commissions made up of council members, residents, local businesspeople, and others who are interested in their community. Members are interviewed and appointed by City Council, and provide guidance for many of Englewood's programs and projects.

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

Englewood residents have direct light rail access to two college campuses. To the south, Arapahoe Community College offers comprehensive courses leading to both the Associate of Arts and the Associates of Science degrees. To the north, the 37,000 student Auraria campus is home to three colleges: the University of Colorado at Denver, the Community College of Denver and Metropolitan State College of Denver. Other four year colleges/universities in the Denver Metro area include: University of Colorado-Boulder, Colorado State University (Fort Collins), University of Northern Colorado (Greeley), Colorado School of Mines (Golden), Regis University (Denver) and University of Denver.

Economic Outlook

Colorado The 2008 forecast is provided from the 2008 Colorado Business Economic Outlook report prepared by the Business Research Division of the University of Colorado Leeds School of Business. The 2008 Colorado Business Economic Outlook, forecasts, for the fourth consecutive year, moderate job growth (in the range of 43,000-56,000) for Colorado in 2008. Colorado's employment growth rate is expected to be 1.9% in 2008 or 43,300 additional jobs, as compared to the nation's growth rate of 1.1%. This employment projection is above the annual 10-year average (1997-2006) of 37,800 jobs. The State's population is expected to increase by more than 100,000 persons to 5 million.

Total state employment rose by nearly 300,000 jobs for the period 1997-2006. Fifty-four percent of these jobs were in the Professional and Business Services, Educational and Health Services and Government Supersectors. Two-thirds of the projected 2008 expansion will be in these areas. The Manufacturing sector lost jobs during this period.

In 2008 the Natural Resources and Mining Supersector will add 5,000 jobs while 1,000 Construction and 4,000 Manufacturing positions will be eliminated. Therefore, no jobs are projected in the goods-producing segments. The service sectors added 57,700 jobs in 2007 and 43,300 are estimated for 2008. Only the Financial Activities and Information Supersectors will show weak growth in 2008.

Although the Colorado economy is anticipated to outperform the nation, the State will continue to feel the effects of the housing slump and the subprime credit correction. Renewable and traditional energy growth will impact the development of the State's economy. Colorado will gain from its exposure from hosting the 2008 Democratic National Convention (approximately \$150 million in economic benefits) and other major conventions as well as from the successful seasons of the Rockies, Avalanche and Nuggets. The Governor's Office of State Planning and Budgeting projects a 3% gross general fund increase for 2008 and a 4% increase in 2009.

The top three State issues for 2007 are: 1) funding and maintaining quality education, 2) immigration, and 3) water availability/drought. Additionally, the real estate slowdown and foreclosures; increased healthcare and insurance costs; transportation funding; and traffic congestion are major concerns.

The challenges facing Colorado businesses are: 1) the availability of qualified workforce and workforce training, 2) the rise in energy/fuel costs, and 3) the increasing costs (materials, labor and benefits). Governmental control, tax reform, regulation and the downturn in the real estate market will also impact businesses in Colorado.

Metro Denver The 2007 economic update for the Denver Metro Area is provided by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research to the Colorado General Assembly. Per the **September 2007** report, **employment**, an important barometer of economic health for the Denver Metro area, continues to be strong. For the 2007 year-to-date period ended July, nonfarm employment grew by 1.8 percent, compared to 2.0 percent and 1.9 percent for the years 2006 and 2005 respectively. The nonfarm growth is due in part to 1) the broad professional and business services sector (workers ranging from administrative assistants to research scientists), 2) the leisure and hospitality sector (representing tourism, arts, recreation industries and business travel), and 3) education and health services. On the flip side, construction and manufacturing industries continued to show declines through July. The 2007 **unemployment** rate through July was 3.8 percent, compared to 4.4 percent and 5.1 percent for 2006 and 2005 respectively.

Retail trade sales for the Denver Metro area increased 4.2 percent year to date through July, with comparative growth of 4.1 percent for 2006 and 3.7 percent for 2005.

The **housing market** is down due to a large inventory of homes for sale, increasing interest rates and a high number of foreclosures. The median price for a single-family home through August increased to \$257,500 from \$255,000 in July and \$252,900 in August 2006. The average selling price for single-family homes rose to \$329,783 in August, from \$316,024 last month and \$320,092 a year earlier.

Englewood Working with Development Research Partners (DRP), City staff has identified six primary industrial sectors operating in Englewood. These industry groups are geographic concentrations of interconnected companies and institutions that drive wealth creation primarily through the export of goods and services. The following chart provides general information and trend results for the six major segments of the City's economy as compiled by DRP.

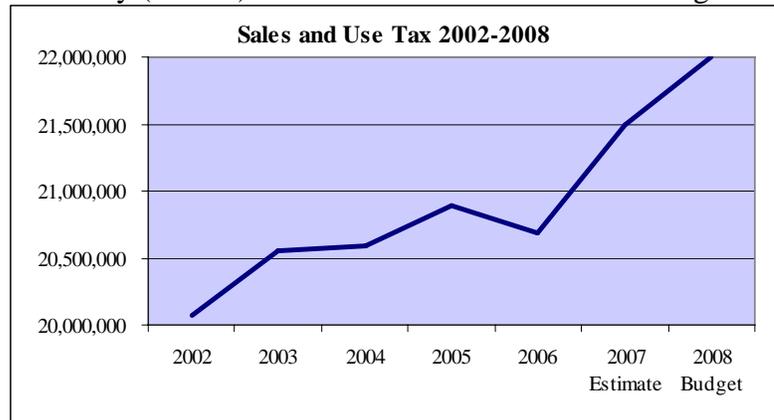
Industry Sector	2001-2006	Number of Companies	Number of Employees	Average Wage	National Average	Arapahoe County Average	Percentage of Employment		
	Employment Change						Englewood	Denver Metro	US
Automotive Services	-2.50%	340	1,800	\$ 38,070	\$ 32,950	\$ 48,600	7.30%	2.20%	2.50%
Business Support	0.40%	490	2,700	\$ 49,180	\$ 44,470	\$ 48,600	10.70%	14.40%	10.90%
Construction	0.30%	464	6,000	\$ 46,900	\$ 42,180	\$ 48,600	23.70%	8.50%	6.80%
Life Sciences	0.30%	250	4,100	\$ 48,000	\$ 43,950	\$ 48,600	16.20%	9.50%	9.90%
Durable Goods Manufacturing	0.90%	190	2,500	\$ 47,800	\$ 50,830	\$ 48,600	9.80%	5.80%	7.40%
Sporting Goods	38.00%	26	800	\$ 50,640	\$ 38,710	\$ 48,600	3.00%	0.40%	0.40%
Totals		1,760	17,900				70.70%	40.80%	37.90%

In order to realize additional growth in these areas as well as others, the following four main goals identified in the report by DRP need to be achieved: **1)** Focus on the primary employers of these sectors-Primary employers generally have a large impact on a community in terms of increasing the community’s wealth, diversifying the jobs base, and providing high average salaries.; **2)** Enhance the image of Englewood as an affordable, centrally located destination; **3)** Attract dining and entertainment businesses and **4)** Diversify retail outlets.

Sales and use tax makes up approximately fifty-five percent of total General Fund revenue. 2007 Sales and use tax revenue is up more than five percent (+5.28 %) through November compared to last year. Year to date sales and use tax revenue through November 2007 was \$20,665,119 compared to \$19,628,426 and \$19,385,642 for the same period in 2006 and 2005 respectively. While the actual revenue amounts are favorable, the conservative forecast remains flat for the rest of the year and for 2008. The increase in 2007 and 2008 is due in part to the end of the Englewood Urban Renewal Authority (EURA) tax increment district effective August 23,

Year	Sales and Use Tax	
	Amount	% Increase
2002	20,069,192	
2003	20,554,656	2.42%
2004	20,591,394	0.18%
2005	20,886,855	1.43%
2006	20,688,258	-0.95%
2007 Estimate	21,500,000	3.92%
2008 Budget	22,000,000	2.33%

Authority (EURA) tax increment district effective August 23,



2007 which means that the City will retain the EURA designated sales and use tax.

Englewood’s **housing market** trend is similar to that of the State and the Denver Metro area. As provided by Community Development in the “Housing Market Update November 2007” brochure, the median home price from the second quarter 2007 to the third quarter 2007 increased 7.3%. Comparing the third quarter 2007 to the second quarter 2007, the median home price rose to \$205,000 from \$191,000.

Median Housing Prices

	Englewood		Arapahoe County		Denver	
	\$	%	\$	%	\$	%
2Q 2006	\$204,000		\$224,500		\$242,950	
3Q 2006	\$214,000	4.9%	\$219,000	-2.4%	\$243,000	0.0%
4Q 2006	\$200,000	-6.5%	\$209,900	-4.2%	\$235,000	-3.3%
1Q 2007	\$194,250	-2.9%	\$210,000	0.0%	\$229,900	-2.2%
2Q 2007	\$191,000	-1.7%	\$210,000	0.0%	\$240,000	4.4%
3Q 2007	\$205,000	7.3%	\$213,500	1.7%	\$240,000	0.0%

The number of single-family home sales (including attached and detached units) decreased 8% from 147 sales in the second quarter 2007 to 135 sales in the third quarter 2007. The large increases from first quarter to second quarter reflect a typical seasonal pattern.

Housing Sales

	Englewood		Arapahoe County		Denver	
	#	%	#	%	#	%
2Q 2006	164		3,436		15,690	
3Q 2006	155	-5%	2,991	-13%	15,392	-2%
4Q 2006	97	-37%	2,240	-25%	11,376	-26%
1Q 2007	86	-11%	1,939	-13%	10,046	-12%
2Q 2007	147	71%	3,147	62%	15,436	54%
3Q 2007	135	-8%	2,899	-8%	15,253	-1%
2Q 2006 vs 2Q 2007	(17)	-10.4%	(289)	-8.4%	(254)	-1.6%
3Q 2006 vs 3Q 2007	(20)	-12.9%	(92)	-3.1%	(139)	-0.9%

The City is mature and landlocked; however, several development and redevelopment opportunities exist. These opportunities will impact the local economy and are a source of revenue for 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 Pointe at Sheridan. The development is located west of South Santa Fe Drive between Hampden Avenue/US Highway 285 to the north and Oxford Avenue to the south. The development of the retail/entertainment complex includes using a portion of the Englewood Golf Course (approximately 54 acres) that is located within the city limits of Sheridan. This development will significantly improve the golf course with minimal financial risk to the City as all costs related to the relocation and redesign of the golf course will be paid by the developer. The development agreement provides for an initial 20 year term lease with Miller Weingarten for \$4.190 million, with three additional 20 year options totaling \$900,000. Beginning fall 2006 the Driving Range, Par 3 Hole Course and the Front 9 Hole Course were closed for play. The Englewood Golf Course will open in its entirety Spring 2008.
- **Bates Station / General Iron Works** – This project is currently on hold.
- **McLellan Reservoir** – This property controlled by the Englewood/McLellan Reservoir Foundation (EMRF) is located adjacent to the four corners of the intersection of C470 and Lucent Boulevard. Any development of the site must protect the McLellan Reservoir water resources and quality. The road network is under development through and around the site.

Some negotiations are underway with one interested tenant and others have expressed interest. The RTD is negotiating to locate a light rail station on the site as part of FasTracks by early 2017. Douglas County supports a transit oriented development at this location. The City and RTD anticipate the property sale closing by year end 2007 or early 2008. The remainder of the land is to be developed in a manner that provides an on-going revenue stream for the City, while protecting water and ecological resources.

- **Wal-Mart** – The expansion project is currently on hold.
- **Burt Automotive** – Burt Automotive property is undergoing a multi-million dollar expansion. City staff is collaborating with Burt for entry port art. This project is planned to begin fall of 2007 with completion by fall 2008.
- **Wolf Camera** – This project is currently on hold.
- **Swedish Medical Center/HealthONE / Old Hampden Corridor** – Swedish Medical Center/HealthONE proposed a renovation and expansion project in 2006. This project will take four years once construction begins. Approximately 175,000 square feet will be added by this expansion and remodeling project. This investment demonstrates the hospital's continued commitment to its Englewood location. This project commenced the fall of 2007 and is scheduled to be completed by fall of 2011.
- **Masons Square (3500 South Sherman Street)** - The Masonic Lodge plans to demolish and replace its existing building. The new development will include an accessible 10,000 square foot Lodge and four mixed-use commercial/residential buildings. The first floor is planned for commercial use; most likely 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. This project is planned to begin the fall of 2007 and be completed by the end of 2008.
- **Englewood Housing Authority Senior Housing (S. Pennsylvania & US 285)** - Planned Unit Development (PUD) rezoning allows the Englewood Housing Authority to construct a 57,000 square foot 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. This project was begun the fall of 2007 and is scheduled to be completed by the first half of 2008.
- **Kent Place (University & US 285) formerly Denver Seminary** – This location is planned for a multi-phased mixed use development project. Retail, office, and residential units are planned for the site. The first phase of this project is scheduled for the fall of 2007 and is expected to be built out by the end of 2009, with the second phase planned for construction in 2010.



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City of Englewood, Colorado Budget Process

The budget process begins with a review and projection of major revenues. 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 established, a budget workshop is scheduled with City Staff, and City Council. During the workshop, the budget guidelines for the coming year are established.

Each division manager meets with the Revenue & Budget Manager to review personnel changes for the budget year. Once these changes have been made, workbooks are distributed electronically to each division. Each workbook 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 for capital projects are completed and compiled. Any item over five thousand dollars are subject to 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 preliminary 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 incorporated any changes for new programs and/or personnel authorized by the City Manager, the Proposed Budget is prepared and presented to City Council. A second budget retreat is scheduled 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.

The 2008 Mill Levy and Budget ordinances that were introduced on first reading on October 1, 2007 and read and passed on final reading on October 15, 2007 were published as follows:

Ordinance No.	Ordinance Title Series of 2007
56	An Ordinance fixing the tax levy in mills upon each dollar of the assessed valuation of all taxable property with the City of Englewood, Colorado
57	An Ordinance adopting the budget of the City of Englewood, Colorado, for the fiscal year 2008.
58	An Ordinance appropriating monies for all municipal purposes in the City of Englewood, Colorado, for the fiscal year beginning January 1, 2008, and ending December 31, 2008, constituting what is termed the annual appropriation bill for the fiscal year 2008.

City of Englewood, Colorado
2008 BUDGET CALENDAR

Date	Task	Responsible Department
March, 2007	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
Week of March 5, 2007	Distribute the Service Enhancement Form to Departments	FAS
Week of May 7, 2007	Distribute Divisional Budget workbooks, and budget pages on network.	FAS
Week of May 7, 2007	Budget Training available. Schedule dependent on requests.	FAS
May 8, 2007	Service Enhancement forms returned to Budget Office	All Departments
May 19, 2007	City Council Pre-Budget Workshop (Continued to July 23, 2007)	All Departments
June 22, 2007	General Fund Departments ONLY submit proposed budgets and Divisional Budget pages to Budget Office.	<i>General Fund</i> Departments
July 6, 2007	Departments submit proposed budgets and Divisional Budget pages to Budget Office.	All Departments
July 16, 2007	Study Session-6 month update revenue, expenditures	FAS
July 23, 2007	Study Session-Pre-Budget Workshop Continuation	All Departments
Weeks of Aug 6 and 13, 2007	Departments review budgets with CMO	All Departments
August 6 - 10, 2007	CMO finalizes PROPOSED BUDGET	CMO/FAS
August 10, 2007	Updated Revenue Manual and Budget Pages due to Budget Division	All Departments
Aug - Sep 10, 2007	Proposed Budget document prepared, Budget-in-Brief prepared. Provide City Attorney's Office DRAFT Ordinances for Budget, Appropriation and Mill Levy	FAS
<i>Sep 10, 2007</i>	<i>Proposed budget to Council (legally required by September 15)</i>	<i>FAS</i>
<i>Aug 31, Sep 7 and 14, 2007</i>	<i>Publish time & place of Budget Hearing</i>	<i>FAS</i>
<i>Sep 17, 2007</i>	<i>Public Hearing</i>	<i>CMO</i>
September 22, 2007	Budget Workshop	All Departments
Oct 1 - Dec 31, 2007	Produce Budget Document, Distribute Budget (including State Dept. of Local Govt.)	FAS
Oct 1, 2007	Introduce bills for ordinances-Mill Levy, Budget and Appropriations	FAS
Oct 15, 2007	Second Reading	FAS
Dec 8, 2007	Final Assessed Valuation from Arapahoe County	FAS
Dec 15, 2007	Certify Mill Levy to Arapahoe County	FAS

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

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

2007 Citizen Survey

The results of Englewood's 2007 Citizen Survey are in and they show Englewood's strengths as well as its challenges. The Citizen Survey was administered by the National Research Center, Inc. The Citizen Survey was last administered in 2001. The survey results are available on the City's website at www.Englewoodgov.org.

Citizen Satisfaction Levels

The results show that our residents are satisfied with many of the community's amenities and services and are generally pleased with the overall direction the City is taking. The City received higher than average ratings in public trust, including value received for taxes paid, overall direction that the City is taking and that the government welcomes citizen involvement and listens to citizens. More than 75 percent of the survey respondents rated Overall Quality of Life in Englewood as "Good" or "Excellent." According to the survey, we received high marks for recreation programming, library services, fire and emergency medical services, planning, and zoning.

Challenges

The results also indicate we may have work do to in some areas to meet resident expectations. According to the survey, residents believe drugs, run-down buildings, weeds, junk vehicles, and graffiti are problems in Englewood. The survey results also indicate concerns about the overall appearance of Englewood, as well as crime prevention efforts and community safety after dark.

Next Steps

As part of the day to day operations and the budget process, the City Council and staff have reviewed and analyzed the Citizen Survey Results to determine what steps should be taken to address the concerns presented.

Performance Measurement Management

In 2007 the City joined the ICMA Center for Performance Measurement. Englewood joined along with other jurisdictions as part of the Colorado Consortium. There are fifteen service areas for which ICMA collects performance measurement data:

- | | | |
|----------------------|--------------------------|--------------------|
| ▪ Code Enforcement | ▪ Facilities Management | ▪ Fire and EMS |
| ▪ Fleet Management | ▪ Highway & Roads | ▪ Housing |
| ▪ Human Resources | ▪ Information Technology | ▪ Library Services |
| ▪ Parks & Recreation | ▪ Police Services | ▪ Purchasing |
| ▪ Refuse & Recycling | ▪ Risk Management | ▪ Youth Services |

The City provides programs for all of the service areas except for: Housing, Refuse and Recycling, and Youth Services.

Upon review of the 2006 consolidated data, staff is determining which measures are meaningful for the City individually and collectively with the consortium. City staff is using the data in conjunction with the results of the 2007 Citizen Survey to identify which measures best reflect the community's expectations.

The reason for our participation is to identify meaningful performance measures for the City and the consortium that are used for comparative purposes. Currently we do not have comparative data since 2006 is our reference point.

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. On November 6, 2007 the majority of the City's electors voted to change the Home Rule Charter with the following:

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

This amendment will enable Council to designate and adopt project-length budgets for other funds that produce budget appropriations for projects such as the Capital Projects Fund, Conservation Trust Fund, and the Open Space Fund. The annual budgets for proprietary or "business-type" funds are adopted on a non-GAAP modified accrual budgetary basis. All annual appropriations lapse at year-end.

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 City departments 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 are divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

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

The City accounts for and establishes budgets for thirteen individual governmental funds. 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 accounts for and establishes budgets for two different types of proprietary funds. Enterprise funds report the business-type activities. The City uses enterprise funds to account for six separate operations: Water, Sewer, Golf Course, Storm Drainage, Concrete Utility and Housing Rehabilitation. Internal service funds 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 account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. Budgets are not adopted for fiduciary funds.

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

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

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

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and

contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all City levied taxes.

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

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

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.

Encumbrances

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

Financial Policies

Fiscal Management

The City strives to provide and maintain quality services at 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.

Fund Balance-General Fund

Fund balance is the difference between total assets and total liabilities. The unreserved/undesignated 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. If the unreserved/undesignated fund balance falls below the minimum target balance, additional sources of funds and/or reductions of uses of funds are identified to bring the balance to the desired level.

Funds Available

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

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

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

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 fewer than 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.

Long Term Asset Reserve (LTAR)

At the 2008 Budget workshop held on September 22, 2007, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious and strategic manner. The funds restricted in this account may only be expended if the funds are appropriated in the annual budget or by supplemental appropriation.

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. 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.

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 (IT) 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 go for entertainment, nightlife, dining, and the cultural arts. The city will be known as a place to live, work, and play due to high-quality transit service and mixed-use developments. The city will be recognized as an environmentally aware, clean, and visually attractive community. Finally, the city will become an active participant in the development of the Denver Metropolitan Area's regional trail, open space, and recreational system.

Library Services - Five Year Strategic Plan 2008-2012 - In 2001, a Library Planning Committee consisting of representatives from the Library Board and Library Staff with members from the community and working with a professional meetings facilitator compiled the current *Englewood Public Library Five Year Plan 2002-2006*. Beginning in 2006 and continuing into 2007, another committee with a similar makeup undertook the creation of the next *Englewood Public Library Five Year Plan 2008-2012*. Over the past two years this Committee examined a wide variety of pertinent data, including: demographic statistics of Englewood and the surrounding metropolitan area; results of patron and staff satisfaction and usage surveys; feedback from community focus groups; national trends in library service; changing technological developments and how they relate to public libraries, etc. The Committee met 12 times during this period to absorb, question, study and develop

recommendations to help guide the Library for the foreseeable future. The Committee set about to determine what should be the Library's overriding Goals for the next five years, what Objectives are needed to accomplish those Goals, and what "how to" Action Plans are required for each Objective within those Goals. The Committee attempted to keep this working portion of the overall Plan simple and understandable for anyone reading it. The following plan excerpt is of the four goals that the group outlined (the plan further provides objectives and action plans for each goal):

- Provide a wide variety of services that reflect the needs of the Englewood community.
- Provide quality staffing.
- Maintain and encourage positive relationships with the Englewood community.
- Provide an attractive and functional Library.

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 capital items with a useful life of more than one year and at a cost of at least \$5,000. Departments, whose capital items require annual maintenance or periodic maintenance, budget the required maintenance for the capital items within their respective fund, department and/or division. Each year for the upcoming year, the Plan is reviewed and a determination is made of the need for additional acquisitions, projects and/or project revisions. The prioritization of the acquisitions and projects is also reassessed.

The following pages list budgeted acquisitions and projects by fund, with projected expenditures through 2012. The items listed in 2008 are the only approved items in the MYCP. The “out” years are informational and are subject to approval for the specified year. Most of the acquisition descriptions are self-explanatory. Those needing more description are detailed below the respective listing. The key for abbreviations used in this section is as follows:

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

SPECIAL REVENUE FUNDS

Conservation Trust Fund

Department	Description	2008	2009	2010	2011	2012	Total
PR	Contingency	200,000	200,000	200,000	200,000	200,000	1,000,000
PR	erc cabinets replace	-	-	8,000	-	-	8,000
PR	ERC guard chairs	-	4,500	-	-	-	4,500
PR	ERC gym pad replace	7,000	-	-	-	-	7,000
PR	erc lane lines	-	-	-	6,000	-	6,000
PR	ERC/Malley fitness equipment replacement	25,000	25,000	25,000	25,000	25,000	125,000
PR	erc pool -paint pool deck	2,500	2,500	2,500	2,500	2,500	12,500
PR	ERC pool - repair chaise lounges	2,000	-	-	-	-	2,000
PR	erc pool - replace small slide	50,000	-	-	-	-	50,000
PR	ERC pool deck benches replace	2,500	-	-	-	-	2,500
PR	erc pool ramp replace	-	5,000	-	-	-	5,000
PR	ERC pool re grout tile	-	-	2,000	-	-	2,000
PR	erc racquetball cts. -wall & floor replace	-	-	75,000	-	-	75,000
PR	erc rec zone furniture replace	-	5,000	-	-	-	5,000
PR	erc pool recirculation pump	-	5,000	-	-	-	5,000
PR	erc track surface	-	-	75,000	-	-	75,000
PR	farm improvements	-	-	10,000	-	-	10,000
PR	malley ballroom acoustic tile	-	9,000	-	-	-	9,000
PR	PC - paint play structure	4,000	-	-	-	-	4,000
PR	PC 50 chaise & 50 beach chairs	-	13,000	-	-	-	13,000
PR	Jpirates Cove diamond brite-pool floor	-	-	-	40,000	-	40,000
PR	PC exhaust fans -café	4,000	-	-	-	-	4,000
PR	PC paint river	-	-	-	2,500	-	2,500
PR	PC tables	-	6,000	-	-	-	6,000
PR	PC waste recepticles (10)	4,000	-	-	-	-	4,000
PR	pc addition -new feature	-	-	1,000,000	-	-	1,000,000
PR	Portable Soccer Goals	25,500	-	-	-	-	25,500
PR	GOCO Matching funds for Duncan Park Purchase	50,000	-	-	-	-	50,000
PW	Platte River Bridge at Dartmouth Ave.- \$435,000 Federal reimbursement per IGA with CDOT.	25,000	-	-	-	-	25,000
TOTALS		401,500	275,000	1,397,500	276,000	227,500	2,577,500

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

Open Space Fund

Department	Description	2008	2009	2010	2011	2012	Total
PR	Park master plan/implementation	-	200,000	200,000	200,000	200,000	800,000
PR	Tree replacement program	-	-	-	10,000	-	10,000
PR	Parks flowerbed program	15,000	16,000	17,000	18,000	19,000	85,000
PR	Open Space land bank	250,000	100,000	100,000	100,000	100,000	650,000
PR	Parks landscape improvements	50,000	50,000	50,000	50,000	50,000	250,000
PR	Tennis/Basketball Court Renovations	-	40,000	-	40,000	-	80,000
PR	Belleview Park Renovations Phase II	350,000	-	-	-	-	350,000
PR	36" Walk Behind Mower Replacement	-	-	7,000	-	-	7,000
PR	5201 Tractor upgrades	8,000	-	-	-	-	8,000
PR	Aerial Bucket Trailer	-	-	-	30,000	-	30,000
PR	Belleview maintenance building	-	-	100,000	-	-	100,000
PR	Belleview pump station	-	30,000	-	-	-	30,000
PR	Belleview stair replacement	-	30,000	-	-	-	30,000
PR	Boom truck	-	-	70,000	-	-	70,000
PR	Brent Mayne Field lights	-	-	-	255,000	-	255,000
PR	Cent. & Brent Mayne press box	-	10,000	-	-	-	10,000
PR	Core Aerator	-	20,000	-	-	-	20,000
PR	Fiber Dam Repairs	50,000	-	-	-	-	50,000
PR	Flow Control Valves	-	26,000	-	-	-	26,000
PR	In-Ground Trash Containers	-	-	-	15,000	-	15,000
PR	Irrigation System Replacement	75,000	75,000	75,000	75,000	75,000	375,000
PR	Pesticide Spray Tank	-	9,000	-	-	-	9,000
PR	Picnic Tables, Grills and Benches	-	50,000	-	-	-	50,000
PR	Small Equipment Replacement	20,000	20,000	20,000	20,000	20,000	100,000
PR	Spence & Belleview Press Box Demo & Replacement	-	25,000	-	-	-	25,000
PR	Trailer With Dump	-	-	9,000	-	-	9,000
PR	Parks Maintenance Employee Compensation	60,955	-	-	-	-	60,955
TOTALS		878,955	701,000	648,000	813,000	464,000	3,504,955

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

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

CAPITAL PROJECTS FUNDS

Public Improvement Fund

Department	Description	2008	2009	2010	2011	2012	Total
	Transfer to General Fund -Brownsfield Lease; Centennial Park Lease Prepayment	115,063	115,063	115,063	115,063	-	460,252
	Transfer to General Fund -Fire Truck Lease	118,393	118,393	118,393	118,393	118,393	591,965
	Transfer to General Fund -Operations Funding Gap	1,580,333	-	-	-	-	1,580,333
	Transfer to Capital Projects Fund	381,535	-	-	-	-	381,535
PW	Bicycle Plan Implementation		10,000	10,000	10,000	10,000	40,000
PW	Miscellaneous Infrastructure Repairs	25,000	25,000	25,000	25,000	25,000	125,000
PW	Road and Bridge	750,000	750,000	850,000	850,000	850,000	4,050,000
PW	Concrete Program-Handicap ramp construction	-	20,000	20,000	20,000	20,000	80,000
PW	Concrete Utility-City's share of Utility	178,500	268,000	268,000	268,000	268,000	1,250,500
PW	Four-Year Street Rehabilitation Plan-Street Maintenance	533,000	513,000	403,000	-	-	1,449,000
PW	GIS Enhancement Project	-	10,000	10,000	10,000	10,000	40,000
PW	ISTEA Design	-	5,000	5,000	5,000	5,000	20,000
PW	Pavement Management System-PMS data entry/software	10,000	10,000	10,000	10,000	10,000	50,000
PW	Platte River Bridge at Englewood Golf Course - \$724,000 Federal Reimbursement per IGA with Miller/Weingarten providing matching funds.	77,000	-	-	-	-	77,000
PW	Sidewalks-Missing Links	-	60,000	60,000	60,000	60,000	240,000
PW	Backhoe Purchase	70,000	-	-	-	-	70,000
PW	Bridge Repairs	-	40,000	40,000	40,000	40,000	160,000
PW	Transportation Action Plan	-	10,000	10,000	10,000	10,000	40,000
PW	Transportation System Upgrade	225,000	225,000	225,000	225,000	225,000	1,125,000
PW	Platte River Bridge at Dartmouth Ave.- \$435,000 Federal reimbursement per IGA with CDOT.	158,000	-	-	-	-	158,000
PR	Irrigation system upgrades	50,000	50,000	-	-	-	100,000
	TOTALS	4,271,824	2,229,456	2,169,456	1,766,456	1,651,393	12,088,585

Transportation System Upgrade – This on-going program is to upgrade or replace traffic-related equipment, including mast-arms, pedestrian signals, controllers and cabinets.

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.

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

Capital Projects Fund

Department	Description	2008	2009	2010	2011	2012	Total
	Art in Public Places 1% of Appropriation	8,387	10,814	11,034	7,170	8,410	45,815
SS	Radio CERF	30,000	30,000	30,000	30,000	30,000	150,000
IT	Network Development	162,900	182,900	262,900	195,000	315,000	1,118,700
IT	Telecommunications Systems	15,000	222,500	222,500	15,000	15,000	490,000
IT	Financial & HR System	100,000	200,000	255,000	55,000	30,000	640,000
IT	Library System	-	30,000	15,000	32,000	17,000	94,000
IT	Court System	15,000	30,000	15,000	30,000	15,000	105,000
IT	Permit Tracking System	15,000	30,000	15,000	15,000	30,000	105,000
IT	Web Page Development & Expansion	17,000	29,000	19,000	19,000	-	84,000
IT	Departmental PC Replacement	50,000	180,000	69,000	60,000	180,000	539,000
IT	EDMS - Automated Archival & Retrieval System	-	30,000	30,000	60,000	30,000	150,000
IT	Automated Land Based (GIS) System	-	35,000	88,000	115,000	88,000	326,000
IT	Security Monitoring, Analysis and Response System (MARS)-Hardware/Software	28,460	-	-	-	-	28,460
IT	Telephone System Disaster Preparedness and Voice-Over-IP (VOIP) Analysis	16,000	-	-	-	-	16,000
IT	Server Virtualization and Storage Needs-Hardware/Software	50,000	-	-	-	-	50,000
MC	Electronic Signatures - Court Case Management System	9,905	-	-	-	-	9,905
MC	Digital Interface Between Court Case Management and Police Records Systems-Software Development	35,500	-	-	-	-	35,500
PW	CPF/BUILDING MAINTENANCE - MUSEUM OF OUTDOOR ARTS	400	-	-	-	-	400
PW	CPF/BUILDING MAINTENANCE - LIBRARY	6,000	-	-	-	-	6,000
PW	CPF/BUILDING MAINTENANCE - HAMPDEN HALL	1,000	-	-	-	-	1,000
PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	600	-	-	-	-	600
PW	CPF/BUILDING MAINTENANCE - TEJON STATION	7,000	-	-	-	-	7,000
PW	CPF/BUILDING MAINTENANCE - ACOMA STATION	6,000	-	-	-	-	6,000
PW	CPF/BUILDING MAINTENANCE - JEFFERSON STATION	7,500	-	-	-	-	7,500
PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 - FOX	2,500	-	-	-	-	2,500
PW	CPF/BUILDING MAINTENANCE - MILLER BUILDING	300	-	-	-	-	300
PW	CPF/BUILDING MAINTENANCE - MALLEY	15,000	-	-	-	-	15,000
PW	CPF/BUILDING MAINTENANCE - RECREATION CENTER	18,000	-	-	-	-	18,000
PW	CPF/BUILDING MAINTENANCE SAFETY SERVICES BUILDING	10,000	-	-	-	-	10,000
PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	17,800	-	-	-	-	17,800

Capital Projects Fund continued on next page.

Capital Projects Fund continued from previous page.

Department	Description	2008	2009	2010	2011	2012	Total
PW	SECURITY CAMERA SYSTEM CIVIC CENTER	30,000	-	-	-	-	30,000
PW	EXTERIOR PAINTING OF FIRE STATIONS TEJON / ACOMA	23,000	-	-	-	-	23,000
PW	MALLEY CTR - BREAKER PANEL SURGE PROTECTION	5,700	-	-	-	-	5,700
LS	Automated Optical Disc Repair System for Library Media	7,600	1,000	1,000	10,000	10,000	29,600
PW	ERC ADMIN. AREA CARPET REPLACEMENT	8,000	-	-	-	-	8,000
PW	RESURFACE LOCKER ROOM FLOORS RECREATION CENTER	50,000	-	-	-	-	50,000
SS	Computer Assist Dispatch/MIS System	-	30,000	30,000	30,000	30,000	120,000
SS	Fire SCBA Replacement Fund	17,500	17,500	17,500	17,500	17,500	87,500
SS	Furniture Replacement	-	10,000	10,000	10,000	10,000	40,000
SS	SCBA Mobil Compressor Apparatus	60,000	13,545	13,545	13,545	13,545	114,180
SS	Lease/Purchase Optical Records System	-	10,000	10,000	10,000	10,000	40,000
TOTALS		847,052	1,092,259	1,114,479	724,215	849,455	4,627,460

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

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

ENTERPRISE FUNDS

Water Fund

Department	Description	2008	2009	2010	2011	2012	Total
UT	Insulate McBroom Ditch Pipe at Oxford Bridge	20,000	-	-	-	-	20,000
UT	McLellan Pump Station Modifications	200,000	-	-	-	-	200,000
UT	Pipe Projects on City Ditch	100,000	100,000	100,000	100,000	100,000	500,000
UT	Tractor Upgrade	15,000	-	-	-	-	15,000
UT	Allen Plant Repairs	150,000	150,000	-	-	-	300,000
UT	Overhead Storage Tank Repairs	150,000	50,000	-	-	-	200,000
UT	Stucco Allen Plant	50,000	50,000	50,000	50,000	-	200,000
UT	Vulnerability Assessment Upgrades	25,000	-	-	-	-	25,000
UT	Water Quality Monitoring at Union Ave Intake	20,000	-	-	-	-	20,000
UT	Laptop Computers for Distribution Crew	12,000	-	-	-	-	12,000
UT	Distribution System Main Replacements	100,000	100,000	100,000	100,000	100,000	500,000
UT	Line Union Ave 16" Water Main	500,000	-	-	-	-	500,000
UT	GIS and its Field Applications	8,750	-	-	-	-	8,750
UT	Upgrade CIS Infinity from Version 2 to Version 3.	13,500	-	-	-	-	13,500
UT	IT Related Improvements	12,150	12,636	13,141	13,667	14,214	65,808
TOTALS		1,376,400	462,636	263,141	263,667	214,214	2,580,058

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

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

Sewer Fund

Department	Description	2008	2009	2010	2011	2012	Total
UT	Sewer Collection System Main Replacements	100,000	100,000	100,000	100,000	100,000	500,000
UT	Laptop Computers for Distribution Crew	6,000	-	-	-	-	6,000
UT	Storage Building Addition	20,000	-	-	-	-	20,000
UT	LEWWTP Capital Contributions	3,860,855	2,214,500	4,259,000	4,107,000	1,051,000	15,492,355
UT	GIS and its Field Applications	26,250	-	-	-	-	26,250
UT	Upgrade CIS Infinity from Version 2 to Version 3.	40,500	-	-	-	-	40,500
UT	IT Related Improvements	36,650	38,116	39,641	41,226	42,875	198,508
	TOTALS	4,090,255	2,352,616	4,398,641	4,248,226	1,193,875	16,283,613

The major project is an on-going upgrade to the Littleton/Englewood Wastewater Treatment Plant (LEWWTP) to meet Federal requirements. This project is to be completed in 2008. The capital contributions from 2009 through 2012 are due to routine maintenance of infrastructure and replacement of vehicles and equipment. 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.

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

Stormwater Drainage Fund

Department	Description	2008	2009	2010	2011	2012	Total
UT	Upgrade CIS Infinity from Version 2 to Version 3.	6,000	-	-	-	-	6,000
PW	Flood Study	100,000	-	-	-	-	100,000
UT	Annual Repair & Maintenance of the Stormwater Collection System	100,000	100,000	100,000	100,000	100,000	500,000
	TOTALS	206,000	100,000	100,000	100,000	100,000	606,000

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

Golf Course Fund

Department	Description	2008	2009	2010	2011	2012	Total
GC	Learning Center Renovation	-	-	-	200,000	-	200,000
GC	Annual replacement of golf carts (6).	23,100	-	-	-	-	23,100
GC	Landscaping improvements to golf course.	45,000	45,000	45,000	45,000	45,000	225,000
GC	Other improvements	9,000	9,000	9,000	9,000	9,000	45,000
GC	Player Asst. Cart (2)	10,044	-	-	-	-	10,044
GC	Rotary Mower	16,737	-	-	-	-	16,737
GC	Spray Tank	8,500	-	-	-	-	8,500
GC	Sprinkler System	15,000	15,000	15,000	15,000	15,000	75,000
GC	Top Dresser	9,178	-	-	-	-	9,178
GC	Utility Cart	5,022	-	-	-	-	5,022
GC	Utility Vehicle	15,853	-	-	-	-	15,853
	TOTALS	157,434	69,000	69,000	269,000	69,000	633,434

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

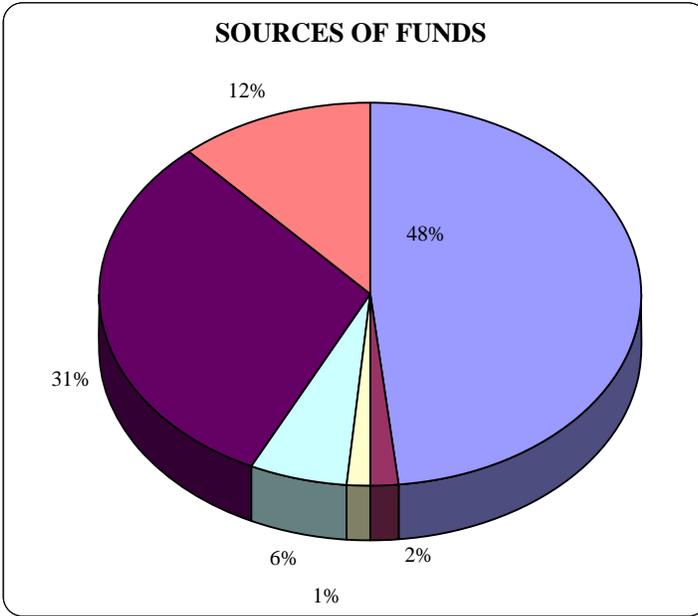
INTERNAL SERVICE FUNDS

ServiCenter Fund

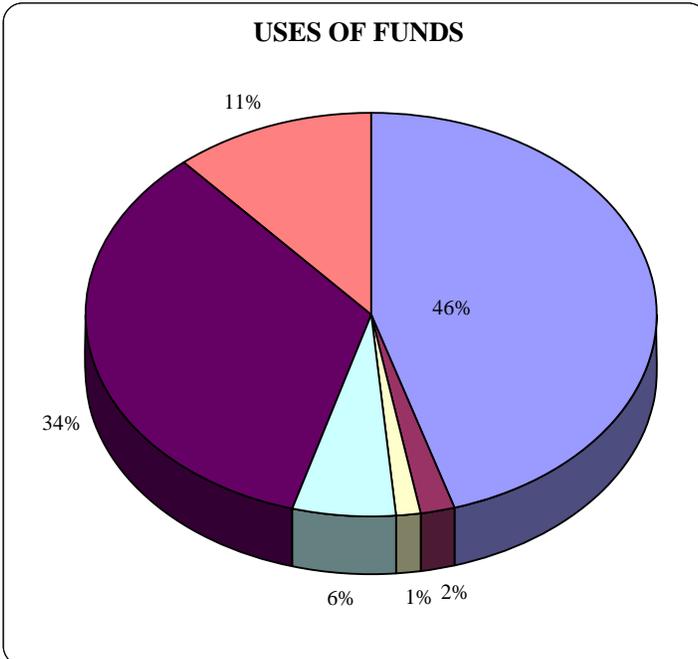
Department	Description	2008	2009	2010	2011	2012	Total
PW	CAMERA SURVEILLANCE SYSTEM FOR SERVICENTER	-	67,000	-	-	-	67,000
PW	UPGRADE SECURITY GATE / SERVICENTER ACCESS	-	45,000	-	-	-	45,000
PW	COMPLETE REROOF OF ANIMAL SHELTER	-	63,000	-	-	-	63,000
PW	RADIANT TUBE TYPE HEATERS - NORTH MTCE BAYS - SERVICENTER	-	46,000	-	-	-	46,000
PW	AUTOMATIC GARAGE DOOR OPENERS - NORTH MTCE. BAYS @ SERVICENTER	-	9,000	-	-	-	9,000
PW	CONFIDENTIAL CLERICAL POSITION - SERVICENTER	-	59,983	62,083	64,255	66,504	252,825
PW	SERVICENTER BACK UP GENERATOR	-	52,800	-	-	-	52,800
	TOTALS	-	342,783	62,083	64,255	66,504	535,625

During the budget process, periodic or on-going operating expenditures due to the planned acquisitions/projects are included in the operations budget.

City of Englewood, Colorado
2008 Budget
All Funds



Fund Sources	\$	%
General Fund	\$ 39,051,239	48%
Special Revenue Funds	1,415,700	2%
Debt Service Funds	1,110,000	1%
Capital Project Funds	4,675,492	6%
Enterprise Funds	25,186,918	31%
Internal Service Funds	9,335,061	12%
Total Sources of Funds	<u>\$ 80,774,410</u>	100%



Fund Uses	\$	%
General Fund	\$ 39,493,551	45%
Special Revenue Funds	1,836,262	2%
Debt Service Funds	1,112,635	1%
Capital Project Funds	5,118,876	6%
Enterprise Funds	29,801,242	34%
Internal Service Funds	9,914,316	11%
Total Uses of Funds	<u>\$ 87,276,882</u>	100%

City of Englewood, Colorado
2008 Consolidated Budget Summary
Sources and Uses By Fund

Governmental Fund Types - Fund Balance						
	Estimated Beginning Balance	Sources	Uses	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
General Fund	5,343,183	39,051,239	39,493,551	4,900,871	1,192,800	3,708,071
Special Revenue Funds						
Conservation Trust Fund	365,065	325,000	401,500	288,565	-	288,565
Commercial Revolving Loan Fund	88,154	-	88,154	-	-	-
Community Development Fund	-	290,000	290,000	-	-	-
Donors Fund	251,558	89,100	97,845	242,813	-	242,813
Malley Center Trust Fund	239,246	23,100	50,070	212,276	-	212,276
Parks & Recreation Trust Fund	415,981	13,500	29,738	399,743	-	399,743
Special Assessment and Surplus Fund	-	-	-	-	-	-
Open Space Fund	207,276	675,000	878,955	3,321	-	3,321
Total Special Revenue Funds	1,567,280	1,415,700	1,836,262	1,146,718	-	1,146,718
Debt Service Funds						
General Obligation Bond Fund	55,905	1,110,000	1,112,635	53,270	-	53,270
Paving District #38 Fund	-	-	-	-	-	-
Total Debt Service Funds	55,905	1,110,000	1,112,635	53,270	-	53,270
Capital Projects Funds						
Public Improvement Fund	3,884,689	4,143,957	4,271,824	3,756,822	-	3,756,822
Capital Projects Fund	465,517	531,535	847,052	150,000	-	150,000
Total Capital Projects Funds	4,350,206	4,675,492	5,118,876	3,906,822	-	3,906,822
Total Governmental Funds	11,316,574	46,252,431	47,561,324	10,007,681	1,192,800	8,814,881
Proprietary Fund Types - Funds Available Balance						
	Estimated Beginning Balance	Sources Revenues	Uses Expenditures	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
Enterprise Funds						
Water Fund	3,842,827	7,979,014	8,617,038	3,204,803	1,250,000	1,954,803
Sewer Fund	11,750,760	12,937,272	16,406,179	8,281,853	7,250,000	1,031,853
Stormwater Drainage Fund	681,558	348,265	370,527	659,296	137,818	521,478
Golf Course Fund	287,375	1,976,667	1,970,162	293,880	293,500	380
Concrete Utility Fund	405,960	621,200	692,836	334,324	-	334,324
Housing Rehabilitation Fund	1,594,271	1,324,500	1,744,500	1,174,271	-	1,174,271
Total Enterprise Funds	18,562,751	25,186,918	29,801,242	13,948,427	8,931,318	5,017,109
Internal Service Funds						
Central Services Fund	223,958	342,000	441,711	124,247	-	124,247
ServiCenter Fund	348,098	1,876,787	2,081,861	143,024	-	143,024
Capital Equipment Replacement Fund	608,660	765,633	1,104,870	269,423	-	269,423
Risk Management Fund	485,474	1,329,164	1,266,802	547,836	-	547,836
Employee Benefits Fund	487,909	5,021,477	5,019,072	490,314	-	490,314
Total Internal Service Funds	2,154,099	9,335,061	9,914,316	1,574,844	-	1,574,844
Total Proprietary Funds	20,716,850	34,521,979	39,715,558	15,523,271	8,931,318	6,591,953
Total All Funds	32,033,424	80,774,410	87,276,882	25,530,952	10,124,118	15,406,834

City of Englewood, Colorado
2008 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	\$ 5,343,183	\$ 1,567,280	\$ 55,905	\$ 4,350,206	\$ 11,316,574	\$ 18,562,751	\$ 2,154,099	\$ 20,716,850	\$ 32,033,424
Sources of Funds									
Revenues									
Taxes	28,049,941	-	1,100,000	3,684,457	32,834,398	-	-	-	32,834,398
Licenses & Permits	575,425	-	-	-	575,425	-	-	-	575,425
Intergovernmental	1,094,573	1,240,000	-	229,500	2,564,073	300,000	-	300,000	2,864,073
Charges for Services	5,205,126	80,600	-	-	5,285,726	22,985,247	9,177,135	32,162,382	37,448,108
Fines & Forfeitures	1,519,500	-	-	-	1,519,500	-	-	-	1,519,500
Net Investment Income	355,500	43,000	10,000	-	408,500	968,671	157,926	1,126,597	1,535,097
Other	277,385	52,100	-	380,000	709,485	415,000	-	415,000	1,124,485
Assessments	-	-	-	-	-	-	-	-	-
Total Revenues	37,077,450	1,415,700	1,110,000	4,293,957	43,897,107	24,668,918	9,335,061	34,003,979	77,901,086
Other Financing Sources	1,973,789	-	-	381,535	2,355,324	518,000	-	518,000	2,873,324
Total Sources of Funds	39,051,239	1,415,700	1,110,000	4,675,492	46,252,431	25,186,918	9,335,061	34,521,979	80,774,410
Uses of Funds									
Expenditures									
General Government	9,747,957	378,154	1,112,635	2,923,552	14,162,298	-	9,754,316	9,754,316	23,916,614
Safety Services	17,396,224	34,346	-	-	17,430,570	-	-	-	17,430,570
Public Works	5,241,300	-	-	-	5,241,300	-	-	-	5,241,300
Culture & Recreation	7,008,070	1,423,762	-	-	8,431,832	-	-	-	8,431,832
Water Distribution System	-	-	-	-	-	8,617,038	-	8,617,038	8,617,038
Sewer Collection System	-	-	-	-	-	16,406,179	-	16,406,179	16,406,179
Stormwater Drainage System	-	-	-	-	-	370,527	-	370,527	370,527
Golf Course	-	-	-	-	-	1,970,162	-	1,970,162	1,970,162
Concrete Utility	-	-	-	-	-	692,836	-	692,836	692,836
Housing Rehabilitation	-	-	-	-	-	1,744,500	-	1,744,500	1,744,500
Total Expenditures	39,393,551	1,836,262	1,112,635	2,923,552	45,266,000	29,801,242	9,754,316	39,555,558	84,821,558
Other Financing Uses	100,000	-	-	2,195,324	2,295,324	-	160,000	160,000	2,455,324
Total Uses of Funds	39,493,551	1,836,262	1,112,635	5,118,876	47,561,324	29,801,242	9,914,316	39,715,558	87,276,882
Net Sources (Uses) of Funds	(442,312)	(420,562)	(2,635)	(443,384)	(1,308,893)	(4,614,324)	(579,255)	(5,193,579)	(6,502,472)
Estimated Ending Funds Available	4,900,871	1,146,718	53,270	3,906,822	10,007,681	13,948,427	1,574,844	15,523,271	25,530,952
Less Reserves / Restrictions:									
Emergency Reserve	1,112,000	-	-	-	1,112,000	-	-	-	1,112,000
Other	80,800	-	-	-	80,800	-	-	-	80,800
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	\$ 3,708,071	\$ 1,146,718	\$ 53,270	\$ 3,906,822	\$ 8,814,881	\$ 5,017,109	\$ 1,574,844	\$ 6,591,953	\$ 15,406,834



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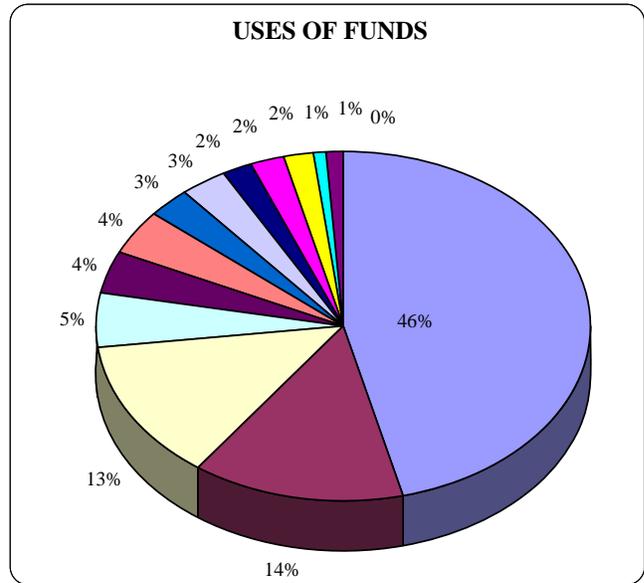
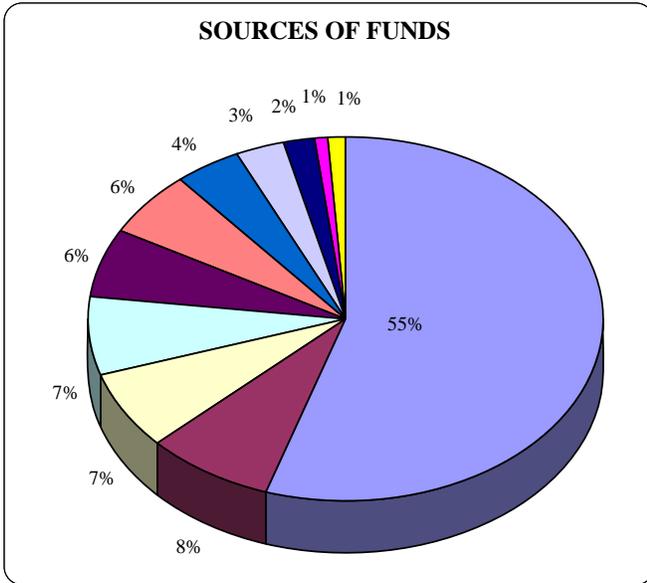
General Fund

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

City of Englewood, Colorado

2008 Budget

General Fund



General Fund Sources	\$	%
Sales & Use Taxes	\$ 22,000,000	55%
Charges for Services	2,938,128	8%
Property Tax	2,820,000	7%
Franchise Fees	2,545,448	7%
Cultural & Recreation Program Fees	2,291,998	6%
Misc. & Other Financing Sources	2,259,674	6%
Fines & Forfeitures	1,494,500	4%
Intergovernmental Revenue	1,094,573	3%
Specific Ownership & Cigarette Tax	675,993	2%
Licenses & Permits	575,425	1%
Interest	355,500	1%

General Fund Uses	\$	%
Safety Services	\$ 17,396,224	46%
Parks & Recreation Services	5,713,430	14%
Public Works	5,241,300	13%
Debt Service	1,811,456	5%
Finance & Administrative Service	1,724,429	4%
Community Development	1,576,862	4%
Library Services	1,294,640	3%
Information Technology	1,289,131	3%
Municipal Court	982,006	2%
City Attorney's Office	762,280	2%
City Manager's Office	679,806	2%
Human Resources	570,474	1%
Legislation	351,513	1%
Contingencies	100,000	0%

Total Sources of Funds **\$ 39,051,239** 100%

Total Uses of Funds **\$ 39,493,551** 100%

Estimated Beginning Fund Balance - January 1, 2008	\$ 7,329,183
Net Sources (Uses) of Funds	(442,312)
Estimated Ending Fund Balance - December 31, 2008	6,886,871
Required Reserves	(3,178,800)
Estimated Ending <u>Unreserved</u> Fund Balance - December 31, 2008	\$ 3,708,071

City of Englewood, Colorado
General Fund
Statement of Revenues, Expenditures and Changes in Fund Balances

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 6,619,821	\$ 4,481,207	\$ 5,535,464	\$ 6,516,987	\$ 6,812,976	\$ 7,583,883	\$ 7,143,302	\$ 7,143,302	\$ 7,329,183
Revenues									
Property Tax	2,426,924	2,424,440	2,417,673	2,493,832	2,559,369	2,565,000	2,565,000	2,565,000	2,820,000
Specific Ownership Tax	329,487	333,456	346,888	334,768	333,018	386,335	386,335	386,335	395,993
Sales & Use Taxes	20,069,192	20,554,656	20,591,394	20,886,855	20,688,258	22,540,447	22,540,447	21,500,000	22,000,000
Cigarette Tax	550,123	366,947	354,876	313,731	293,776	310,000	310,000	290,000	280,000
Franchise Fees	1,829,765	2,003,411	2,096,425	2,294,972	2,362,000	2,408,750	2,408,750	2,489,828	2,545,448
Admissions Tax	13,963	-	-	-	-	-	-	-	-
Hotel/Motel Tax	10,791	8,877	9,076	8,337	9,554	8,713	8,713	8,713	8,500
Licenses & Permits	702,821	626,322	628,363	609,971	623,945	621,090	621,090	980,425	575,425
Intergovernmental Revenue	1,413,960	1,408,450	1,277,490	1,156,221	1,193,863	1,190,470	1,190,470	1,029,575	1,094,573
Charges for Services	1,946,851	2,130,086	3,015,792	2,727,995	3,053,106	3,182,500	3,332,535	2,883,427	2,938,128
Recreation Program Fees	1,301,513	1,150,861	1,721,107	2,060,758	2,099,202	2,261,428	2,142,493	2,100,513	2,266,998
Library Fines	17,148	19,303	22,450	25,115	23,569	25,000	25,000	25,000	25,000
Fines & Forfeitures	1,098,015	1,449,558	1,240,756	1,361,727	1,543,353	1,468,500	1,473,500	1,470,500	1,494,500
Interest Income	178,231	78,127	84,295	168,370	353,575	300,000	300,000	355,500	355,500
Miscellaneous	297,778	223,622	171,658	131,849	229,675	150,000	139,192	141,435	277,385
Total Revenues	32,186,562	32,778,116	33,978,243	34,574,501	35,366,263	37,418,233	37,418,233	36,226,251	37,077,450
Other Financing Sources	779,958	2,938,736	1,021,027	477,200	950,200	279,030	2,815,030	3,125,030	1,973,789
Total Sources of Funds	32,966,520	35,716,852	34,999,270	35,051,701	36,316,463	37,697,263	40,233,263	39,351,281	39,051,239
Expenditures									
Legislation	348,192	372,447	326,145	308,201	306,360	325,959	325,959	362,513	351,513
City Attorney's Office	595,428	572,000	537,166	553,078	586,588	720,646	720,646	729,061	762,280
Municipal Court	714,443	766,747	771,456	813,660	831,859	932,562	932,562	932,285	982,006
City Manager's Office	633,085	616,321	574,645	603,493	618,649	655,188	691,929	689,445	679,806
Human Resources	642,109	437,033	479,130	465,687	516,302	563,298	563,298	553,226	570,474
Finance & Administrative Ser	1,477,473	1,422,618	1,423,015	1,524,994	1,589,900	1,700,220	1,700,220	1,640,433	1,724,429
Information Technology	1,276,712	1,238,211	1,178,076	1,151,847	1,103,732	1,281,168	1,281,168	1,260,145	1,289,131
Public Works	4,920,390	4,785,047	4,694,738	4,675,019	5,024,251	5,176,852	5,611,852	5,507,938	5,241,300
Safety Services	15,104,992	15,073,249	14,433,427	14,789,807	15,588,534	16,833,823	16,859,115	16,825,255	17,396,224
Community Development	1,678,824	1,688,043	1,431,757	1,364,742	1,366,545	1,686,645	1,686,645	1,554,139	1,576,862
Library Services	1,265,648	1,230,310	1,102,281	1,158,670	1,265,511	1,336,263	1,336,263	1,332,569	1,294,640
Parks & Recreation Services	4,509,693	4,271,352	4,782,644	5,206,431	5,534,106	5,705,171	5,705,171	5,690,830	5,713,430
Total Expenditures	33,166,989	32,473,378	31,734,480	32,615,629	34,332,337	36,917,795	37,414,828	37,077,839	37,582,095
Other Financing Uses									
Transfers	20,000	-	-	20,000	163,500	-	650,000	-	-
Contingencies	43,945	41,450	35,249	89,565	230,692	395,000	395,000	215,250	100,000
Debt Service-Civic Center	1,874,200	1,579,410	1,579,598	1,578,135	965,578	1,575,731	1,575,731	1,578,281	1,578,000
Debt Service-Other	-	568,357	668,420	452,383	294,030	294,030	294,030	294,030	233,456
Total Other Financing Uses	1,938,145	2,189,217	2,283,267	2,140,083	1,653,800	2,264,761	2,914,761	2,087,561	1,911,456
Total Uses of Funds	35,105,134	34,662,595	34,017,747	34,755,712	35,986,137	39,182,556	40,329,589	39,165,400	39,493,551
Net Sources (Uses) of Funds	(2,138,614)	1,054,257	981,523	295,989	330,326	(1,485,293)	(96,326)	185,881	(442,312)
Fund Balance Before Reserves	4,481,207	5,535,464	6,516,987	6,812,976	7,143,302	6,098,590	7,046,976	7,329,183	6,886,871
Less Reserves:									
Emergency Reserve	997,000	1,003,000	1,015,000	1,020,000	1,040,000	1,029,000	1,029,000	1,040,000	1,112,000
LTAR	-	-	-	-	-	-	1,986,000	1,986,000	1,986,000
Other	515,372	424,096	336,703	252,613	171,200	124,800	124,800	174,800	80,800
Unreserved Fund Balance	\$ 2,968,835	\$ 4,108,368	\$ 5,165,284	\$ 5,540,363	\$ 5,932,102	\$ 4,944,790	\$ 3,907,176	\$ 4,128,383	\$ 3,708,071

Unreserved Fund Balance as a percentage of Total Revenue 9.22% 12.53% 15.20% 16.02% 16.77% 13.21% 10.44% 11.40% 10.00%

2007 Budget Amended with Resolution No. 38, 40, 43, 80, 90, 91 of Series 2007

General Fund ~ Major Revenue Categories

Please refer to the 2008 Revenue Manual for an in-depth review of the individual revenue sources. The revenue categories below provide a general overview of the revenue composition for the category.

Sales and Use Tax: Sales and use taxes are the most important revenue sources for the City. Sales and use taxes generated 79 percent of all taxes and 59 percent of total revenues collected in 2006. This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Vendors receive a .5 percent fee for collecting and remitting the taxes to the City by the due date. Taxes for the current month are due to the City by the 20th day of the following month.

Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2006 mill levy collected in 2007 is 8.400 mills. The 2006 mill levy for general operations collected in 2007 is 5.880 mills. A voter approved additional mill of 2.520 mills is levied for principal and interest payments on the City's general obligation debt (parks and recreation projects). The City's total 2007 mill levy collected in 2008 is 8.173. The 2007 mill levy for general operations and debt service is 5.880 mills and 2.293 mills respectively.

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

Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past years.

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

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

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

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

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

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

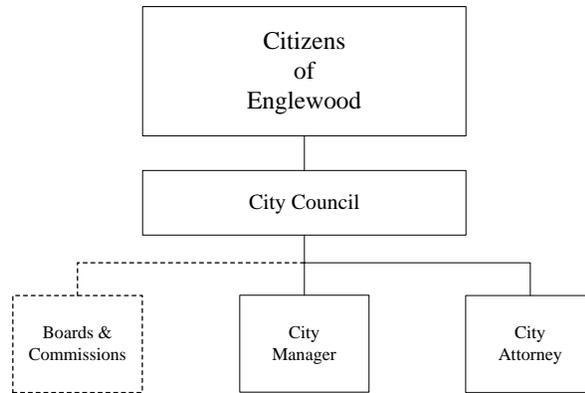
Fines and Forfeitures: This revenue source includes court, library, and other fines.

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

Miscellaneous: This source includes all revenues that do not fit in another revenue category.

Department Legislation
Fund General

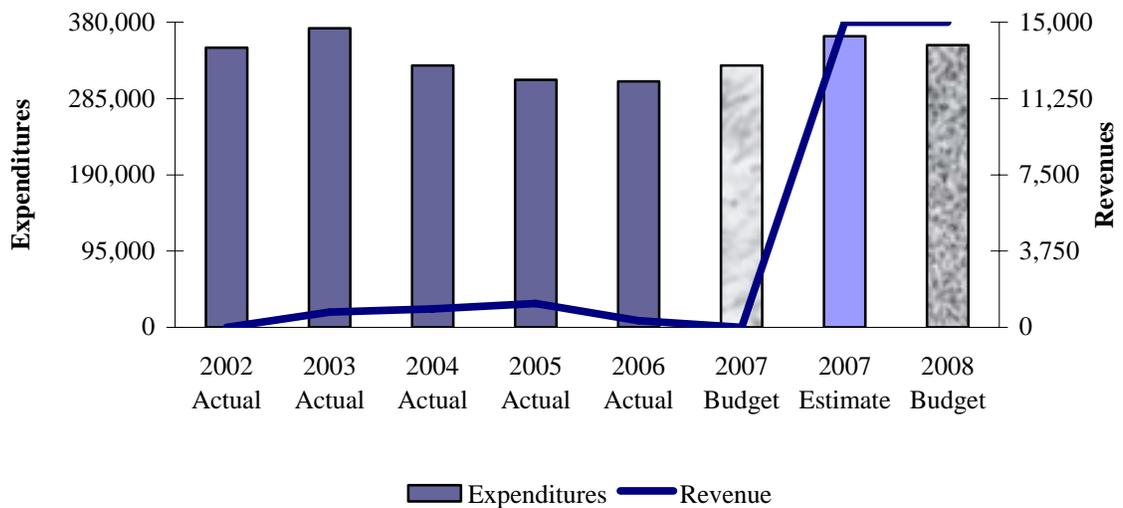
Mission Strive to assure economic and community vitality that will support essential services and provide the quality of life expected by the community.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	750	900	1,175	330	-	15,000	15,000
Percent Change		----	20.00%	30.56%	-71.91%	-100.00%	----	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	62,471	59,719	60,000	57,714	58,156	64,406	59,270	58,863
Commodities	49,787	57,679	51,446	55,329	48,344	52,739	55,658	55,105
Contractual	234,415	255,050	214,698	195,158	199,860	208,814	247,585	237,545
Capital	1,520	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	348,193	372,448	326,144	308,201	306,360	325,959	362,513	351,513
Percent Change		6.97%	-12.43%	-5.50%	-0.60%	6.40%	11.21%	-3.03%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



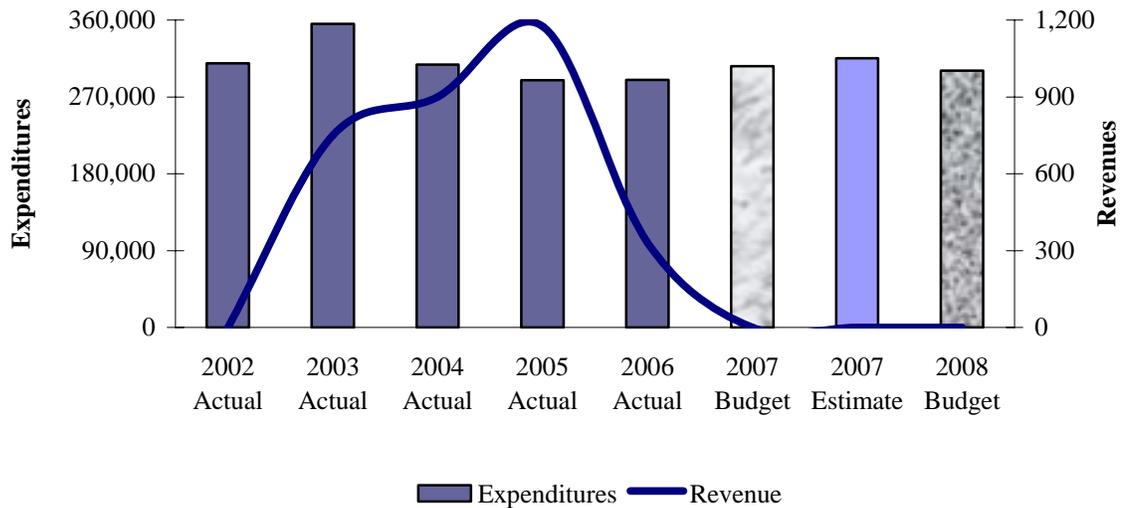
Department Legislation
Fund General
Division City Council
Account 02.0101

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	750	900	1,175	330	-	-	-
Percent Change		----	20.00%	30.56%	-71.91%	-100.00%	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	58,380	56,903	57,304	56,582	56,611	62,385	57,336	57,367
Commodities	32,703	46,426	41,815	40,640	37,750	41,900	44,011	41,925
Contractual	216,651	252,314	208,734	192,245	195,486	201,529	213,773	201,529
Capital	1,520	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	309,254	355,643	307,853	289,467	289,847	305,814	315,120	300,821
Percent Change		15.00%	-13.44%	-5.97%	0.13%	5.51%	3.04%	-4.54%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

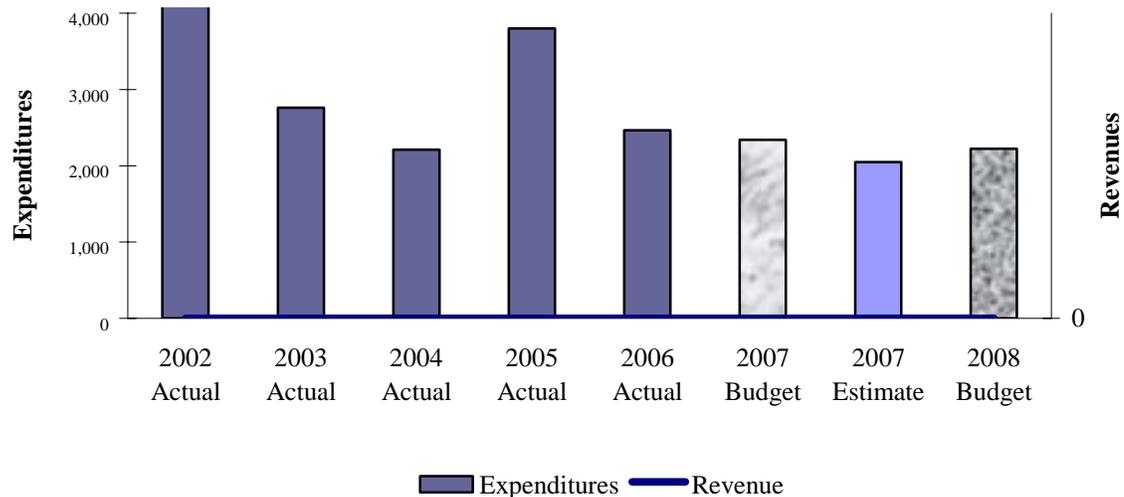
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Legislation
Fund General
Division Board of Adjustments and Appeals
Account 02.0102

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	745	587	432	190	607	431	181	331
Commodities	2,877	1,346	982	3,142	1,621	1,075	932	957
Contractual	1,600	830	798	466	236	835	935	935
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	5,222	2,763	2,212	3,798	2,464	2,341	2,048	2,223
Percent Change		-47.09%	-19.94%	71.70%	-35.12%	-4.99%	-12.52%	8.54%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	NA	NA	NA	NA	NA	Estimate	Budget
	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007	2008	Goals/Activities Supported
							Estimate	Budget	
NA									

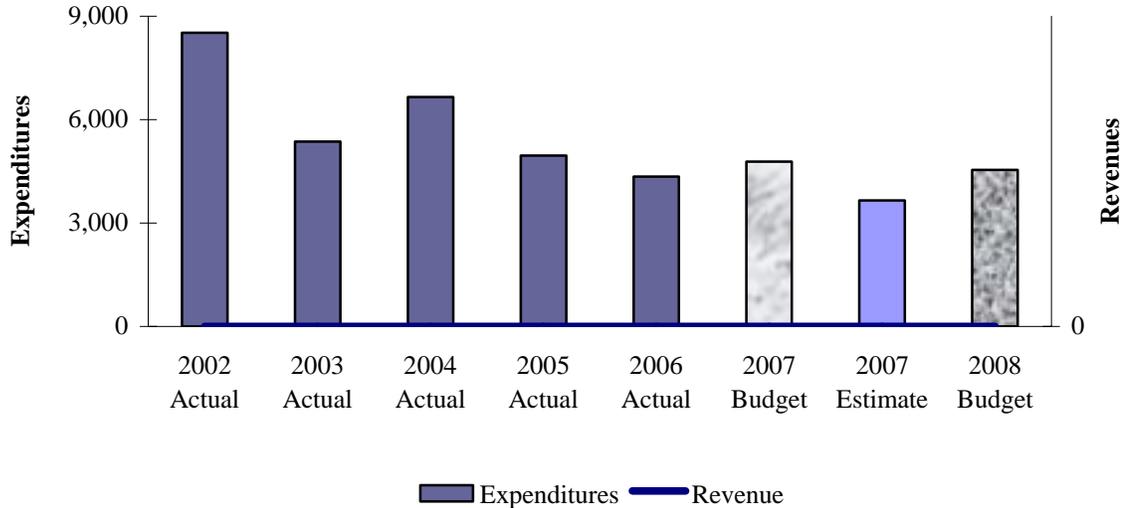
Department Legislation
Fund General
Division Planning and Zoning Commission
Account 02.0103

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	2,426	1,598	1,743	365	503	915	818	915
Commodities	2,262	2,473	2,320	2,939	1,733	1,240	921	1,240
Contractual	3,828	1,295	2,590	1,651	2,111	2,630	1,916	2,390
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	8,516	5,366	6,653	4,955	4,347	4,785	3,655	4,545
Percent Change		-36.99%	23.98%	-25.52%	-12.27%	10.08%	-23.62%	24.35%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

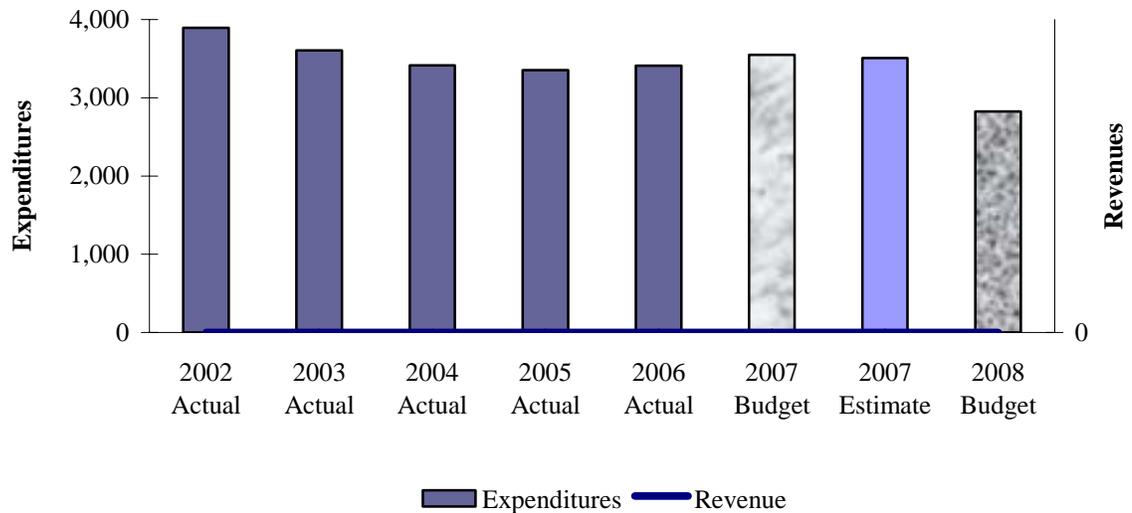
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Legislation
Fund General
Division Library Board
Account 02.0104

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	477	631	521	577	435	675	685	-
Commodities	3,181	2,765	1,057	2,031	2,220	1,375	1,375	1,375
Contractual	235	209	1,837	745	755	1,500	1,450	1,450
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	3,893	3,605	3,415	3,353	3,410	3,550	3,510	2,825
Percent Change		-7.40%	-5.27%	-1.82%	1.70%	4.11%	-1.13%	-19.52%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	NA	NA	NA	NA	NA	Estimate	Budget
	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

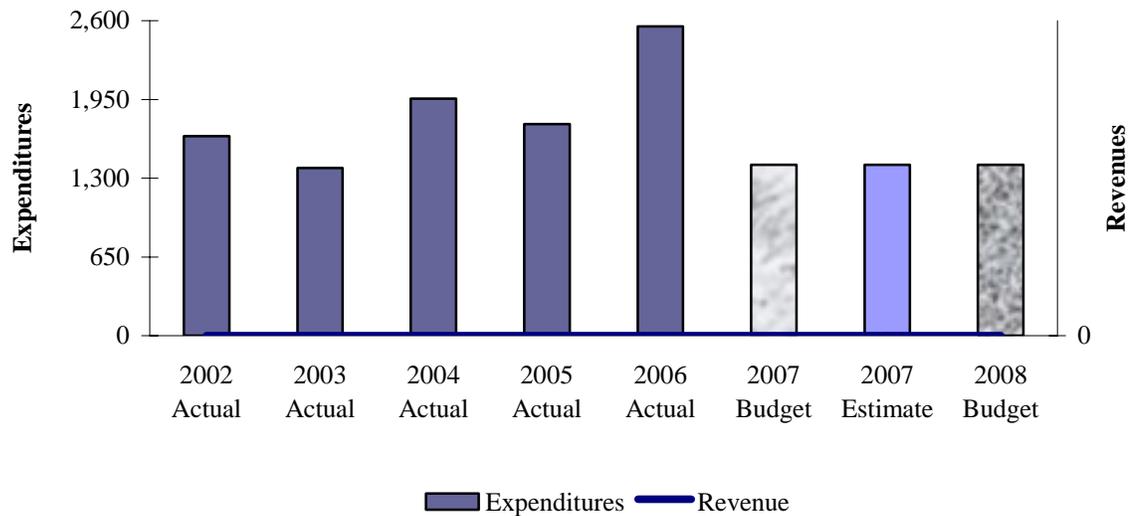
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007	2008	Goals/Activities Supported
							Estimate	Budget	
NA									

Department Legislation
Fund General
Division Parks and Recreation Commission
Account 02.0105

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-
Commodities	1,646	1,385	1,507	1,746	2,317	1,189	1,198	1,198
Contractual	-	-	450	-	236	220	211	211
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	1,646	1,385	1,957	1,746	2,553	1,409	1,409	1,409
Percent Change		-15.86%	41.30%	-10.78%	46.22%	-44.81%	0.00%	0.00%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	NA	NA	NA	NA	NA	Estimate	Budget
	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007	2008	Goals/Activities Supported
NA							Estimate	Budget	

Department Legislation
Fund General
Division Code Enforcement Advisory Board
Account 02.0106

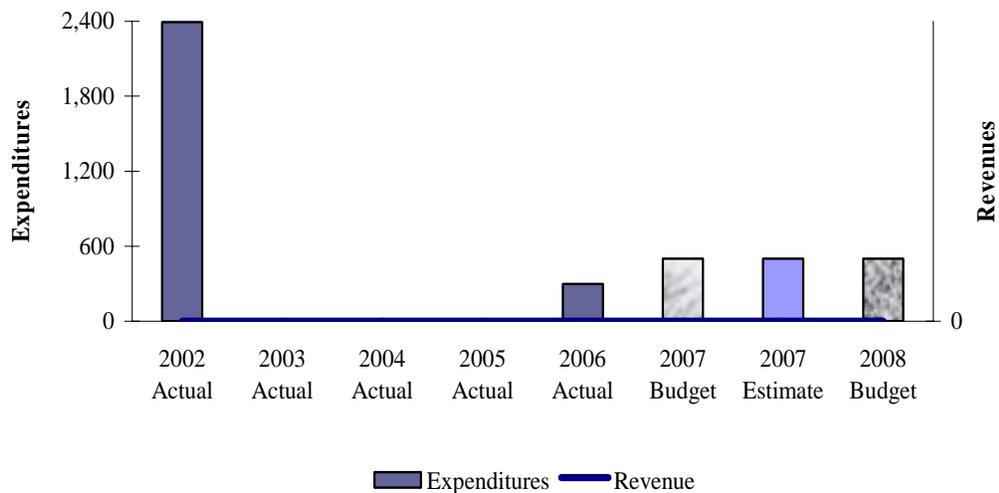
Description The Code Enforcement Advisory Board was established by Englewood City Council in 1997 with the intention of providing community recommendations to the City Council and the Director of Safety Services regarding the provision of code enforcement activities in a consistent, effective and uniform manner.

The Board consists of a cross-section of Council members, employees, business leaders and citizen representatives, all working to develop a responsive long-range strategy.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	434	-	-	-	-	-	-	-
Commodities	159	-	-	-	297	500	500	500
Contractual	1,800	10	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	2,393	10	-	-	297	500	500	500
Percent Change		-99.58%	-100.00%	----	----	68.35%	0.00%	0.00%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

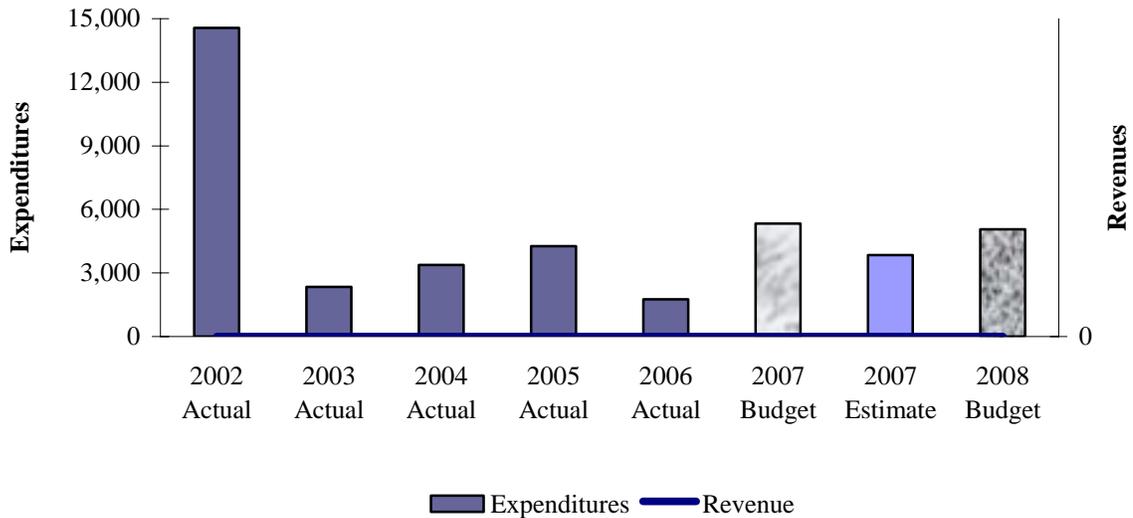
Department Legislation
Fund General
Division Alliance for Commerce in Englewood
Account 02.0107

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	9	-	-	-	-	-	-	-
Commodities	4,249	2,217	3,086	4,219	1,453	3,435	2,245	3,435
Contractual	10,301	125	289	51	300	1,900	1,600	1,630
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	14,559	2,342	3,375	4,270	1,753	5,335	3,845	5,065
Percent Change		-83.91%	44.11%	26.52%	-58.95%	204.34%	-27.93%	31.73%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

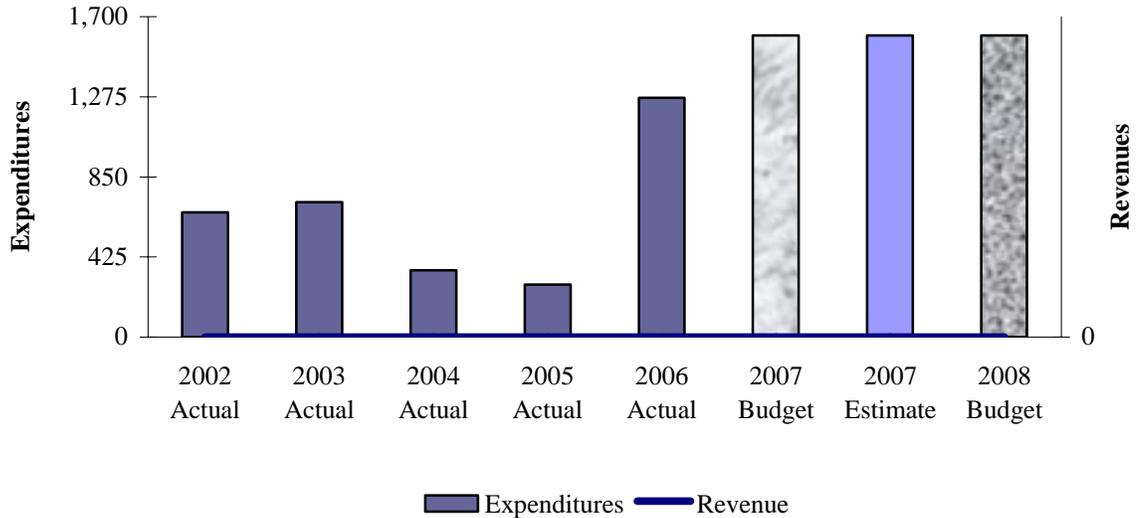
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Legislation
Fund General
Division Cultural Arts Commission
Account 02.0108

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-
Commodities	662	450	355	279	534	1,400	1,400	1,400
Contractual	-	265	-	-	736	200	200	200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	662	715	355	279	1,270	1,600	1,600	1,600
Percent Change		8.01%	-50.35%	-21.41%	355.20%	25.98%	0.00%	0.00%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	NA	NA	NA	NA	NA	Estimate	Budget
	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure										
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007	2008	Goals/	Activities
							Estimate	Budget	Supported	
NA										

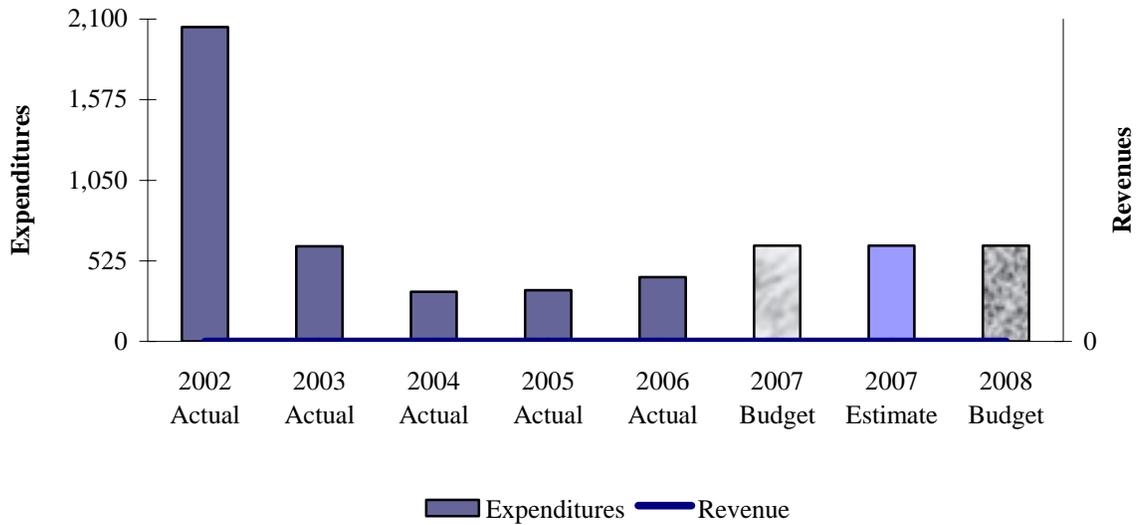
Department Legislation
Fund General
Division Transportation Advisory Committee
Account 02.0109

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-
Commodities	2,048	617	324	333	419	625	625	625
Contractual	-	2	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	2,048	619	324	333	419	625	625	625
Percent Change		-69.78%	-47.66%	2.78%	25.83%	49.16%	0.00%	0.00%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	NA	NA	NA



Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Legislation
Fund General
Division Keep Englewood Beautiful Commission
Account 02.0110

Description As the Keep Englewood Beautiful Commission, we are charged with the responsibility to enhance the environmental quality of life in Englewood.

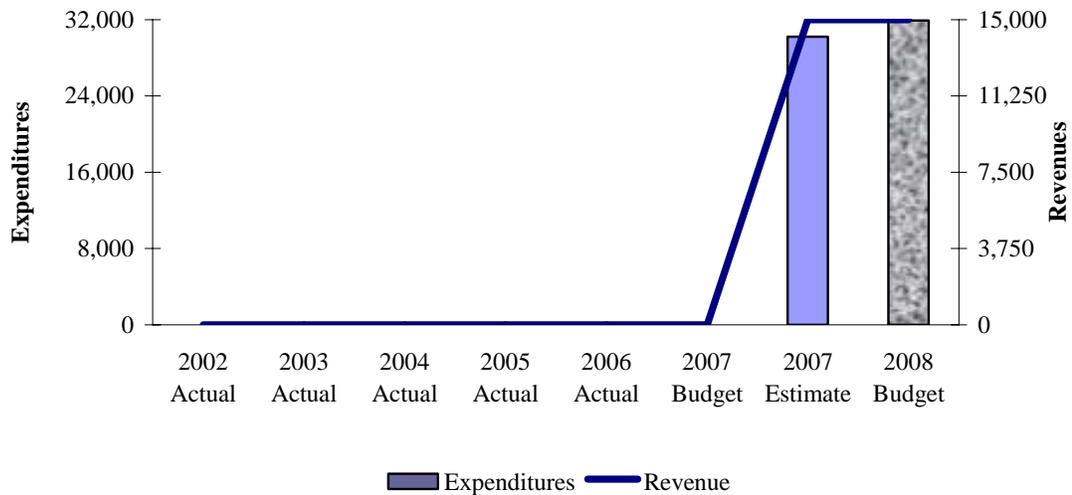
We promote community participation and environmentally responsible behavior through partnership among citizens, schools, businesses, governments and other organizations. We communicate within the City to identify, address, and resolve emerging environmental issues and concerns.

The Commission is a sounding board for the community and through community education impacts current and future environmental issues in Englewood and surrounding communities.

History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	15,000	15,000
Percent Change		----	----	----	----	----	----	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	250	250
Commodities	-	-	-	-	-	-	2,451	2,450
Contractual	-	-	-	-	-	-	27,500	29,200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	30,201	31,900
Percent Change		----	----	----	----	----	----	5.63%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	NA	NA	NA	NA	NA	NA	NA

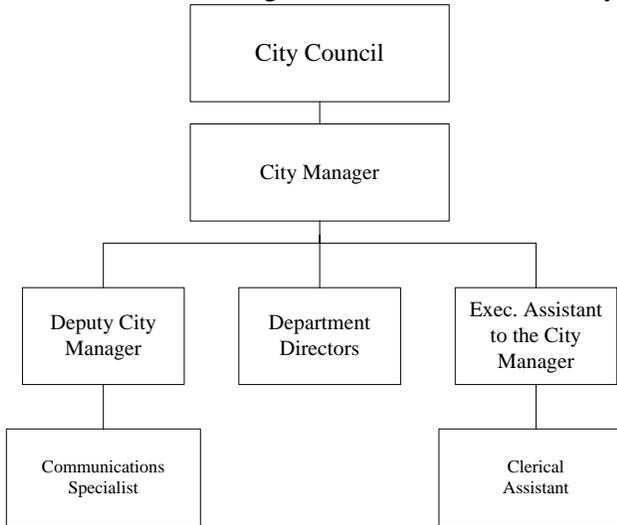


Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure							2007	2008	Goals/
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	Activities Supported
NA									

Department City Manager's Office
Fund General
Account 02.0201

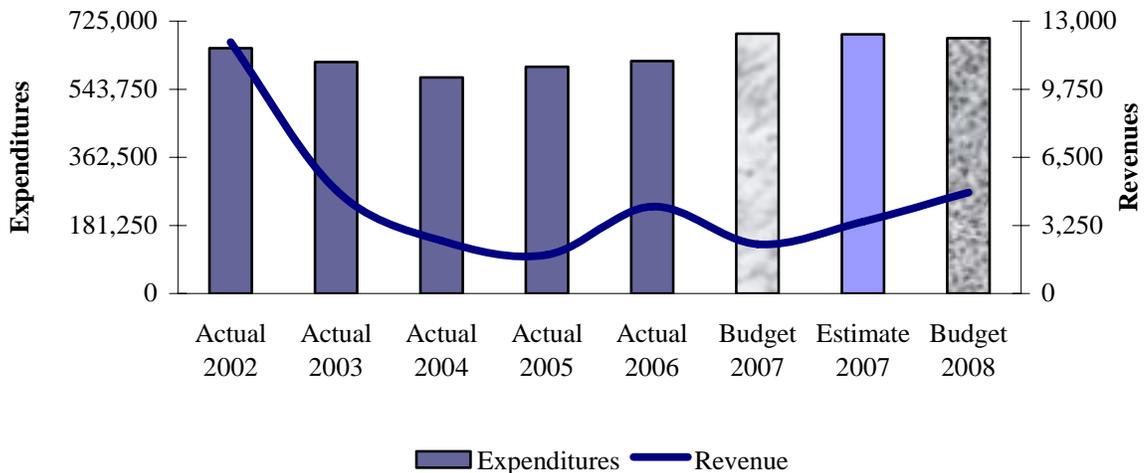
Mission The City Manager's Office strives to provide positive leadership in implementing Council goals, to ensure that City services are managed and delivered in an efficient, effective, and economical fashion; and to facilitate communication between the organization and the community



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	12,005	4,938	2,525	1,850	4,150	2,350	3,429	4,829
Percent Change		-58.87%	-48.87%	-26.73%	124.32%	-43.37%	45.91%	40.83%
Expenditures	-	-	-	-	-	-	-	-
Personnel	504,555	533,658	494,875	521,010	540,010	588,822	603,728	578,814
Commodities	19,385	12,500	13,950	14,169	14,216	20,525	15,960	20,185
Contractual	115,653	68,763	65,821	68,314	64,424	77,582	67,757	75,807
Capital	13,491	1,400	-	-	-	5,000	2,000	5,000
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	653,084	616,321	574,646	603,493	618,650	691,929	689,445	679,806
Percent Change		-5.63%	-6.76%	5.02%	2.51%	11.84%	-0.36%	-1.40%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	5.7000	5.6800	5.6000	5.0000	5.5000	5.5000	5.5000



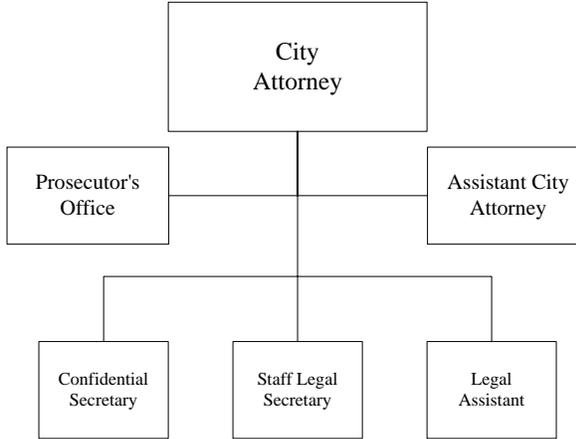
Department City Manager's Office
Fund General
Account 02.0201

Division Goals or Activities	Outcome Supported
1. Public Works and Utilities coordination management	• A City that provides and maintains quality infrastructure
2. Capital planning coordination	
3. Interdepartmental capital construction coordination and management	
4. Safety Services Department coordination and planning	• A City that is safe, clean, healthy and attractive
5. Code Enforcement Advisory Committee liaison	
6. Financial analysis, budget preparation, review and monitoring	• A progressive City that provides responsive and cost efficient services
7. External communications, including direct citizen contact and response, press releases, media responses, website development and maintenance, Citizen newsletter, community meetings	
8. Internal communications, including Council contact and response, Council meeting and agenda preparation, Council requests	
9. Community Development coordination and management	
10. Interface with business community and Chamber of Commerce	• A City that is business-friendly and economically diverse
11. Coordination of development and redevelopment projects (Bates Station, McLellan, Golf Course)	
12. Parks and Recreation and Library coordination and management	• A City that provides diverse cultural, recreational and entertainment opportunities
13. Liaison with local cultural agencies(MOA, Englewood Arts)	
14. Coordinate Civic Center, City Center and other community and employee events	

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

Department City Attorney's Office
Fund General
Account 02.0301

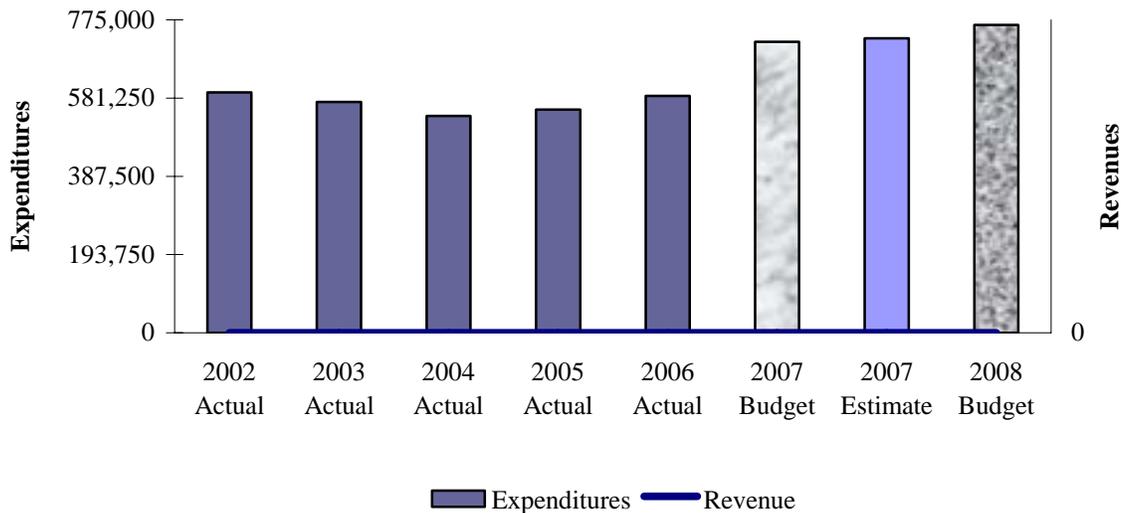
Mission The City Attorney is the legal representative of the City, and shall provide effective and efficient legal services to the City Council and City Officials. Within the provision of the Constitution of the United States and the State of Colorado and the Charter of the City of Englewood those services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



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	470,549	470,078	459,862	488,641	513,180	555,018	569,422	578,757
Commodities	22,749	18,973	37,424	35,326	48,399	28,960	49,565	49,565
Contractual	98,723	82,950	39,880	29,111	25,009	136,148	110,074	133,958
Capital	3,407	-	-	-	-	520	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	595,428	572,001	537,166	553,078	586,588	720,646	729,061	762,280
Percent Change		-3.93%	-6.09%	2.96%	6.06%	22.85%	1.17%	4.56%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	6.9000	6.9000	4.8000	5.3750	5.3800	5.5000	5.5000



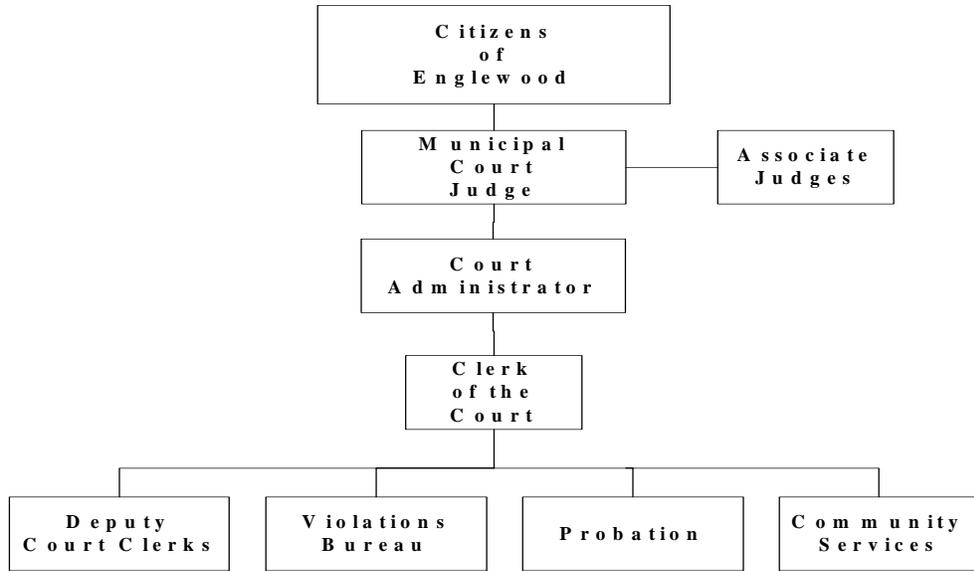
Department City Attorney's Office
Fund General
Account 02.0301

Department Goals or Activities	Outcome Supported
1. Community Development Programs 2. Information Technology Programs 3. Parks & Recreation Programs 4. Public Works Programs 5. Utilities Programs 6. Wastewater Treatment Plant Programs	• A City that provides and maintains quality infrastructure
7. Community Development Programs 8. Parks & Recreation Programs 9. Public Works Programs 10. Safety Services Programs 11. Utilities Programs 12. Wastewater Treatment Plant Programs	• A City that is safe, clean, healthy and attractive
13. Community Development Programs 14. Finance & Administrative Services Programs 15. Human Resources Programs 16. Information Technology Programs 17. Library Programs 18. Parks & Recreation Programs 19. Public Works Programs 20. Safety Services Programs 21. Utilities Programs 22. Wastewater Treatment Plant Programs	• A progressive City that provides responsive and cost efficient services
23. Community Development Programs 24. Finance & Administrative Services Programs	• A City that is business-friendly and economically diverse
25. Community Development Programs 26. Finance & Administrative Services Programs 27. Library Programs 28. Parks & Recreation Programs 29. Public Works Programs	• A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
NA									

Department Municipal Court
Fund General

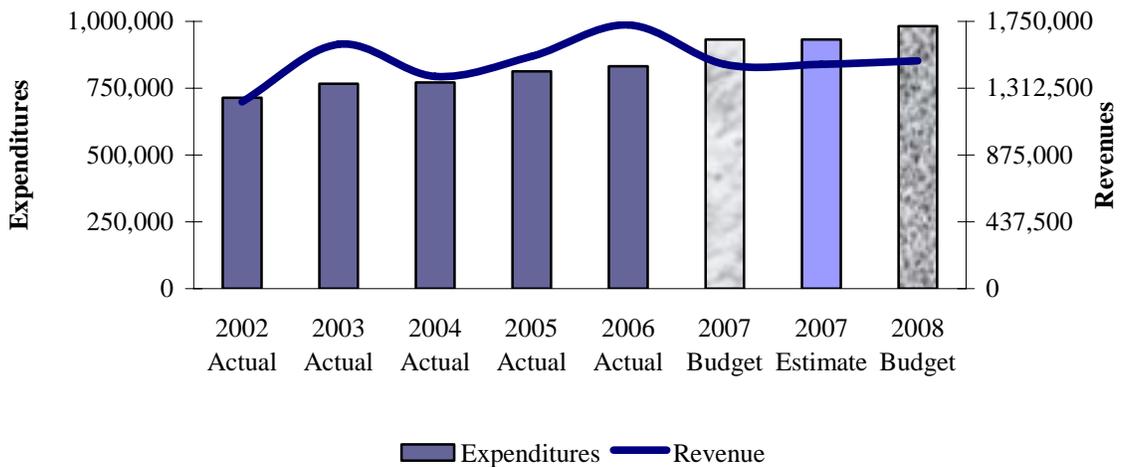
Mission To provide public services, administer judicial policies and apply municipal ordinances in an appropriate and ethical manner. To provide a fair and impartial forum in which all persons are afforded the rights of due process.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,223,516	1,600,370	1,390,250	1,520,035	1,726,828	1,468,500	1,468,500	1,492,500
Percent Change		30.80%	-13.13%	9.34%	13.60%	-14.96%	0.00%	1.63%
Expenditures	-	-	-	-	-	-	-	-
Personnel	597,181	664,717	662,269	688,498	697,096	760,789	762,043	810,695
Commodities	20,174	19,999	19,531	21,940	21,242	28,100	28,395	28,150
Contractual	97,088	82,031	89,656	103,221	113,520	143,673	141,847	143,161
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	714,443	766,747	771,456	813,659	831,858	932,562	932,285	982,006
Percent Change		7.32%	0.61%	5.47%	2.24%	12.11%	-0.03%	5.33%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	13.8000	11.0500	10.2000	10.9900	10.9900	10.9900	11.1300



Department Municipal Court
Fund General
Division Municipal Court
Account 02.0401

Division Goals or Activities	Outcome Supported
1. 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.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. Continue educational opportunities to ensure proper use of system.	
3. 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.	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
4. Community service focus that benefits the City with non-monetary labor.	
5. Support community desires to reduce recidivism through fines and sentences that give incentive to the public to modify inappropriate behavior	
6. Access to justice through high quality, efficient and knowledgeable customer service.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
7. Ensures due process through a full service court	
8. Provide safe, immediate next day arraignment for persons in custody	
9. Take advantage of educational opportunities that enhance employee skills and abilities including electronic process enhancements	

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

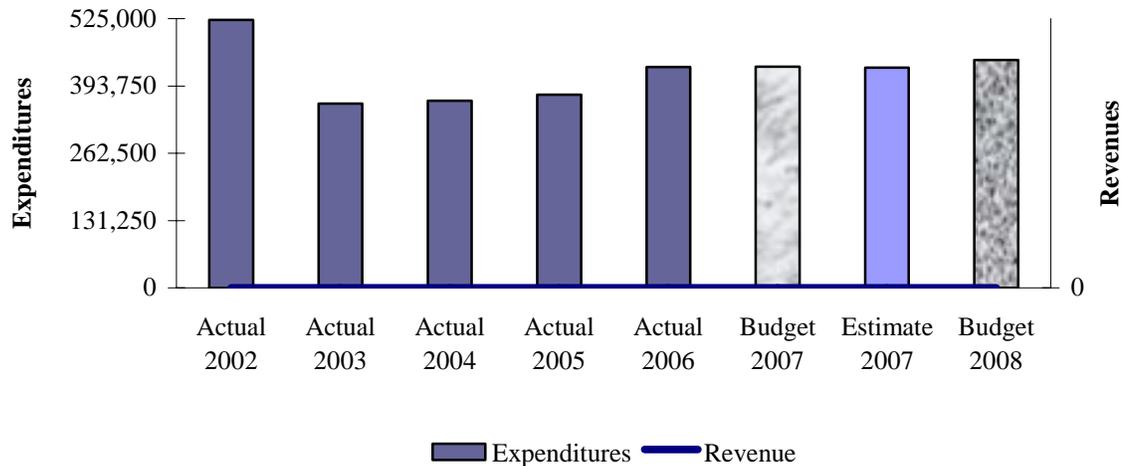
Department Human Resources
Fund General
Division Administration
Account 02.0501

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	382,355	324,976	327,978	337,592	384,091	387,957	390,224	404,678
Commodities	28,150	14,188	15,347	13,501	18,010	15,750	15,111	18,111
Contractual	111,853	20,326	21,413	25,860	28,471	27,691	23,841	21,785
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	522,358	359,490	364,738	376,953	430,572	431,398	429,176	444,574
Percent Change		-31.18%	1.46%	3.35%	14.22%	0.19%	-0.52%	3.59%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	5.0000	5.0000	4.6200	3.6200	4.6750	4.6750	4.6700



Division Goals or Activities	Outcome Supported
1. Ensure asset management via leadership role in the recruitment and retention of appropriate maintenance staff.	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. Provide support to Safety Services by continuously testing police and fire applicants in order to maintain a pool of qualified candidates from which vacancies can be quickly filled.	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive.
3. Promote the acquisition and maintenance of a well trained and productive City staff by upholding City Charter "Merit Principles" (Chapter 35: 138:2) which require: <ul style="list-style-type: none"> "The establishment and maintenance of a classification plan..." "The establishment and maintenance of an employee training program..." 	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

Department Human Resources
Fund General
Division Operations
Account 02.0502

Division Goals or Activities	Outcome Supported
<ul style="list-style-type: none"> • “The establishment and maintenance of a job related employee performance appraisal system...” • “Recruiting, selecting and advancing employees on the basis of their relative ability, knowledge and skills...” 	
<p>4. Contribute to a positive image of the City through the promotion of “harmonious, peaceful and cooperative relationships” between City employees and management as mandated by City Charter and accomplished through successful, interest –based labor relations and negotiations with the various City unions.</p>	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse.
<p>5. Support City departments and staff with primary responsibility for this outcome through the activities listed in #3 and #4 above.</p>	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities.

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

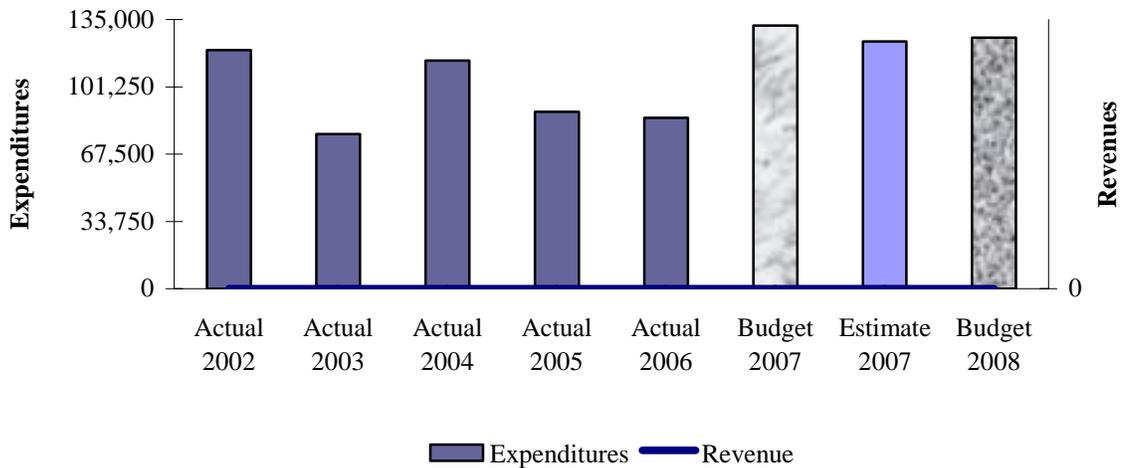
Department Human Resources
Fund General
Division Operations
Account 02.0502

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	128	-	-	76	15	-	-	-
Commodities	11,614	11,088	9,982	13,032	7,750	17,500	17,500	17,500
Contractual	108,009	66,457	104,411	75,625	77,965	114,400	106,550	108,400
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditures	119,751	77,545	114,393	88,733	85,730	131,900	124,050	125,900
Percent Change		-35.24%	47.52%	-22.43%	-3.38%	53.86%	-5.95%	1.49%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

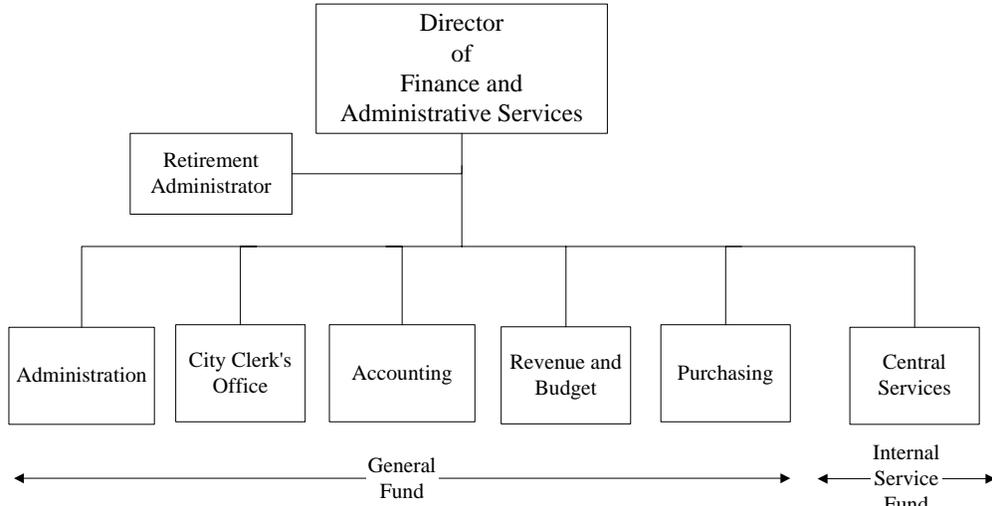


Division Goals or Activities	Outcome Supported
1. Recruitment advertising / job fairs / pre-employment physicals & background investigations	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Finance and Administrative Services
Fund General

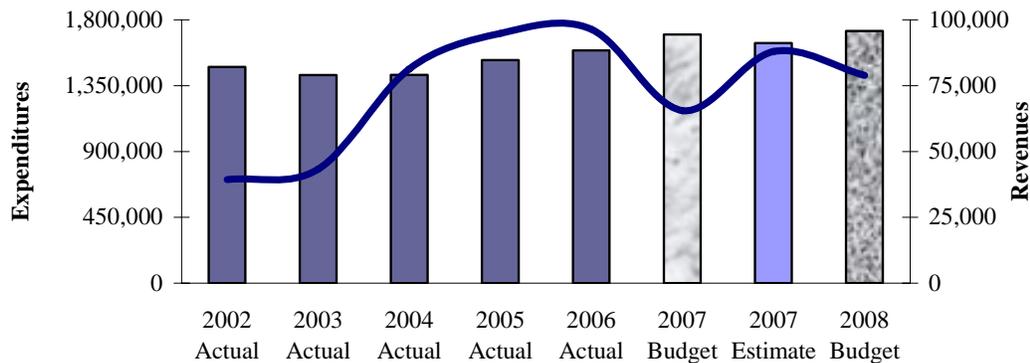
Mission To meet the needs of City staff, legislative bodies, citizens, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	39,361	43,351	81,393	94,805	96,382	65,500	87,965	78,915
Percent Change		10.14%	87.75%	16.48%	1.66%	-32.04%	34.30%	-10.29%
Expenditures								
Personnel	1,289,933	1,232,945	1,219,907	1,301,202	1,407,717	1,427,689	1,364,304	1,436,367
Commodities	60,050	44,973	46,715	43,855	48,243	55,215	63,157	64,257
Contractual	124,466	144,700	156,393	178,760	133,938	215,316	210,972	221,805
Capital	2,976	-	-	1,178	-	2,000	2,000	2,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,477,425	1,422,618	1,423,015	1,524,995	1,589,898	1,700,220	1,640,433	1,724,429
Percent Change		-3.71%	0.03%	7.17%	4.26%	6.94%	-3.52%	5.12%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	20.5500	20.0500	19.2500	19.3330	19.5800	18.5992	19.0000



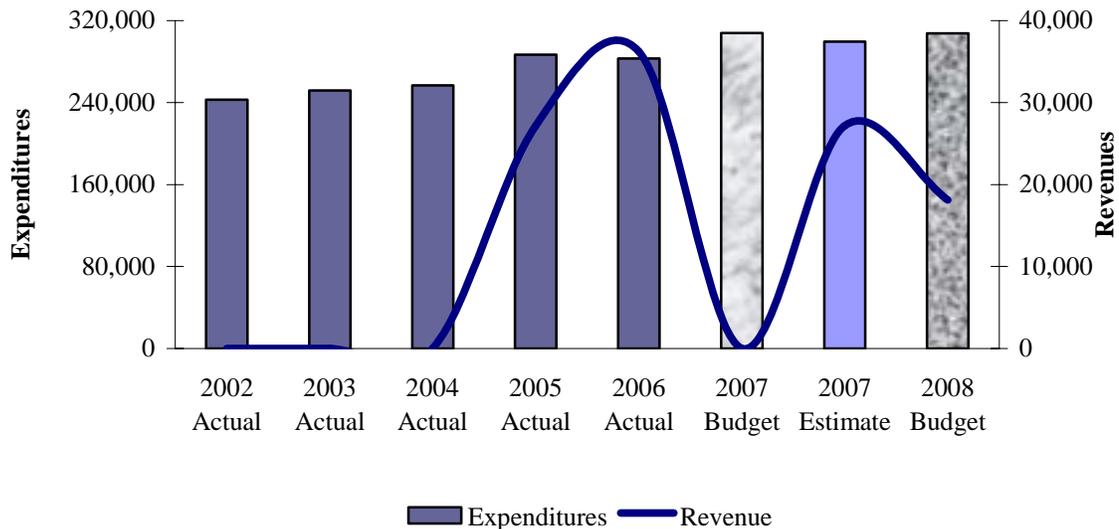
■ Expenditures — Revenue

Department Finance and Administrative Services
Fund General
Division Administration
Account 02.0601

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	27,150	36,229	-	27,150	18,100
Percent Change		---	---	---	33.44%	-100.00%	---	-33.33%
Expenditures	-	-	-	-	-	-	-	-
Personnel	195,311	202,468	210,345	219,890	230,527	238,434	238,879	245,751
Commodities	7,442	3,166	3,023	2,579	3,770	4,775	5,791	5,591
Contractual	39,915	46,225	43,409	64,431	48,772	64,700	54,700	56,373
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	242,668	251,859	256,777	286,900	283,069	307,909	299,370	307,715
Percent Change		3.79%	1.95%	11.73%	-1.34%	8.78%	-2.77%	2.79%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	2.0000	2.0000	2.0000	2.0000	2.0000	Estimate	Budget
						2.0000	2.0000



Division Goals or Activities	Outcome Supported
1. 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.	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. Administration Division supports this activity indirectly by coordination the efforts that support those that keep the City safe, clean, healthy, and attractive. The Division supports the City's employees who construct, maintain, and acquire the City's infrastructure.	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive
3. Administration Division works with the City Manager's Office and the	A progressive City that provides

Department Finance and Administrative Services
Fund General
Division Administration
Account 02.0601

Division Goals or Activities	Outcome Supported
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	responsive and cost efficient services.
4. Administration Division has direct contact with the majority of the City's business either through licensing or sales tax auditing and seminars.	• A City that is business-friendly and economically diverse.
5. Administration Division supports the employees that provide these services to the community	• A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure									
Indicator/ Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
N/A									

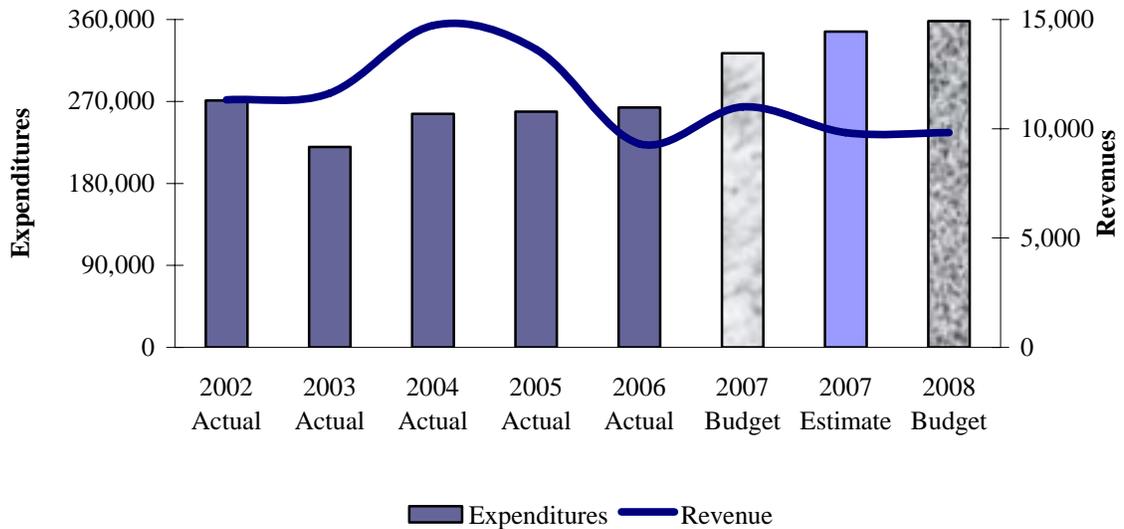
Department Finance and Administrative Services
Fund General
Division City Clerk's Office
Account 02.0602

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	11,322	11,618	14,724	13,628	9,318	11,000	9,815	9,815
Percent Change		2.61%	26.73%	-7.44%	-31.63%	18.05%	-10.77%	0.00%
Expenditures								
Personnel	200,258	172,641	176,194	191,396	204,478	205,129	211,554	219,659
Commodities	14,411	8,971	7,880	10,324	11,706	13,330	13,830	13,830
Contractual	53,278	38,351	72,128	55,746	47,216	102,525	119,250	122,900
Capital	2,976	-	-	1,178	-	2,000	2,000	2,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	270,923	219,963	256,202	258,644	263,400	322,984	346,634	358,389
Percent Change		-18.81%	16.48%	0.95%	1.84%	22.62%	7.32%	3.39%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	3,7500	2,9500	2,9500	3,0000	3,0000	3,0000	3,0000



Division Goals or Activities	Outcome Supported
<ol style="list-style-type: none"> 1. Continue to work with other departments (within the City and with outside agencies) to ensure optimum Customer Service 2. Respond to all requests for information in a timely, thoughtful manner 3. Directing citizens to appropriate person, department or agency that can best meet their needs 4. Continue to assess methods of operation to ensure the most effective and efficient work processes are used and apply electronic technology where applicable 5. Provide WEB access to Election and Liquor Licensing procedures and information 6. Establish an electronic repository of City documents 7. Assist citizens, candidates and issue committees with election processes 8. Continue to evaluate and refine Records Disaster Recovery Plan 9. Develop a well-trained and productive staff 	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services

Department Finance and Administrative Services
Fund General
Division City Clerk's Office
Account 02.0602

Division Goals or Activities	Outcome Supported
10. Provide market-based compensation for appropriate work efforts	
11. Cross-train within the City Clerk's office	
12. Provide quality customer service to all of our liquor licensees	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
13. 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)	
14. City Clerk 's office maintains records and other information	

Performance Indicator/Outcome Measure									Goal(s)/ Activities Supported
Indicator/ Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goal(s)/ Activities Supported
N/A									

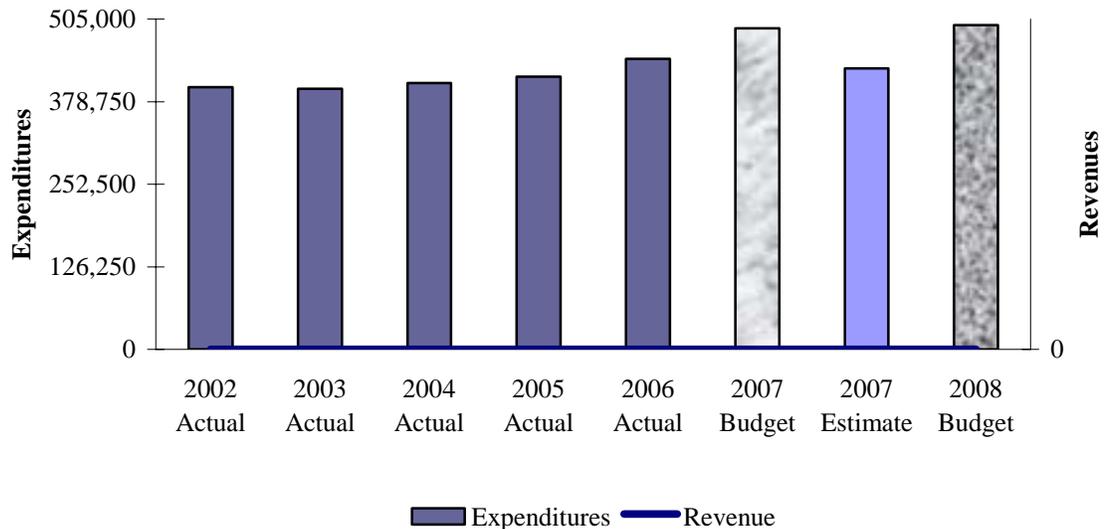
Department Finance and Administrative Services
Fund General
Division Accounting
Account 02.0603

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	371,050	366,737	365,754	382,935	416,613	458,488	404,368	464,726
Commodities	17,546	15,978	18,538	14,047	14,312	16,800	15,545	16,445
Contractual	12,110	15,588	22,927	20,028	13,177	15,766	9,816	14,522
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	400,706	398,303	407,219	417,010	444,102	491,054	429,729	495,693
Percent Change		-0.60%	2.24%	2.40%	6.50%	10.57%	-12.49%	15.35%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	4.7000	6.1000	5.3000	5.3300	5.5800	5.3300	6.0000



Division Goals or Activities	Outcome Supported
1. Assist Departments in compiling and analyzing financial needs of long-term assets.	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. Assist Departments in preparing financial information for grants, leasing and bonding for projects related to maintaining the safety and beautification of the City.	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive
3. Provide historic and current financial information for analysis.	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services
4. Provide accounts payable and payroll services.	<ul style="list-style-type: none"> A City that is business-friendly and economically diverse.
5. Work with Departments on the analysis on incentive packages to attract new business.	<ul style="list-style-type: none"> A City that is business-friendly and economically diverse.
6. Provide financial information to aid data gathering and analysis	

Department Finance and Administrative Services
Fund General
Division Accounting
Account 02.0603

Division Goals or Activities	Outcome Supported
projects.	
7. Provide historic financial information to aid decision making.	
8. Provide financial information to aid data gathering and analysis projects.	
9. Provide financial information for decision making (e.g. tax incentives)	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure								Goals/ Activities Supported	
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	
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	8,500	
Number of payroll payments per year	Output			26,190	25,893	26,789	27,716	28,000	
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		

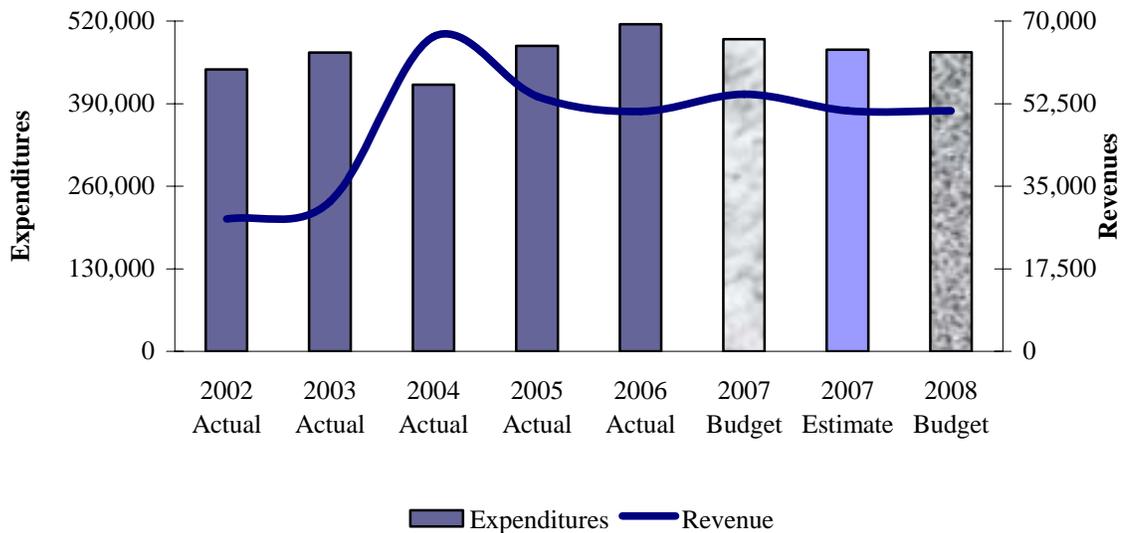
Department Finance and Administrative Services
Fund General
Division Revenue and Budget
Account 02.0604

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	28,039	31,733	66,669	54,027	50,835	54,500	51,000	51,000
Percent Change		13.17%	110.09%	-18.96%	-5.91%	7.21%	-6.42%	0.00%
Expenditures								
Personnel	410,928	416,396	390,868	431,992	478,569	447,987	429,096	424,080
Commodities	19,316	15,848	16,022	15,583	17,496	18,660	26,339	26,739
Contractual	13,461	38,317	12,685	33,385	19,019	24,701	19,531	20,135
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	443,705	470,561	419,575	480,960	515,084	491,348	474,966	470,954
Percent Change		6.05%	-10.84%	14.63%	7.09%	-4.61%	-3.33%	-0.84%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	8.1000	8.0000	8.0000	8.0000	8.0000	7.2692	7.0000



Division Goals or Activities	Outcome Supported
1. Miscellaneous licensing assures that workers operating in the City are properly qualified. Some require a deposit to ensure proper clean-up.	• A City that is safe, clean, healthy and attractive
2. Cross-train with division to ensure better customer service.	• A progressive City that provides responsive and cost efficient services.
3. Provide switchboard/receptionist function for citizen inquiries.	
4. Provide cashiering function for payments, including credit card and ACH payment types.	
5. Provide “lockbox” processing for sales and use tax and utility payments.	
6. Budget function to produce a balanced budget document that outlines the financial plan of the City.	

Department Finance and Administrative Services
Fund General
Division Revenue and Budget
Account 02.0604

Division Goals or Activities	Outcome Supported
7. Provide monthly taxpayer education classes and one-on-one sessions as needed, assist with preparing tax forms and with taxpayer refunds, and respond to taxpayer inquiries.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse.
8. Audit taxpayers to ensure the understanding and compliance of sales and use tax remittance	

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Audit Revenue Received	Result	26,915	207,439	63,298	626,677	327,174	Est 300,000	250,000	8
Audits Completed	Output			25	32	46	50	72	8
Sales Tax Auditors		3	3	3	3	3	2	2	8

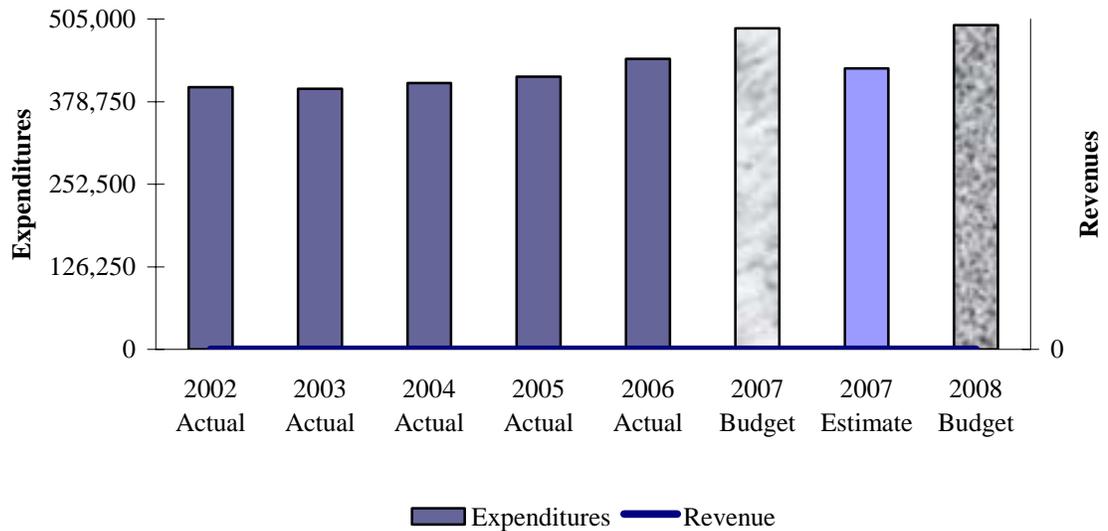
Department Finance and Administrative Services
Fund General
Division Purchasing
Account 02.0605

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	112,386	74,703	76,746	74,989	77,530	77,651	80,407	82,151
Commodities	1,335	1,010	1,252	1,322	959	1,650	1,652	1,652
Contractual	5,702	6,219	5,244	5,170	5,754	7,624	7,675	7,875
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	119,423	81,932	83,242	81,481	84,243	86,925	89,734	91,678
Percent Change		-31.39%	1.60%	-2.12%	3.39%	3.18%	3.23%	2.17%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	2.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000



Division Goals or Activities	Outcome Supported
1. Improve Procurement efficiency & effectiveness strategies. <ul style="list-style-type: none"> • Ensure The City acquires the highest quality goods and services in the most cost effective manner within guidelines contained In The City's Purchasing Policies • 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, 	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure

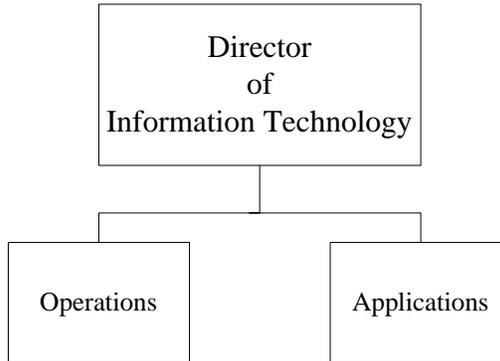
Department Finance and Administrative Services
Fund General
Division Purchasing
Account 02.0605

Division Goals or Activities		Outcome Supported
procedures and methods		
2.	Send out bid opportunities for improvements at various locations throughout the City as required.	• A City that is safe, clean, healthy and attractive
3.	To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchasing requirements, at the best possible price, and the best delivery. To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchase order placement, at the best possible price, and the best delivery.	• A progressive City that provides responsive and cost efficient services.
4.	To ensure that the City's purchasing policies as prescribed by both Charter and City Management are followed.	
5.	Monitor compliance to purchasing policies.	
6.	To ensure that all City owned vehicles are properly licensed.	
7.	To ensure that the City's policies regarding the disposition of assets are followed.	
8.	Expand the City's formal bidding process for the procurement of capital, enterprise, equipment, commodities, and contract services, and to insure opportunities are available fairly and equally to vendors and contractors.	• A City that is business-friendly and economically diverse.

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
NA									

Department Information Technology
Fund General

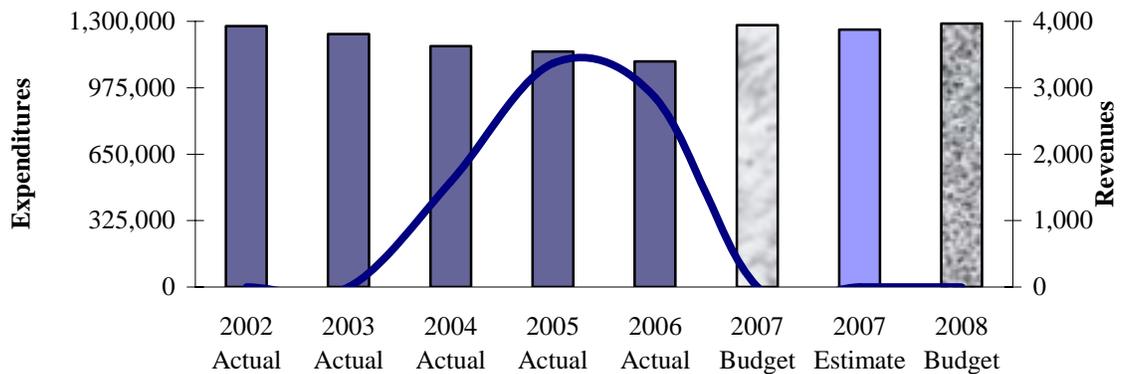
Mission The Information Technology Department is responsible for the efficient, effective and secure operation of information and telecommunications systems used to provide services to the citizens of Englewood. The Department evaluates, integrates and supports innovative technologies to help internal 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 and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	1,588	3,370	2,849	-	-	-
Percent Change		----	----	112.22%	-15.46%	-100.00%	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	712,645	881,309	851,310	807,151	769,161	870,501	887,244	907,015
Commodities	34,775	5,797	8,428	22,651	14,126	23,830	25,055	23,805
Contractual	495,817	343,288	318,339	322,045	320,444	386,837	347,846	358,311
Capital	33,474	7,816	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,276,711	1,238,210	1,178,077	1,151,847	1,103,731	1,281,168	1,260,145	1,289,131
Percent Change		-3.02%	-4.86%	-2.23%	-4.18%	16.08%	-1.64%	2.30%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	10.0000	10.0000	10.0000	8.5000	9.6000	9.6000	9.6000



Expenditures Revenue

Department Information Technology
Fund General
Division Administration, Operations and Applications
Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

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

Division Goals or Activities	Outcome Supported
<ol style="list-style-type: none"> 1. 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. 2. Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users. 3. Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work. 	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
Outcome-specific Activities	
<ul style="list-style-type: none"> • 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. 	
<ol style="list-style-type: none"> 4. 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. 5. Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users. 6. Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work. 	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
Outcome-specific Activities	
<ul style="list-style-type: none"> • 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. 	
<ol style="list-style-type: none"> 7. 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. 8. Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users. 9. Maintain a “high-availability”, “high-performance”, and “high-security” inter-network of telecommunication systems upon which City staff rely to perform their daily work. 	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
Outcome-specific Activities	
<ul style="list-style-type: none"> • 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. 	

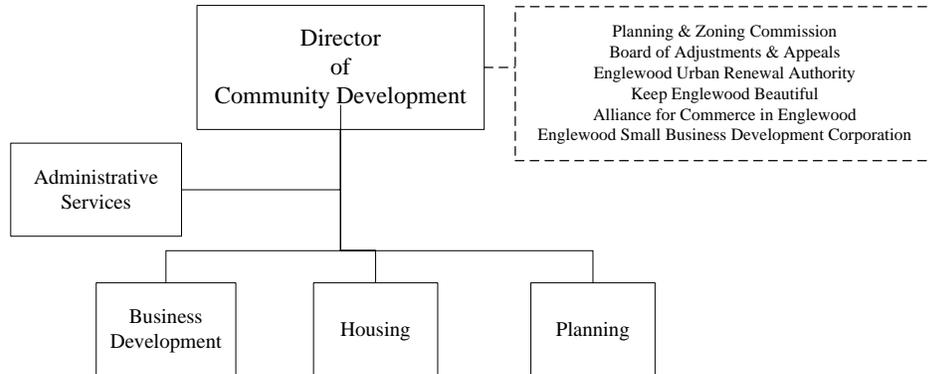
Department Information Technology
Fund General
Division Administration, Operations and Applications
Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

Division Goals or Activities		Outcome Supported
<ul style="list-style-type: none"> Provide system administration and maintenance support for the Sales Tax Audit and Accounting System. 		
10. 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.		<ul style="list-style-type: none"> A City that is business-friendly and economically diverse
11. Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.		
12. 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		
<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. 		
13. 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.		<ul style="list-style-type: none"> A City that provides diverse cultural, recreational and entertainment opportunities
14. Provide timely and accurate end user support and ad hoc training for more than 500 computer and telephone system users.		
15. 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		
<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. 		

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
NA									

Department Community Development
Fund General
Account 02.0801

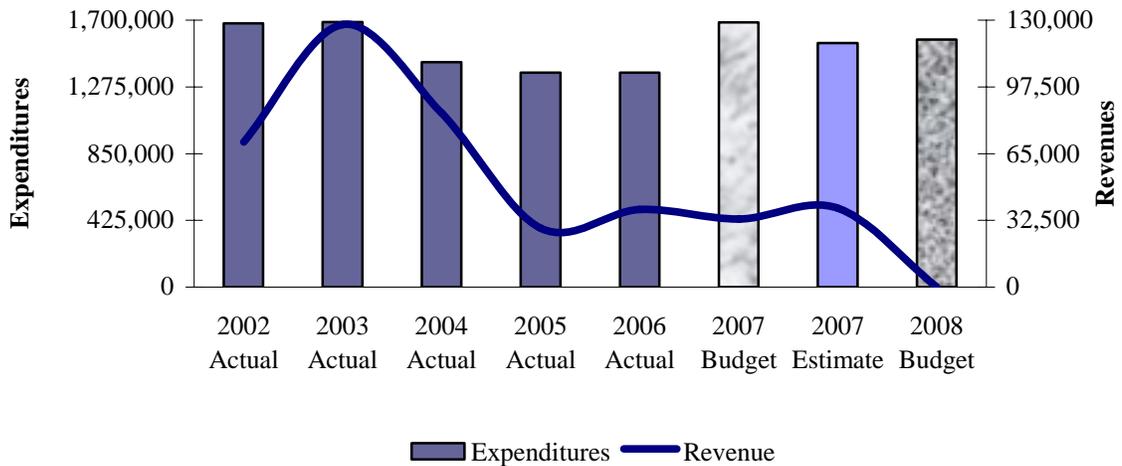
Mission Community Development provides and coordinates professional level service for community planning, business development, and development review and environmental functions. This department also provides the staff support services to various boards, commissions, and citizen groups.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	70,724	127,754	84,878	28,588	37,827	33,235	38,475	0
Percent Change		80.64%	-33.56%	-66.32%	32.32%	-12.14%	15.77%	-100.00%
Expenditures								
Personnel	971,610	961,032	942,198	929,585	954,869	1,004,073	985,871	1,043,275
Commodities	65,240	48,339	57,601	44,040	72,929	90,550	49,451	49,614
Contractual	605,365	654,268	406,080	384,262	327,838	588,613	515,408	480,564
Capital	16,608	4,404	5,878	6,855	10,909	3,409	3,409	3,409
Debt Service	20,000	20,000	20,000	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,678,823	1,688,043	1,431,757	1,364,742	1,366,545	1,686,645	1,554,139	1,576,862
Percent Change		0.55%	-15.18%	-4.68%	0.13%	23.42%	-7.86%	1.46%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	13.0000	13.0000	11.5000	11.5000	12.0000	12.0000	12.0000



Department Community Development
Fund General
Account 02.0801

Division Goals or Activities	Outcome Supported
1. Administer and manage Community Development Block Grant funds to preserve and maintain housing stock.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. Assist with four 1st-time homebuyer classes and four consumer credit classes.	
3. Develop comprehensive Housing Plan addressing community housing needs.	
4. Support city environmental efforts through Keep Englewood Beautiful (KEB) Leaf/tire drop-off program, KEB Hazardous Household waste collection program, KEB awards programs, South Platte River clean-up.	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
5. Promote residential and commercial beautification through catalyst program, Business Improvement District /South Broadway Englewood Improvement District, Paint-up/Fix-up program, sidewalks & trails improvements, art shuttle/shuttle corridor pedestrian improvements.	
6. Provide Comprehensive Plan and Bike Master Plan implementation.	
7. Leverage limited city resources through partnerships.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
8. Increase access to governmental services and resources through Geographic Information System support for Permit Trakit system, Commercial property web site.	
9. Pursue redevelopment/revitalization opportunities at locations such as Acoma property, Bates Light Rail Transit (LRT) station/General Iron Works, Englewood LRT station, Oxford LRT station, Broadway, Denver Seminary property, Burt Automotive property.	
10. Support redevelopment/revitalization through catalyst program, housing rehab program, Arapahoe/Douglas Career and Technical School program, retailing workshops, Economic Development (ED) strategy implementation, commercial image & marketing, ED web site.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
11. Enhance economic development tools and data through commercial property web site, retail void analysis, quarterly housing report, community indicators report, environmental analysis.	
12. 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.	
13. 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.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
14. Leverage limited city resources through Arapahoe County Open Space Funding, Great Outdoor Colorado (GOCO), Trust for Public Land.	

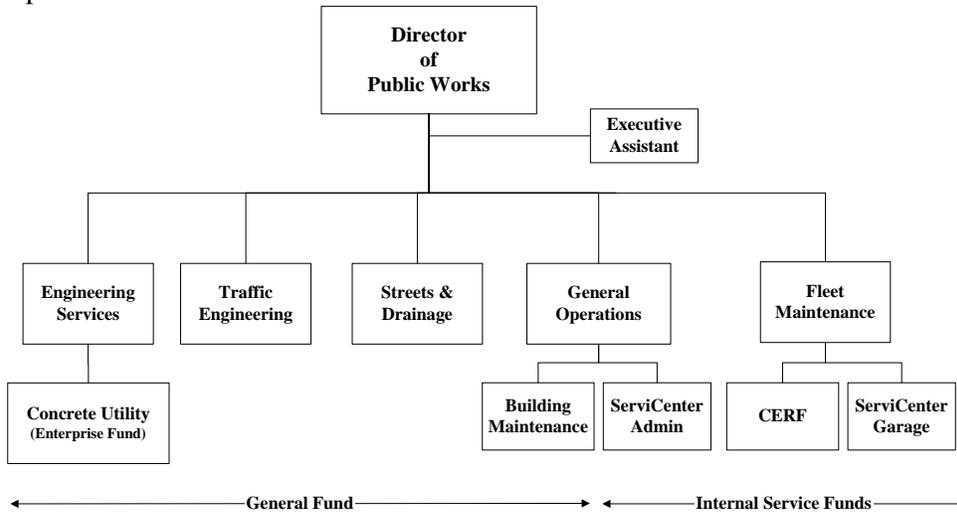
Performance Indicator/Outcome Measure									
Indicator/ Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
The Housing Division provides a number of housing programs, all with the goal of promoting a mix of housing opportunities through the provision of affordable housing, expandable housing for different life-cycle stages, workforce housing opportunities, and housing for special needs. The primary program offers housing rehabilitation services to the community through low interest loans and grants and construction management.									
Number and Value Rehab Projects by Year		33	35	40	22	10			
		\$834,264	\$969,501	\$984,018	\$478,641	\$150,388			

Department Community Development
Fund General
Account 02.0801

Performance Indicator/Outcome Measure									
Indicator/ Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Rehab Projects	Output	NA	NA	40	22	20 est	20 est		
Increased property value	Result	NA	NA	\$324,726	\$478,641	\$400,000	\$450,000		
<p>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.</p>									
UDC Amendments	Output	NA	NA	1 Auto Sales	3 Admin House- keeping, MU-B-2 setbacks, fences	0	3	3 Signs, land- scaping, parking	
<p>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.</p>									
Commercial Catalyst Projects:	Results								
Number		10	14	8	6	10			
Grant Value		\$49,504	\$86,756	\$49,384	\$31,213	\$78,677			
Leveraged Value		\$234,438	\$438,068	\$172,911	\$69,780	\$221,190			
Catalyst Projects	Output	NA	NA	8	6	10	12		
Increased Property Value	Result	NA	NA	\$86,456	\$34,890	\$110,595	\$100,000		

Department Public Works
Fund General

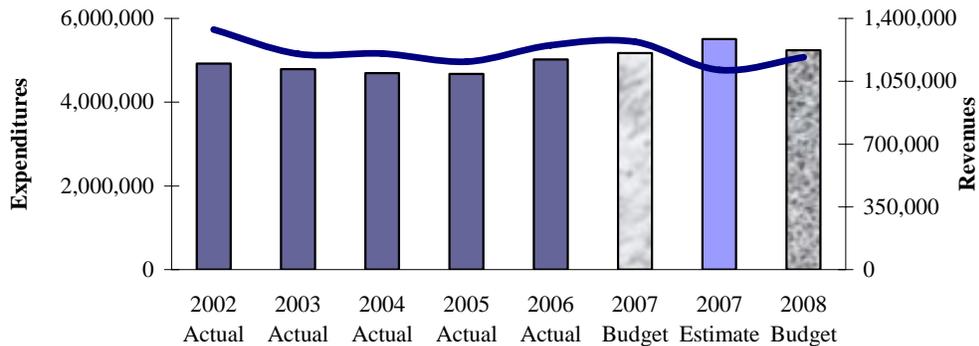
Mission The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the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



History and Budget

	General Fund				Internal Service Funds			
	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	1,337,736	1,203,225	1,203,978	1,158,725	1,251,007	1,269,604	1,112,384	1,183,957
Percent Change		-10.06%	0.06%	-3.76%	7.96%	1.49%	-12.38%	6.43%
Expenditures								
Personnel	2,915,238	2,898,900	2,813,194	2,851,598	2,950,411	3,183,912	3,111,641	3,182,399
Commodities	331,039	234,540	286,990	213,888	317,192	286,858	354,924	298,112
Contractual	1,499,419	1,465,915	1,418,832	1,417,574	1,562,721	1,506,705	1,841,986	1,551,117
Capital	174,693	185,693	175,724	191,958	193,925	199,377	199,387	209,672
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,920,389	4,785,048	4,694,740	4,675,018	5,024,249	5,176,852	5,507,938	5,241,300
Percent Change		-2.75%	-1.89%	-0.42%	7.47%	3.04%	6.40%	-4.84%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	54.0000	51.3400	54.8000	49.1900	47.5340	47.5340	48.5340



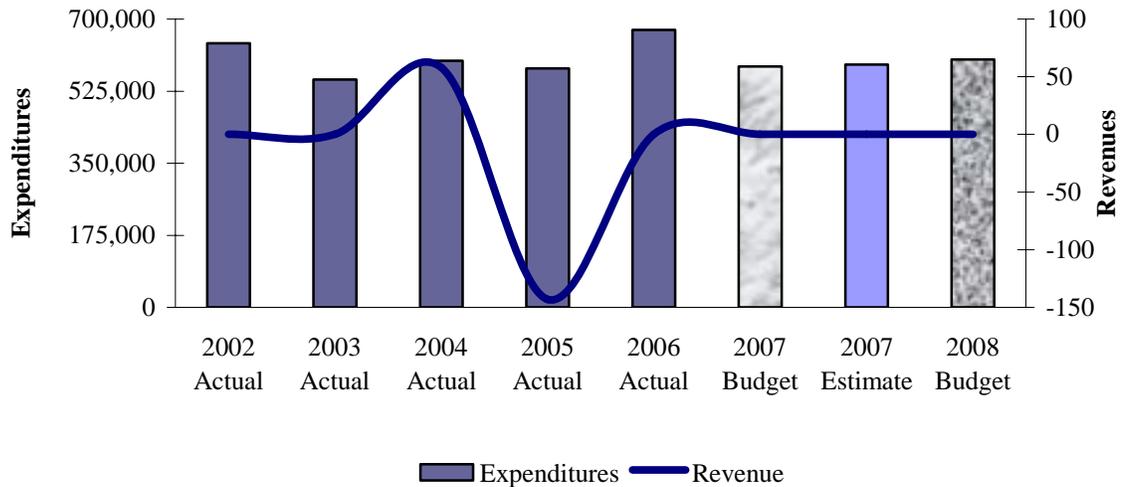
Expenditures Revenue

Department Public Works
Fund General
Division Administration
Account 02.1001

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	58	(143)	-	-	-	-
Percent Change		----	----	-346.55%	-100.00%	----	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	169,457	189,765	212,104	199,244	176,947	211,557	213,162	222,107
Commodities	3,380	3,200	1,721	4,787	1,372	2,265	2,265	2,265
Contractual	468,205	360,105	381,344	376,045	495,258	371,357	374,319	377,403
Capital	318	-	3,364	-	-	50	50	50
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	641,360	553,070	598,533	580,076	673,577	585,229	589,796	601,825
Percent Change		-13.77%	8.22%	-3.08%	16.12%	-13.12%	0.78%	2.04%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	2.0000	2.0000	2.0000	2.0000	2.0000	Estimate	Budget
	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000	2.0000



Division Goals or Activities	Outcome Supported
1. Engineering Services 2. Streets 3. Traffic Engineering 4. Operations/Maintenance	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
5. Engineering Services 6. Streets 7. Traffic Engineering 8. Operations/Maintenance	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive
9. Engineering Services 10. Streets 11. Traffic Engineering 12. Operations/Maintenance	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

Department Public Works
Fund General
Division Administration
Account 02.1001

Division Goals or Activities	Outcome Supported
13. Engineering Services	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
14. Streets	
15. Traffic Engineering	
16. Operations/Maintenance	
17. Engineering Services	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
18. Streets	
19. Traffic Engineering	
20. Operations/Maintenance	

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
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									
Department full-time employees (including ServiCenter and Concrete Utility)	Output			66.80	62.31	63.82	63.82		

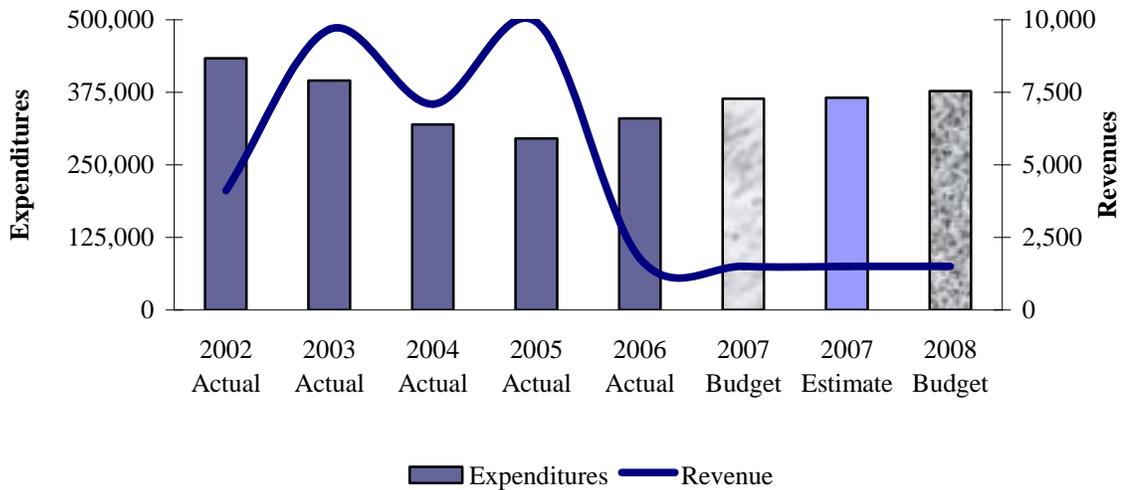
Department Public Works
Fund General
Division Engineering Services
Account 02.1002

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

History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	4,115	9,674	7,093	9,924	1,777	1,500	1,500	1,500
Percent Change		135.09%	-26.68%	39.91%	-82.09%	-15.59%	0.00%	0.00%
Expenditures								
Personnel	407,319	375,965	298,690	277,299	301,271	311,087	312,587	323,048
Commodities	8,221	6,849	7,003	5,859	11,999	9,131	9,131	10,331
Contractual	15,758	10,459	11,734	9,814	14,659	41,591	41,596	41,515
Capital	2,182	2,265	2,265	2,265	2,265	2,265	2,275	2,265
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	433,480	395,538	319,692	295,237	330,194	364,074	365,589	377,159
Percent Change		-8.75%	-19.18%	-7.65%	11.84%	10.26%	0.42%	3.16%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	5.0000	4.3400	6.9000	2.75000	3.3340	3.3340	3.3340



Division Goals or Activities	Outcome Supported
1. Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure 2. Pursue outside funding options for transportation improvements 3. General office admin., incl. right-of-way permits, plan reviews, property records, land surveying, assisting customers (General Fund) 4. GIS and Mapping services are provided to the public and other departments (General Fund)	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
5. Assist with the design and construction of transportation safety projects 6. Administer the design and construction of pedestrian/bike trail projects to	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive

Department Public Works
Fund General
Division Engineering Services
Account 02.1002

Division Goals or Activities	Outcome Supported
promote multi-modal transportation (General Fund)	
7. Provide technical support and coordination to other departments	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
8. Coordinate services with outside agencies including Urban Drainage District, DRCOG, CDOT, and other cities	
9. Provide timely response to the public regarding Public Works issues and concerns	
10. Provide cost effective in-house project administration services	
11. Maintain minimal full time staff by utilizing consultants and temporary staff to provide services when needed	
12. Coordinate Public Improvement Projects with business concerns	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
13. Provide technical support for redevelopment projects	
14. Support EEF efforts developing and maintaining CityCenter businesses	
15. Assist with coordination and staffing for special events	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
16. Provide assistance, via the Englewood Environmental Foundation, to CityCenter Cultural activities and displays	
17. Provide project development and construction administration assistance for recreational projects	

Performance Indicator/Outcome Measure									
---------------------------------------	--	--	--	--	--	--	--	--	--

Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
Capital Projects Administration is one of the key functions of the Engineering Division. Performance indicators include the number of projects and dollar amount. These indicators will vary from year to year based on annual appropriations. Engineering Services maintains a small staff, utilizing consultants or temporary employees as work load dictates.									
These indicators are for major budgeted capital projects. Routine or miscellaneous projects are not included.									
Division Full time employees				3.83	3.34	3.34	3.34	3.34	
Number of Capital Projects in design/construction phase	Output			New	20	21	26	TBD	
Value of Capital Projects (includes grant monies)	Output			New	3,188,000	3,400,000	6,260,000	TBD	
Administration of the Concrete Utility Program is a major function of the Engineering Division. The Concrete Utility requires year round data base management, citizen response, and an annual construction program. One performance indicator is the total square footage of concrete sidewalk and curb/gutter removed and replaced. This indicator will vary from year to year based on the unit price of concrete.									
FTE's for the Concrete Utility are separated from the Engineering Division Budget. The proposed 2007 Concrete Utility budget is \$ 674,000.									
Concrete Utility Full time employees				4.47	4.47	3.98	3.53	3.53	
Square feet of concrete removed and replaced.	Output			65,066	63,179	56,204	49,365	TBD	

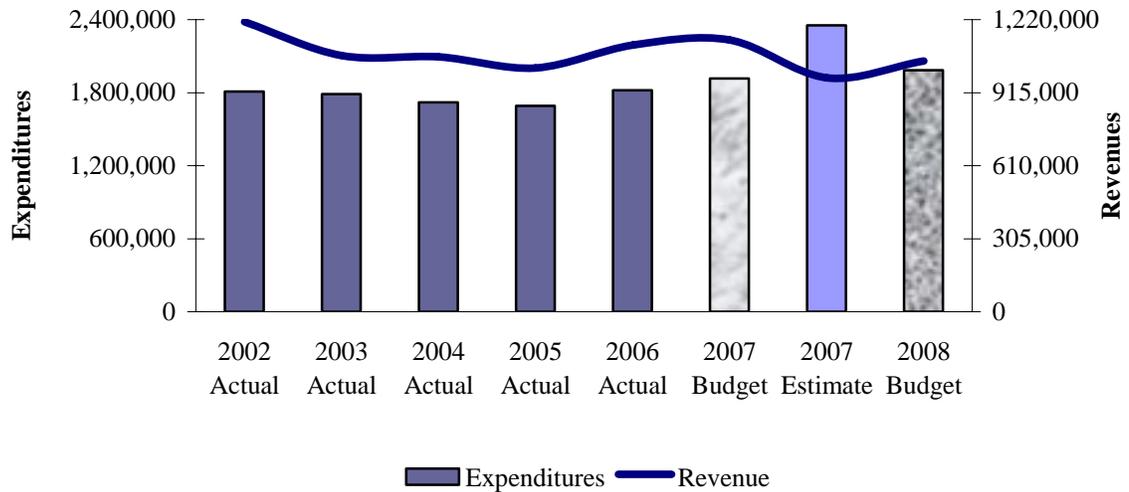
Department Public Works
Fund General
Division Streets and Drainage
Account 02.1003

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,210,897	1,069,447	1,064,632	1,017,371	1,113,901	1,135,604	977,009	1,047,007
Percent Change		-11.68%	-0.45%	-4.44%	9.49%	1.95%	-13.97%	7.16%
Expenditures								
Personnel	872,457	892,282	853,185	854,043	894,923	953,547	1,002,010	996,749
Commodities	197,191	142,662	163,178	115,413	186,547	175,016	233,095	172,600
Contractual	596,967	608,858	572,475	574,488	589,466	632,640	961,079	647,907
Capital	142,617	145,483	131,599	148,523	149,393	155,576	155,576	166,056
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,809,232	1,789,285	1,720,437	1,692,467	1,820,329	1,916,779	2,351,760	1,983,312
Percent Change		-1.10%	-3.85%	-1.63%	7.55%	5.30%	22.69%	-15.67%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	15.0000	14.0000	13.9000	13.0000	13.0000	13.0000	13.0000



Division Goals or Activities	Outcome Supported
<ol style="list-style-type: none"> 1. Cut and patch asphalt 2. Pour asphalt cracks 3. Asphalt Overlay (General Fund) 4. Micro (General Fund) 5. Maintain alleys 	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
<ol style="list-style-type: none"> 6. Sanding streets and snow/ice removal 7. Sweeping and hauling sweepings 8. Trim trees and bushes in alleys 9. Business district and school trash receptacles 	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive

Department Public Works
Fund General
Division Streets and Drainage
Account 02.1003

Division Goals or Activities	Outcome Supported
10. Pick up illegally dumped trash for Code Enforcement	
11. Street lights	
12. Provide priority snow and ice removal to business districts	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
13. Utilize work exchange program with other government agencies	
14. Provide cost savings asphalt paving and other services for all other in-house departments: Utilities, ServiCenter and Safety Services	
15. Participate on American Public Works Association. & Colorado Association of Road Maintenance Committees	
16. Provide on-call staff 24/7 to assist Police, Fire, Citizens with street and alley related concerns	
17. Provide priority snow and ice removal to business districts	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
18. Provide more frequent street sweepings to business districts	
19. Notify all businesses of streets projects that will affect them (we seek their input).	
20. Provide timely response to all business calls and concerns	
21. Provide and maintain trash receptacles throughout the business district	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
22. Provide asphalt and dirt work for the Golf Course and Recreation	
23. Provide assistance for the July Fourth Fireworks display	

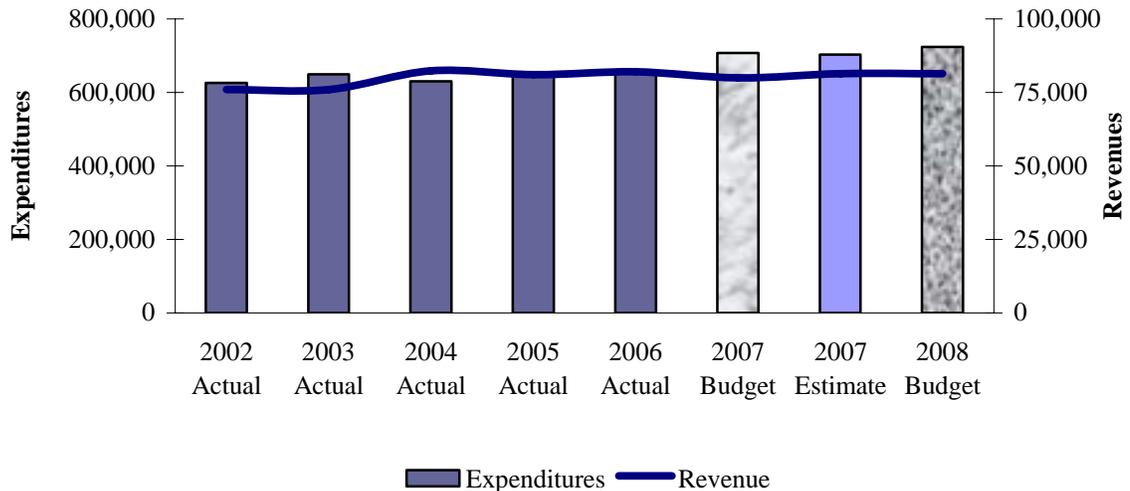
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
The Street Division of Public Works maintains 120 miles of streets and 51 miles of alleys. Performance indicators include the number of blocks that are milled 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.									
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.									
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		

Department Public Works
Fund General
Division Traffic Engineering
Account 02.1004

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

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	75,924	75,924	82,325	81,053	81,991	80,000	81,375	81,375
Percent Change		0.00%	8.43%	-1.55%	1.16%	-2.43%	1.72%	0.00%
Expenditures								
Personnel	471,139	481,636	468,083	484,376	498,039	529,539	524,680	545,632
Commodities	48,247	27,967	46,791	45,846	47,405	52,650	52,771	52,650
Contractual	87,293	111,442	87,280	81,484	82,133	93,668	93,675	93,668
Capital	19,639	28,008	28,559	31,233	32,330	31,549	31,549	31,549
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	626,318	649,053	630,713	642,939	659,907	707,406	702,675	723,499
Percent Change		3.63%	-2.83%	1.94%	2.64%	7.20%	-0.67%	2.96%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	7.0000	7.0000	7.0000	7.1300	6.5000	6.5000	6.5000



Division Goals or Activities	Outcome Supported
1. Traffic signals maintenance, upgrade and installation 2. Traffic signals repair 3. Traffic signs maintenance and installation 4. Traffic pavement markings maintenance and installation 5. Records and data systems maintenance 6. Traffic computer system, communication system mtnc./upgrade 7. Pursuing available state & federal transportation funds 8. General office administration	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
9. Traffic signal system operation, management, administration 10. Design and implementation of traffic control devices 11. Traffic operations aspects of roadway operational design, street	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive

Department Public Works
Fund General
Division Traffic Engineering
Account 02.1004

Division Goals or Activities	Outcome Supported
improvements.	
12. Participate in regional traffic operation management committees	
13. Provide signing, markings, & technical support for Code Enforcement	
14. Participate in, & support, School Safety & Neighborhood Watch Program.	
15. Retain traffic control devices maintenance program in-house	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
16. Utilize Street Division work exchange program with other government agencies	
17. Share traffic infrastructure with other City departments	
18. Provide timely response to public on traffic engineering issues	
19. Provide on-call 24/7 services related to traffic control devices	
20. Participate in School Safety and Englewood Traffic Advisory Committee meetings	
21. Provide technical support to other City departments	
22. Provide timely response to businesses on traffic related issues and concerns	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
23. Review operations aspects of site plans and redevelopment projects	
24. Provide technical support for traffic and parking management	
25. Install and maintain signs, banners; affix city logo on street name signs	
26. Collect, maintain, and provide traffic related data	
27. Provide layout design and painting of parking lots	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
28. Install and maintain parking and special signs, and install banners	
29. Assist and provide support for National Night-out, and other events	

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Traffic Engineering provides maintenance and operation of the City computerized traffic system, provides installation, maintenance and operation of traffic signals, and provides installation and maintenance of all traffic signs and pavements markings in order to provide for the safe and efficient movement of goods and people.									
Number of traffic signals	Output			62	62	62	62	62	
Percent of traffic signals receiving preventive mtnc.	Result			New	New	100	100	100	
Number of School Speed Zones/ Advanced Flashers	Output			New	New	24	24	24	
Number of signs installed/replaced per year	Result			1,495	1,576	1,568	1,600	1,800	
Percent of emergency signs replaced within 2 hours	Result			100	100	100	100	100	
Average % speed reduction in areas after traffic calming implementation	Result			New	New	10	13	13	

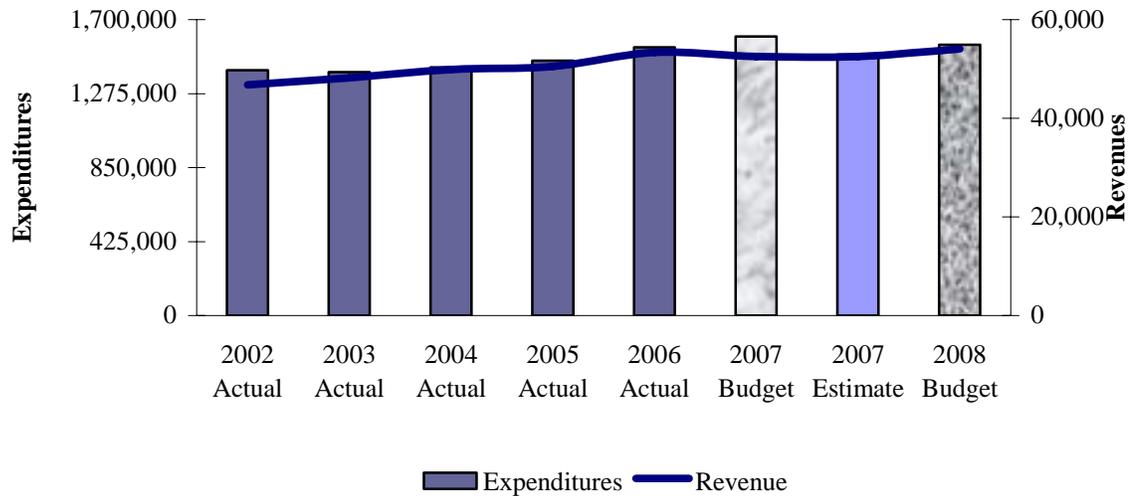
Department Public Works
Fund General
Division General Operations and Maintenance
Account 02.1005

Description The Operations/Maintenance Division provides the necessary services and maintains the quality and operational efficiency of all City Departments and 29 City buildings. The Division is responsible for maintaining and supporting City Departments by providing service in areas of building infrastructure, custodial maintenance, HVAC system upkeep, plumbing, and electrical systems.

History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	46,800	48,180	49,870	50,520	53,338	52,500	52,500	54,075
Percent Change		2.95%	3.51%	1.30%	5.58%	-1.57%	0.00%	3.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	994,866	959,252	981,132	1,036,636	1,079,231	1,178,182	1,059,202	1,094,863
Commodities	74,000	53,862	68,297	41,983	69,869	47,796	57,662	60,266
Contractual	331,196	375,051	365,999	375,743	381,205	367,449	371,317	390,624
Capital	9,937	9,937	9,937	9,937	9,937	9,937	9,937	9,752
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,409,999	1,398,102	1,425,365	1,464,299	1,540,242	1,603,364	1,498,118	1,555,505
Percent Change		-0.84%	1.95%	2.73%	5.19%	4.10%	-6.56%	3.83%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	25.0000	24.0000	25.0000	23.0000	22.7000	22.7000	23.7000



Division Goals or Activities	Outcome Supported
1. Custodial Services <ul style="list-style-type: none"> ▪ Restroom/Lockers ▪ Floor Care ▪ Electrical ▪ HVAC 	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. Xcel Energy Charges 3. Maintain general appearance of buildings	
4. Custodial Service to Enterprise Fund.	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive • A progressive City that provides

Department Public Works
Fund General
Division General Operations and Maintenance
Account 02.1005

Division Goals or Activities	Outcome Supported
5. Maintenance Services to Enterprise Funds.	responsive and cost efficient services
6. Provide necessary service for City meetings.	
7. General maintenance services.	
8. Utilize out-sourcing capabilities - General Maintenance	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
9. Provide Custodial Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Center 	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
10. Provide Maintenance Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Senior Recreation Center ▪ Pirates Cove 	

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
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.									
The result is to minimize Citizen / Employee / user complaints									
CUSTODIAL									
MTCE 43%				612,908	629,649	659,415			
BUILDING MTCE									
10%				142,537	146,430	153,352			
Facility Maintenance Managers Association (FMMA) standard is 16,000 square feet per custodian.									
The result is to determine the need for additional custodian.									
Number of Custodians (FTE)				18	18	19	19		
Square Feet Maintained				286,424	289,422	295,222	295,222		
Square Feet per Custodian				5,912	16,079	15,538	15,538		
Facility Maintenance Managers Association (FMMA) standard is 56,000 square feet per maintenance personnel.									
The result is to determine the need for additional custodian.									
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		

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:

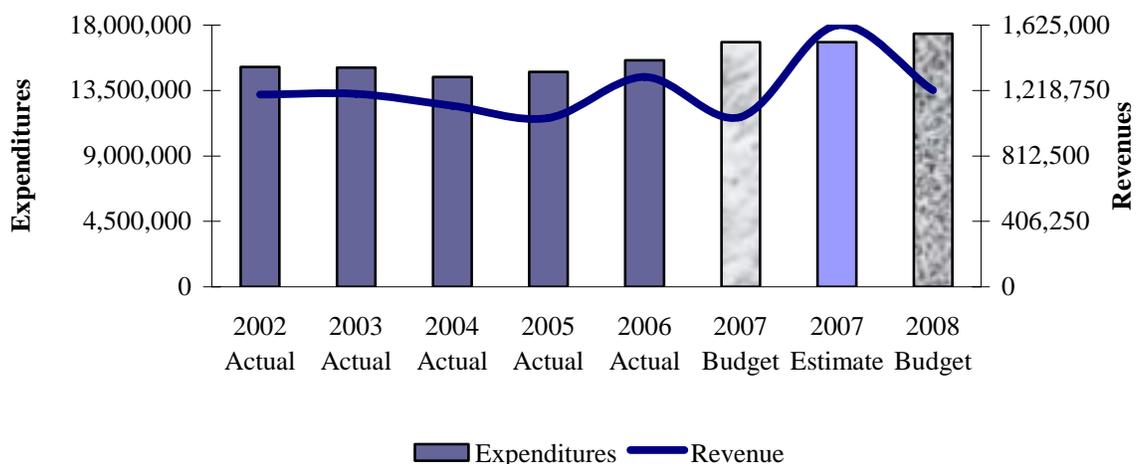
- Seeking and forming community problem-solving partnerships emphasizing mutual respect and interaction;
- Responding to community needs and desires;
- Providing public education and information focused on personal safety and voluntary compliance with the law; and
- Providing quality service through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



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,193,816	1,198,388	1,124,124	1,048,718	1,302,295	1,054,310	1,623,777	1,220,777
Percent Change		0.38%	-6.20%	-6.71%	24.18%	-19.04%	54.01%	-24.82%
Expenditures								
Personnel	12,980,635	13,269,806	12,589,979	12,901,890	13,537,898	14,718,266	14,558,772	15,299,481
Commodities	507,171	450,274	547,920	522,661	542,620	589,175	613,198	617,888
Contractual	1,243,089	1,097,699	1,066,338	1,101,717	1,240,363	1,287,913	1,408,706	1,285,726
Capital	374,098	255,469	229,192	263,537	267,651	238,469	244,579	193,129
Total Expenditures	15,104,993	15,073,248	14,433,429	14,789,805	15,588,532	16,833,823	16,825,255	17,396,224
Percent Change		-0.21%	-4.24%	2.47%	5.40%	7.99%	-0.05%	3.39%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	190.7100	184.880	177.8700	168.6250	171.4800	169.0100	169.0100

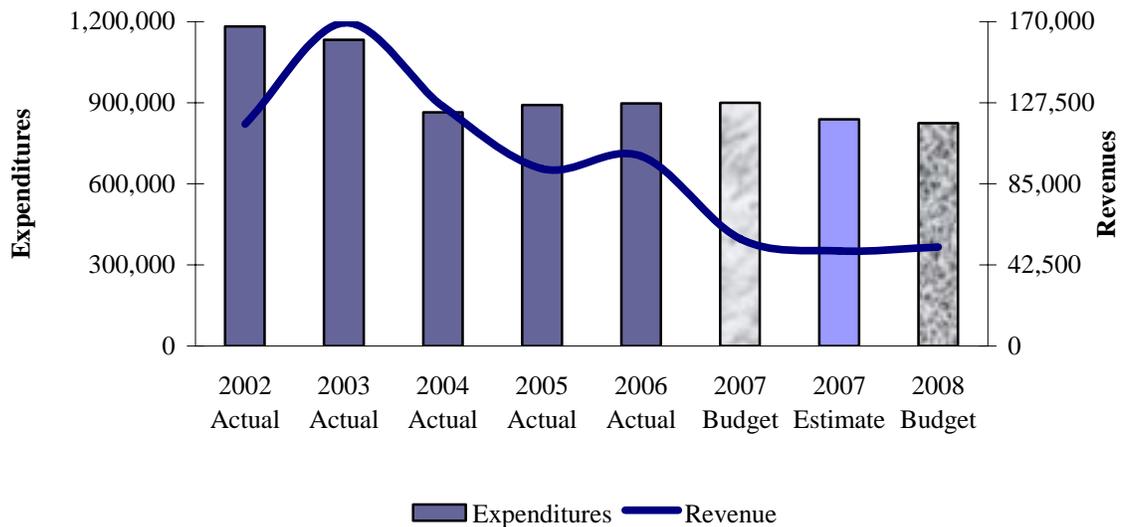


Department Safety Services
Fund General
Division Administration
Account 02.1101

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.

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	116,355	169,312	125,615	92,891	99,560	56,220	49,884	51,884
Percent Change		45.51%	-25.81%	-26.05%	7.18%	-43.53%	-11.27%	4.01%
Expenditures								
Personnel	739,284	751,739	729,399	734,061	730,889	756,002	687,546	675,479
Commodities	91,386	109,171	71,278	71,660	65,072	70,800	70,292	71,782
Contractual	329,530	265,093	54,803	82,386	69,739	73,123	81,080	77,994
Capital	22,494	6,808	9,509	3,935	32,516	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,182,694	1,132,811	864,989	892,042	898,216	899,925	838,918	825,255
Percent Change		-4.22%	-23.64%	3.13%	0.69%	0.19%	-6.78%	-1.63%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	13.2000	11.5000	11.6000	10.6250	10.7000	Estimate	Budget
						10.8500	10.8500



Division Goals or Activities	Outcome Supported
1. 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.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. 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	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
3. Managing the overall department and insuring that the employees are	<ul style="list-style-type: none"> • A progressive City that provides

Department Safety Services
Fund General
Division Administration
Account 02.1101

Division Goals or Activities	Outcome Supported
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.	responsive and cost efficient services
4. The community relations component of the Administration Division works directly with the business community establishing a friendly relationship. Fifteen percent of the Division's budget is directed toward this outcome.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
5. Approximately five percent of the Division's budget is directed toward this outcome by providing services directly related to community activities related to entertainment, cultural, and recreational activities.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

Department Safety Services
Fund General
Division Fire Operations and Support Services
Account 02.1102

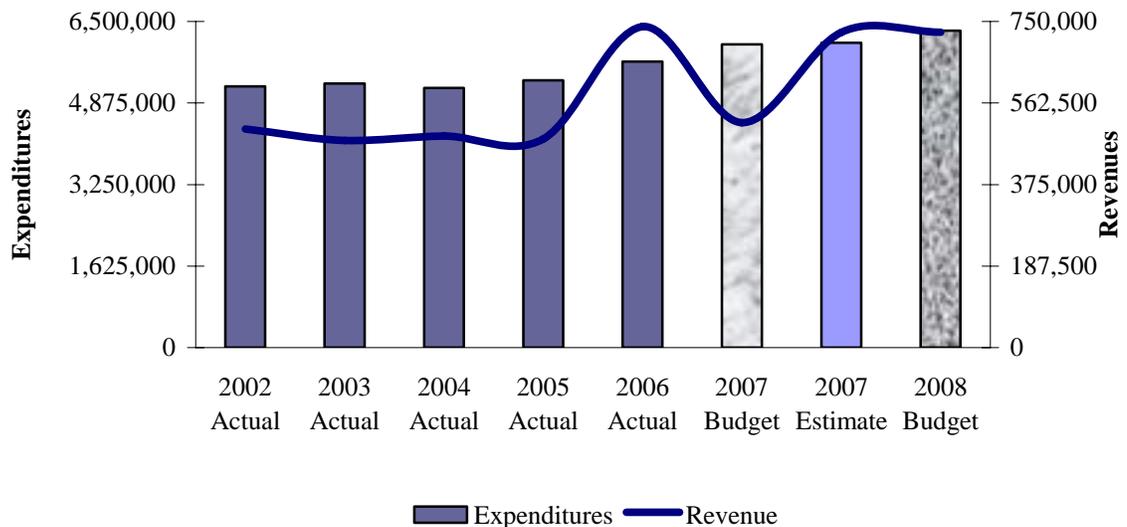
Description This Division provides the fire and rescue emergency services of the Department of Safety Services. In addition, all hazardous materials, heavy rescue and other emergency special operations are functions of this group. Non-emergency activities include fire investigation, fire code inspections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

This Division also 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.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	503,019	476,087	486,236	479,787	738,110	517,500	725,000	725,000
Percent Change		-5.35%	2.13%	-1.33%	53.84%	-29.89%	40.10%	0.00%
Expenditures								
Personnel	4,531,442	4,747,440	4,529,672	4,681,697	4,996,891	5,367,203	5,335,120	5,632,623
Commodities	224,002	166,037	225,519	192,997	187,200	207,710	214,460	214,460
Contractual	263,133	268,010	347,583	354,148	426,722	374,872	431,509	423,375
Capital	184,763	80,172	74,568	97,283	91,943	92,201	92,201	46,252
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	5,203,340	5,261,659	5,177,342	5,326,125	5,702,756	6,041,986	6,073,290	6,316,710
Percent Change		1.12%	-1.60%	2.87%	7.07%	5.95%	0.52%	4.01%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	60.0000	60.0000	59.0000	55.0000	58.0000	57.0000	57.0000



Division Goals or Activities	Outcome Supported
1. 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.	• A City that provides and maintains quality infrastructure
2. 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.	• A City that is safe, clean, healthy and attractive
3. The Fire Support Services contributes to a safe, clean healthy and attractive	

Department Safety Services
Fund General
Division Fire Operations and Support Services
Account 02.1102

Division Goals or Activities	Outcome Supported
city through fire prevention efforts and code compliance efforts.	
4. Emergency response to fire, Emergency Medical Services (EMS), Hazardous Materials (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.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
5. Cost efficient and responsive services are insured through supervision and management of EMS operations and the training of personnel	
6. Consulting with business and property owners to provide the most efficient use of property and facilities.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
7. Providing support services at special events such as the Fourth of July and the Old Tyme Fair is a small but equally important function of the Fire Division.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

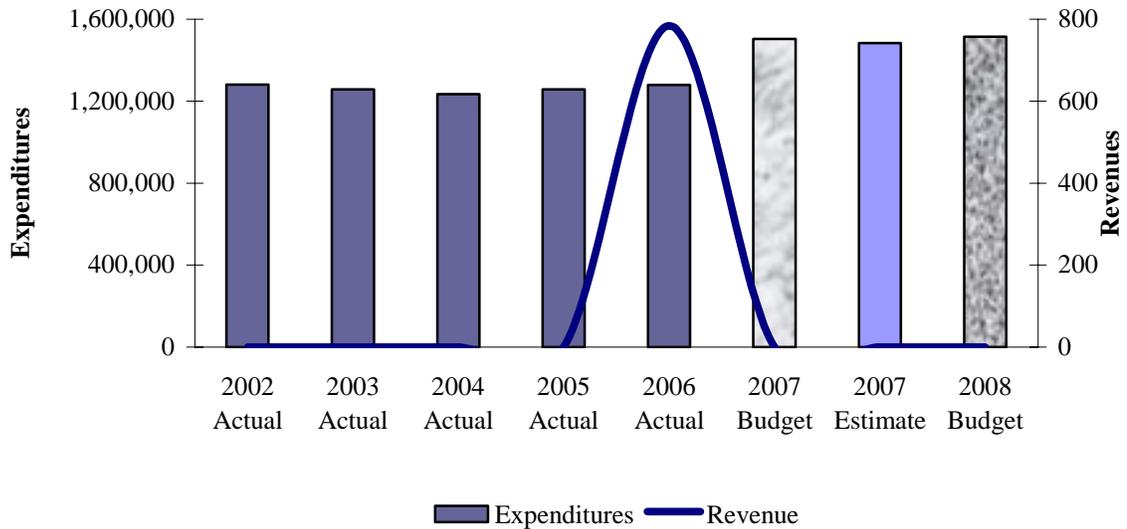
Department Safety Services
Fund General
Division Communications and Records
Account 02.1104

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	784	-	-	-
Percent Change		----	----	----	----	-100.00%	----	----
Expenditures								
Personnel	1,065,367	1,040,256	1,025,603	1,017,807	1,039,520	1,250,344	1,252,448	1,282,681
Commodities	21,446	31,529	87,004	110,660	93,174	91,000	96,662	96,662
Contractual	191,254	182,563	120,638	128,293	146,187	161,880	134,982	135,810
Capital	2,751	2,497	-	25	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,280,818	1,256,845	1,233,245	1,256,785	1,278,881	1,503,224	1,484,092	1,515,153
Percent Change		-1.87%	-1.88%	1.91%	1.76%	17.54%	-1.27%	2.09%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	20.6300	19.5000	17.0000	17.2500	19.6300	18.2600	18.2600



Division Goals or Activities	Outcome Supported
1. Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Department of Safety Services.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. Approximately twenty percent of the budget for Communications and Records is dedicated to the dispatching of calls for service. This activity is specifically linked to an outcome of a safe community.	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
3. 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	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services

Department Safety Services
Fund General
Division Communications and Records
Account 02.1104

Division Goals or Activities	Outcome Supported
the Division's budget is aimed at provided efficient and responsive services.	
4. Assistance to businesses and property owners accounts for approximately ten percent of the Division's budget.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
5. A limited amount of approximately five per cent of the Communications and Records Division's budget is directed toward community events such as the fourth of July and the Old Tyme Fair.	<ul style="list-style-type: none"> • City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

Department Safety Services
Fund General
Division Police Operations and Support Services
Account 02.1105

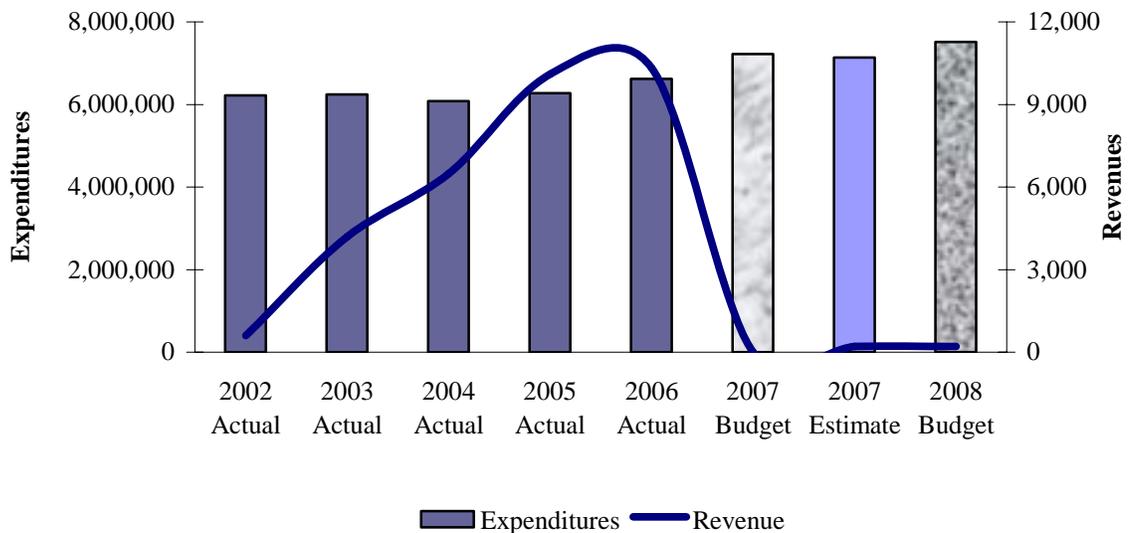
Description This Division provides the patrol, traffic and preliminary investigative services for the community in the context of modern theories of law enforcement.

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	600	4,200	6,490	10,106	10,325	-	203	203
Percent Change		600.00%	54.52%	55.72%	2.17%	-100.00%	----	0.00%
Expenditures								
Personnel	5,630,160	5,707,169	5,411,581	5,595,893	5,881,084	6,458,437	6,361,671	6,751,337
Commodities	141,392	117,883	140,045	127,460	172,380	187,287	192,423	192,423
Contractual	309,490	277,469	408,967	409,167	445,632	449,395	450,468	438,834
Capital	138,497	140,960	123,615	140,794	123,334	127,366	133,476	128,560
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	6,219,539	6,243,481	6,084,208	6,273,314	6,622,430	7,222,485	7,138,038	7,511,154
Percent Change		0.38%	-2.55%	3.11%	5.57%	9.06%	-1.17%	5.23%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	78.8800	75.8800	75.2700	60.7500	70.1500	69.9000	69.9000



Division Goals or Activities	Outcome Supported
1. The costs for the Police Operations and Support Services Division are to maintain quality infrastructure, and are directed primarily to vehicle maintenance and CERF costs. Included are other building maintenance and facility expenses.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. The Police Operations Division provides 24 hour a day, seven day a week police patrols in order to insure a safe community. Approximately 35% of the Police Operations Budget is dedicated to patrol-related	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive

Department Safety Services
Fund General
Division Police Operations and Support Services
Account 02.1105

Division Goals or Activities	Outcome Supported
<p>efforts.</p> <p>3. 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.</p>	
<p>4. Response to all calls for service (criminal and non-criminal), traffic enforcement, and 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.</p>	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
<p>5. The majority of the support services 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.</p>	
<p>6. The Police Operations dedicates approximately ten percent of its effort toward providing community relations services including business checks in order to demonstrate that we are business friendly.</p>	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
<p>7. The Police Support Services 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.</p>	
<p>8. The Police Operations Division assists the City with entertainment efforts by providing uniform police services at community events such as the Fourth of July Celebration and the summer concerts. This effort accounts for approximately one percent of the Division's overall budget.</p>	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

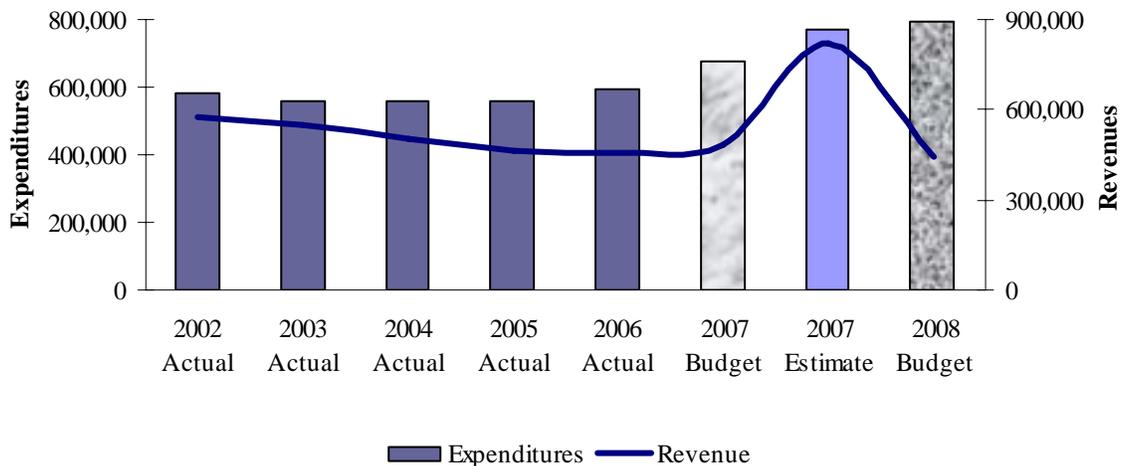
Department Safety Services
Fund General
Division Building and Safety
Account 02.1107

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

History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	573,842	548,789	505,758	464,819	453,361	480,590	848,690	443,690
Percent Change		-4.37%	-7.84%	-8.09%	-2.47%	6.01%	76.59%	-47.72%
Expenditures								
Personnel	496,411	511,642	495,171	511,024	513,145	517,653	530,288	549,828
Commodities	12,229	11,903	9,256	8,289	10,021	15,500	16,502	19,702
Contractual	65,323	26,464	45,702	35,793	63,249	138,826	220,850	120,582
Capital	7,048	6,593	6,593	6,593	6,593	5,637	5,637	5,052
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	581,011	556,602	556,722	561,699	593,008	677,616	773,277	695,164
Percent Change		-4.20%	0.02%	0.89%	5.57%	14.27%	14.12%	-10.10%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	8.0000	8.0000	7.0000	7.0000	7.0000	7.0000	7.0000



Division Goals or Activities	Outcome Supported
1. Infrastructure costs are provided through CERF and vehicle maintenance accounts.	• A City that provides and maintains quality infrastructure
2. Residential and commercial safety efforts are established through inspections and quality permit review.	• A City that is safe, clean, healthy and attractive
3. Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division.	• A progressive City that provides responsive and cost efficient services
4. Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education.	• A City that is business-friendly and economically diverse

Department Safety Services
Fund General
Division Building and Safety
Account 02.1107

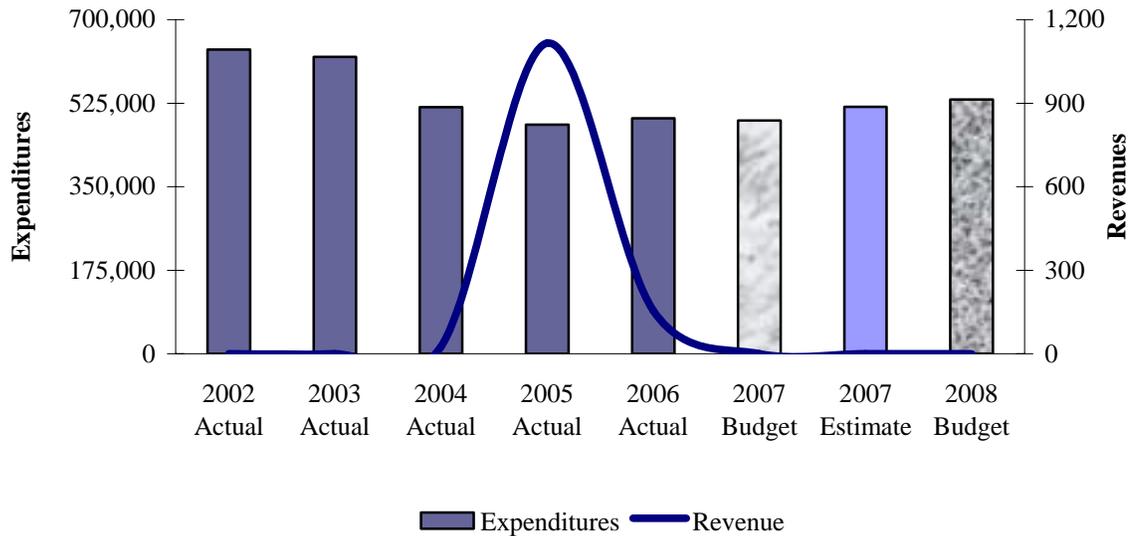
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Safety Services
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	25	1,115	155	-	-	-
Percent Change		----	----	4360.00%	-86.10%	-100.00%	----	----
Expenditures								
Personnel	517,971	511,560	398,553	361,408	376,369	368,627	391,699	407,533
Commodities	16,716	13,751	14,818	11,595	14,773	16,878	22,859	22,859
Contractual	84,359	78,100	88,645	91,930	88,834	89,817	89,817	89,131
Capital	18,545	18,439	14,907	14,907	13,265	13,265	13,265	13,265
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	637,591	621,850	516,923	479,840	493,241	488,587	517,640	532,788
Percent Change		-2.47%	-16.87%	-7.17%	2.79%	-0.94%	5.95%	2.93%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	10.0000	10.0000	8.0000	8.0000	6.0000	Estimate 6.0000	Budget 6.0000



Division Goals or Activities	Outcome Supported
1. Providing and maintaining a quality infrastructure for Neighborhood Services is accomplished through building and vehicle maintenance, repair, and CERF costs.	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. The Neighborhood Services Division 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.	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive
3. Being responsive to the needs of the community and providing cost efficient services is accomplished through efficient follow up	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

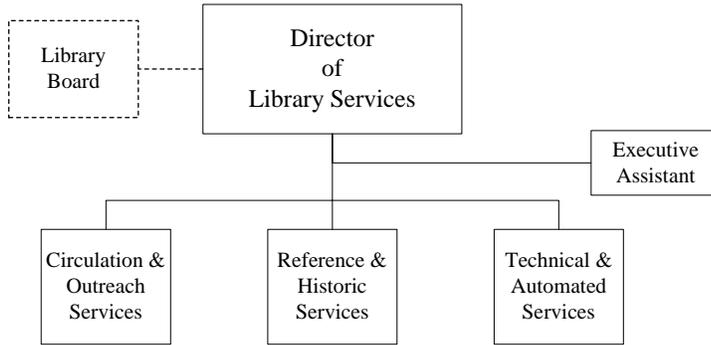
Department Safety Services
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

Division Goals or Activities	Outcome Supported
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 thirty percent of the Neighborhood Services budget.	
4. The Neighborhood Services Group provides public education in areas of code enforcement and engages in positive public and community relations with the business community whenever possible. Approximately ten percent of the Division's budget is directed toward this outcome.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
NA									

Department Library Services
Fund General

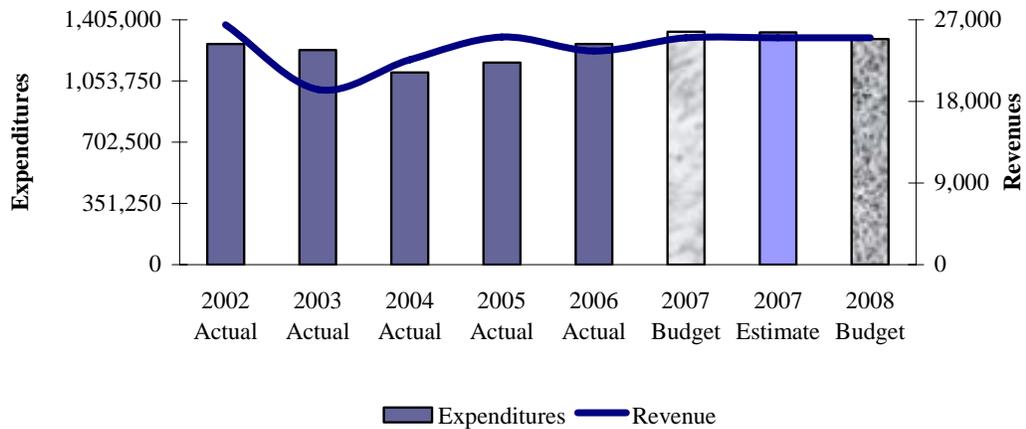
Mission The Englewood Public Library provides access to information and materials that enhance the quality of life in our community.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	26,461	19,303	22,600	25,115	23,569	25,000	25,000	25,000
Percent Change		-27.05%	17.08%	11.13%	-6.16%	6.07%	0.00%	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	940,914	916,297	795,725	851,907	921,217	926,983	933,901	886,565
Commodities	257,435	254,422	243,948	247,107	270,663	295,663	290,140	295,853
Contractual	55,431	51,039	62,607	53,001	63,953	103,617	100,528	102,222
Capital	11,869	8,552	-	6,657	9,679	10,000	8,000	10,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,265,649	1,230,310	1,102,280	1,158,672	1,265,512	1,336,263	1,332,569	1,294,640
Percent Change		-2.79%	-10.41%	5.12%	9.22%	5.59%	-0.28%	-2.85%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	19.0000	18.8100	17.2000	15.6250	16.3800	16.3800	16.880



Division Goals or Activities	Outcome Supported
<p>1. Explore options for increasing public/staff security/safety.</p> <ul style="list-style-type: none"> Explore the cost to upgrade internal video monitoring system from three-camera black & white to four-camera color system with timed digital recording capability. Explore the cost to make all areas of the facility more visible from public service desks. Explore the cost of evening/weekend security guard to reduce 	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive

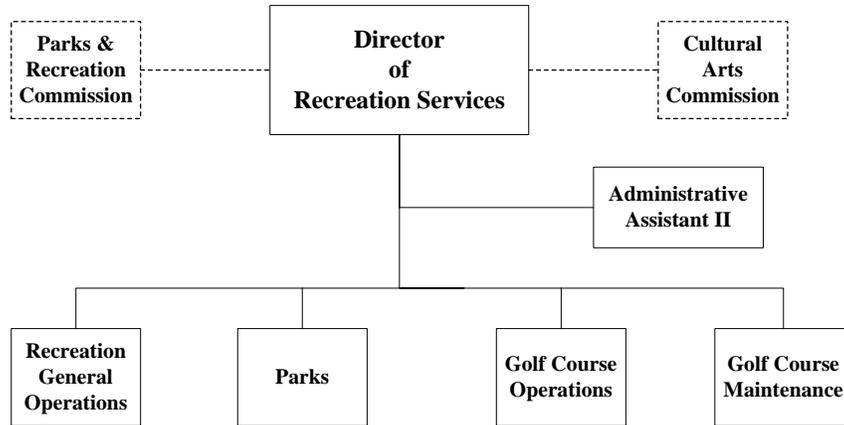
Department Library Services
Fund General
Division Library Services
Account 02.1201

Division Goals or Activities		Outcome Supported
dependence on Safety Services.		
2. Explore technological/automation options to reduce need for increased staffing.	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services
3. Explore alternatives to print media for publicizing/promoting Library programs, services, events.	<ul style="list-style-type: none"> Explore cost options for in-house automated displays/media presentations. Explore cost options for increased community visibility (special promotional banners, additional signage) 	
4. Complete "Five Year Plan" begun in 2006.	<ul style="list-style-type: none"> 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. Incorporate these findings/decisions into annual budget requests for 2008-12. 	<ul style="list-style-type: none"> A City that provides diverse cultural, recreational and entertainment opportunities
5. Maintain current high level of service to community seven days a week.	<ul style="list-style-type: none"> 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. 	

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
NA									

Department Parks and Recreation Services
Fund General

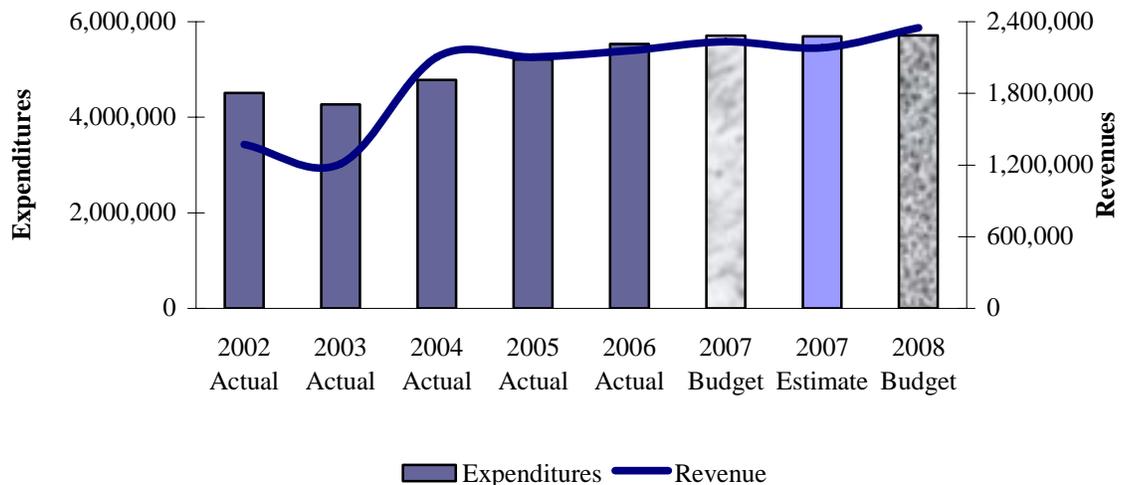
Mission The Department of Recreation Services provides opportunities for Englewood residents and others to pursue their leisure interests and needs. The Department offers individual and group programs at City and community facilities in a manner designed to encourage and support the broad participation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



History and Budget

	General Fund				Enterprise Fund			
	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	1,372,126	1,209,077	2,103,695	2,105,406	2,158,892	2,232,869	2,180,481	2,349,366
Percent Change		-11.88%	73.99%	0.08%	2.54%	3.43%	-2.35%	7.75%
Expenditures	-	-	-	-	-	-	-	-
Personnel	3,205,866	3,096,043	3,273,398	3,523,097	3,802,690	3,763,616	3,770,837	3,900,076
Commodities	278,445	252,766	401,956	426,502	461,370	466,442	461,798	459,975
Contractual	922,092	848,074	994,203	1,175,795	1,174,095	1,336,893	1,319,975	1,254,132
Capital	103,289	74,468	113,089	81,036	95,950	138,220	138,220	99,247
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,509,692	4,271,351	4,782,646	5,206,430	5,534,105	5,705,171	5,690,830	5,713,430
Percent Change		-5.29%	11.97%	8.86%	6.29%	3.09%	-0.25%	0.40%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	43.0000	37.5200	36.5000	37.2500	38.1900	38.1900	39.7188



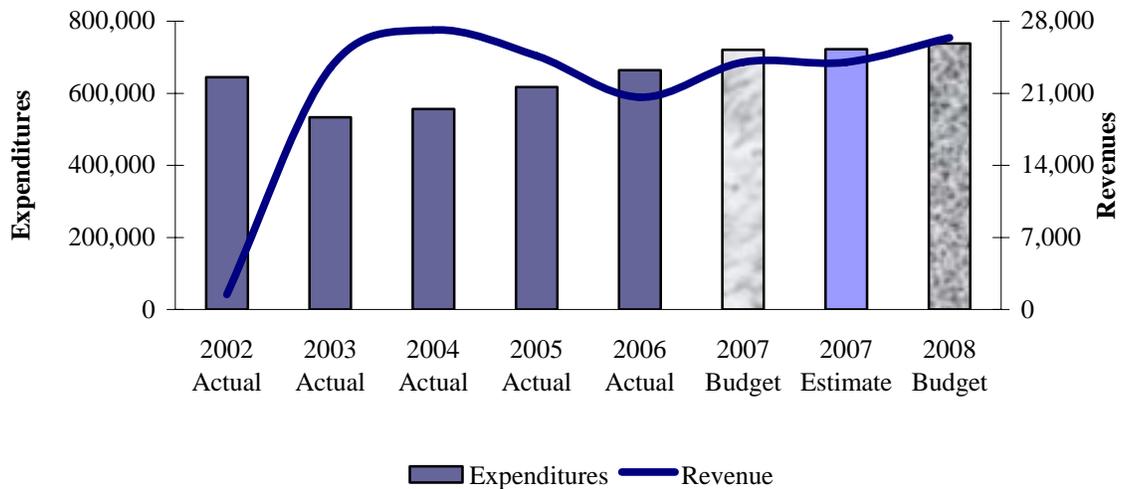
Department Parks and Recreation Services
Fund General
Division Administration
Account 02.1301

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,454	23,469	27,121	24,632	20,610	24,000	24,000	26,400
Percent Change		1514.10%	15.56%	-9.18%	-16.33%	16.45%	0.00%	10.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	420,637	445,738	403,529	443,780	471,469	484,383	485,106	504,702
Commodities	62,557	27,435	42,042	44,427	45,523	45,003	45,003	45,003
Contractual	145,187	45,012	95,716	113,588	124,657	167,513	168,158	166,086
Capital	16,277	15,141	15,141	15,141	22,041	23,925	23,925	22,041
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	644,658	533,326	556,428	616,936	663,690	720,824	722,192	737,832
Percent Change		-17.27%	4.33%	10.87%	7.58%	8.61%	0.19%	2.17%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	4.0000	4.0000	4.0000	5.0000	4.0000	4.0000	4.0000



Division Goals or Activities

1. 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.
2. Division is responsible for technology planning, coordination and direction.
3. Funding Options include Scientific and Cultural Facilities District (SCFD), Conservation Trust Fund, Malley Trust Fund, Open Space Fund, Great Outdoors Colorado (GOCO), sponsorships and other grants and funding opportunities.

Outcome Supported

- A City that provides and maintains quality infrastructure

Department Parks and Recreation Services
Fund General
Division Administration
Account 02.1301

Division Goals or Activities	Outcome Supported
4. This Division initiates and coordinates programs such as Tree city USA, forestry management, General Facilities Master Plan, Parks Master Plan, Golf Master Plan, etc.	• A City that is safe, clean, healthy and attractive
5. Scholarship programs are developed for program and facility use.	
6. Direction for department training is coordinated through this Division.	• A progressive City that provides responsive and cost efficient services
7. Support for all boards and commission occurs through the Administration Division.	
8. All part time/seasonal personnel actions and payroll is implemented in this Division.	
9. Business outreach occurs through facility discounts, partnerships and marketing opportunities.	• A City that is business-friendly and economically diverse
10. Strategic planning for all recreation facilities/program direction, park and open space development occurs in this Division.	• A City that provides diverse cultural, recreational and entertainment opportunities
11. This Division is responsible for development of partnerships with other public agencies, non profits, private sector, etc. Funding options include Open Space funding/grants, GOCO, Conservation Trust Fund, SCFD, fees and charges, etc.	

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

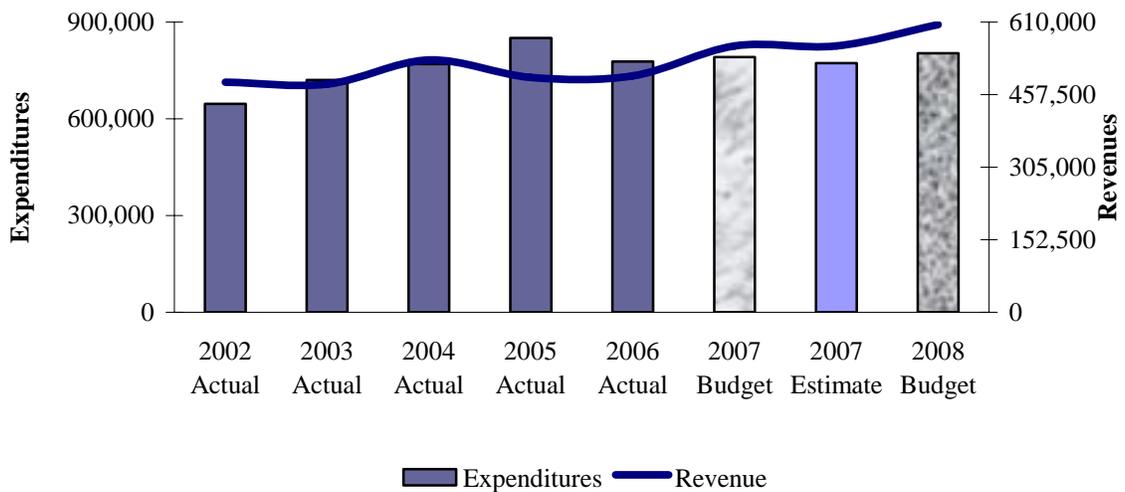
Department Parks and Recreation Services
Fund General
Division Recreation Center
Account 02.1302

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	483,909	479,784	530,421	493,659	497,161	559,950	559,950	604,746
Percent Change		-0.85%	10.55%	-6.93%	0.71%	12.63%	0.00%	8.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	498,900	537,143	551,994	604,637	559,516	573,634	553,023	576,165
Commodities	27,945	35,144	36,633	28,667	29,190	37,025	37,986	38,436
Contractual	118,729	147,935	180,713	216,885	188,878	180,360	181,760	189,078
Capital	1,220	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	646,794	720,222	769,340	850,189	777,584	791,019	772,769	803,679
Percent Change		11.35%	6.82%	10.51%	-8.54%	1.73%	-2.31%	4.00%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	2.0000	2.0000	6.2000	6.2500	7.1600	7.1600	6.2688



Division Goals or Activities	Outcome Supported
1. Assets managed within the recreation center include fitness facilities/equipment, indoor pool/sauna, Rec Zone/youth center, birthday party facilities, meeting rooms/kitchens, racquetball courts, gymnasium, locker/restrooms, running track, etc.	• A City that provides and maintains quality infrastructure
2. Numerous funding options include Silver Sneakers program, Conservation Trust Fund, Admission and program fees, corporate fees, birthday parties, rentals, etc	
3. To encourage healthy citizens and a healthy environment opportunities are provided by fitness facilities & programs, youth and teen facility and programs, family swim and aquatic fitness programs and senior fitness programming and the Silver Sneakers program	• A City that is safe, clean, healthy and attractive
4. Volunteers – Recreation Center uses volunteer support in programming and operations.	• A progressive City that provides responsive and
5. Staff development occurs through customer service training; certifications for	

Department Parks and Recreation Services
Fund General
Division Recreation Center
Account 02.1302

Division Goals or Activities	Outcome Supported
<p>program instruction, equipment management, chemical distribution (aquatics), first aid and CPR, cross training of staff, etc.</p> <p>6. Web/phone registrations are available for classes and programs.</p> <p>7. Program/participant surveys, facility/program suggestion boxes, community plans, scholarship programs, etc. allow us to receive input from the citizens and provide programs that can be available to everyone.</p>	<p>cost efficient services</p>
<p>8. The Recreation Center provides business outreach by providing business owner and employee discounts, partnerships, and marketing/sponsorship opportunities.</p>	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
<p>9. The Recreation Center provides individual, group, and family opportunities through scheduled programming and individual participation</p>	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

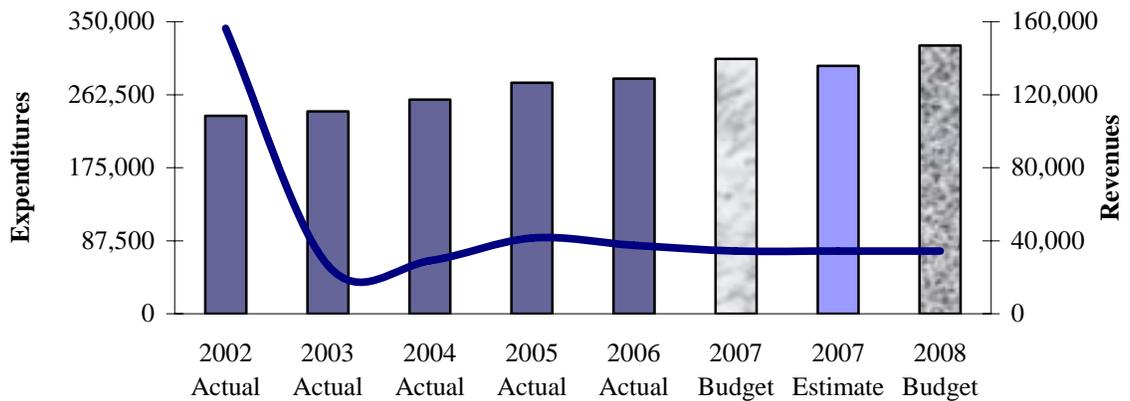
Performance Indicator/Outcome Measure								2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget		
NA										

Department Parks and Recreation Services
Fund General
Division Malley Senior Recreation Center
Account 02.1303

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	156,389	26,474	29,026	41,507	37,395	34,400	34,400	34,400
Percent Change		-83.07%	9.64%	43.00%	-9.91%	-8.01%	0.00%	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	173,195	191,706	178,290	204,632	212,236	223,554	224,339	246,355
Commodities	14,098	6,609	17,560	8,219	8,422	9,660	9,660	9,660
Contractual	46,496	44,124	60,667	63,915	59,675	72,180	63,195	65,320
Capital	3,313	-	-	-	1,232	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	237,102	242,439	256,517	276,766	281,565	305,394	297,194	321,335
Percent Change		2.25%	5.81%	7.89%	1.73%	8.46%	-2.69%	8.12%

Employees	2002	2003	2004	2005	2006	2007	2008
	FTE	4.7000	6.1000	5.3000	5.3300	5.5800	5.3300



■ Expenditures — Revenue

Division Goals or Activities	Outcome Supported
1. Assets managed within the Senior Center include fitness facilities and equipment, social/game rooms, meeting/activity rooms, kitchen/rental assembly hall, gymnasium, craft room, computer lab, etc.	<ul style="list-style-type: none"> • A City that provides and maintains quality infrastructure
2. The Senior Center encourages a healthy environment by providing fitness facilities and programs, areas for socialization, senior services and referrals, and various programs, trips and activities.	<ul style="list-style-type: none"> • A City that is safe, clean, healthy and attractive
3. The Senior Center contributes over 150,000 hours in volunteer labor each year.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
4. Staff has numerous certifications for program instruction, CPR and first aid.	
5. Professional staffing training occurs on a local, state, and national level.	

Department Parks and Recreation Services
Fund General
Division Malley Senior Recreation Center
Account 02.1303

Division Goals or Activities	Outcome Supported
6. Web access for registration and information	
7. Responsiveness to the community occurs through program/participant surveys, suggestion boxes, boards and commissions, master plans, etc.	
8. Partnerships for sponsorships, programming, marketing, etc.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
9. Business relationships with Swedish/Health One, Craig Hospital, Porter Hospital, health care providers, etc.	
10. Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc. Funding and partnerships occur with local businesses, cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

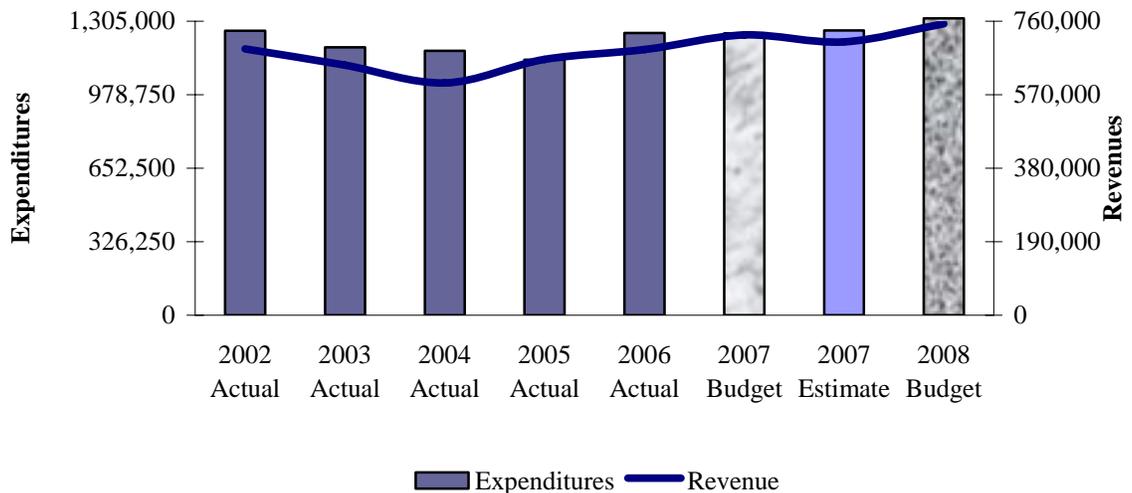
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department Parks and Recreation Services
Fund General
Division Recreation Programs
Account 02.1304

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	688,335	646,630	600,614	661,379	687,176	724,789	706,809	753,498
Percent Change		-6.06%	-7.12%	10.12%	3.90%	5.47%	-2.48%	6.61%
Expenditures	-	-	-	-	-	-	-	-
Personnel	1,005,159	885,463	903,310	861,074	991,590	971,465	999,564	1,054,934
Commodities	71,639	102,411	95,642	93,354	94,638	94,835	89,230	82,326
Contractual	165,178	201,812	172,804	179,709	166,114	185,669	175,690	180,669
Capital	21,261	-	1,918	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,263,237	1,189,686	1,173,674	1,134,137	1,252,342	1,251,969	1,264,484	1,317,929
Percent Change		-5.82%	-1.35%	-3.37%	10.42%	-0.03%	1.00%	4.23%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	NA	NA	9.3000	7.0000	7.0000	Estimate 7.0000	Budget 8.9200



Division Goals or Activities	Outcome Supported
1. Assets include program supplies and equipment.	• A City that provides and maintains quality infrastructure
2. Funding options include SCFD, donations, sponsorships, etc.	• A City that is safe, clean, healthy and attractive
3. All activities, youth, adult, senior and family programs provide a safe and healthy environment for participation and social interaction.	• A progressive City that provides responsive and cost efficient services
4. Receives over \$175,000 in volunteer support each year.	
5. Staff receives continuous training for customer service, public interaction, program development, health and safety, proper certifications, etc.	
6. Contacts/registrations are made via telephone, web, mail, etc.	
7. Surveys are distributed frequently and cross age programming makes	

Department Parks and Recreation Services
Fund General
Division Recreation Programs
Account 02.1304

Division Goals or Activities	Outcome Supported
programming more effective and efficient.	
8. Branding is provided for Sounds of Summer Concert Series, Funfest, and other special events,	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
9. Partnerships and sponsorships allow for promotion of local business and metro businesses. Special programs bring new visitors and program participants to the community who use other services and venues in the community.	
10. Opportunities are provided through recreation programs, classes, activities, special events, fitness/wellness programs, and cultural programs and activities. Funding options include partnerships with Englewood Arts, schools, non-profits, fees and charges, SCFD, etc.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

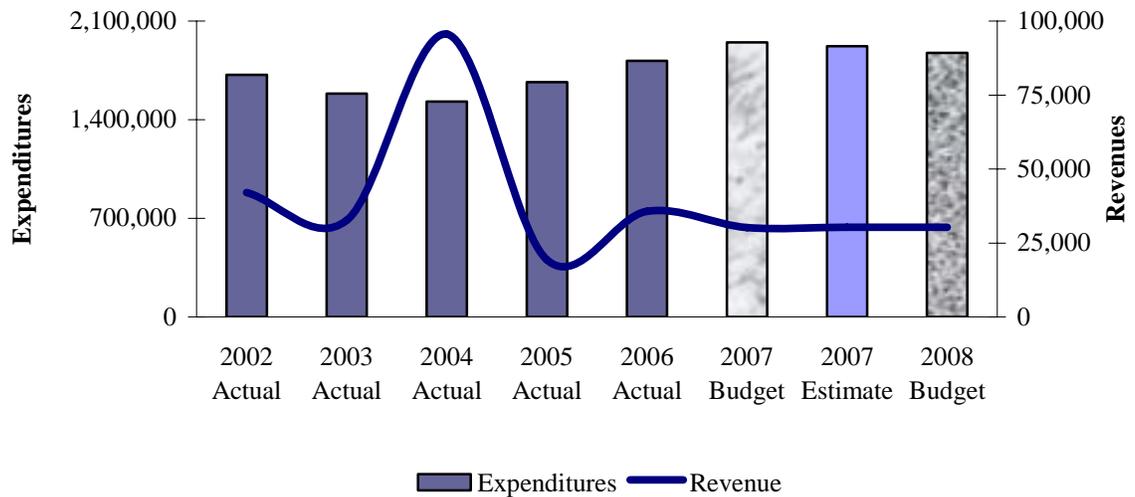
Department Parks and Recreation Services
Fund General
Division Parks
Account 02.1305

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	42,039	32,720	95,583	19,407	35,681	30,230	30,322	30,322
Percent Change		-22.17%	192.12%	-79.70%	83.86%	-15.28%	0.30%	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	1,107,975	1,035,993	940,544	1,030,057	1,125,251	1,142,163	1,114,738	1,125,660
Commodities	102,206	81,167	88,537	96,871	101,525	125,619	125,619	128,500
Contractual	446,502	409,191	402,666	472,504	521,692	566,671	566,672	543,479
Capital	61,218	59,327	96,030	65,895	68,267	114,295	114,295	77,206
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,717,901	1,585,678	1,527,777	1,665,327	1,816,735	1,948,748	1,921,324	1,874,845
Percent Change		-7.70%	-3.65%	9.00%	9.09%	7.27%	-1.41%	-2.42%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	18.0000	18.5000	1.0000	15.0000	17.0000	17.0000	17.0000



Division Goals or Activities	Outcome Supported
1. Parks Master Plan implementation	• A City that provides and maintains quality infrastructure
2. Dartmouth & Oxford pedestrian bridges	
3. Plaza fiber dam replacement	
4. Median maintenance	• A City that is safe, clean, healthy and attractive
5. Graffiti removal/Flower program	
6. Snow removal	
7. Athletic field maintenance	
8. Turf & landscape maintenance and renovations	
9. Tree replacement program	
10. Volunteers for trail improvements, flower program, park clean up, etc.	• A progressive City that provides

Department Parks and Recreation Services
Fund General
Division Parks
Account 02.1305

Division Goals or Activities	Outcome Supported
11. Use of community service, youth work programs, scout groups, etc. for park and open space improvements.	responsive and cost efficient services
12. Citizen and Community outreach and support.	
13. Support for City sponsored events and programs – i.e. Community meeting, summer concert series, Fourth of July program, Jr. Golf Program, City Picnic, etc	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

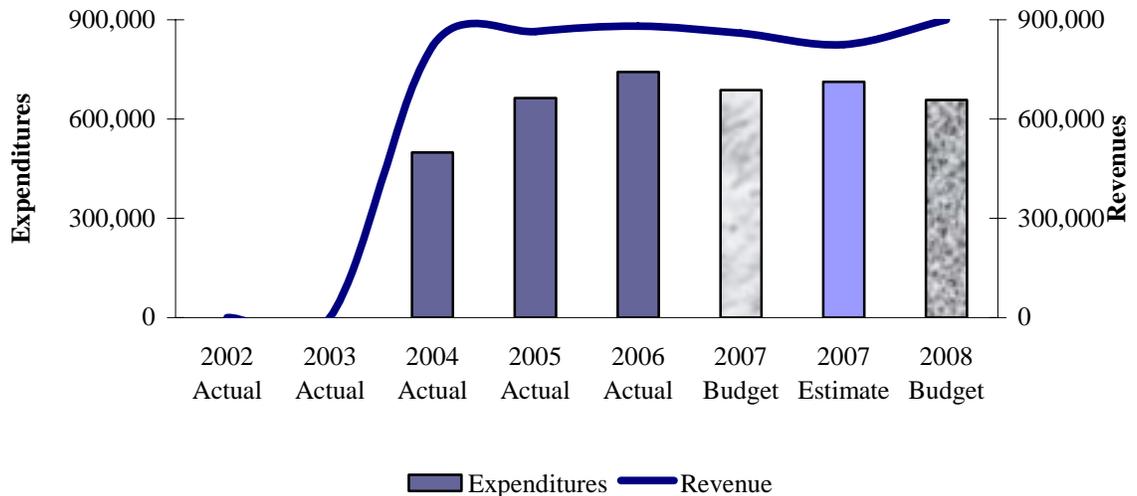
Department Parks and Recreation Services
Fund General
Division Pirates Cove
Account 02.1308

Description Pirates Cove is an outdoor family aquatics park located at Belleview Park. The design of the park is for 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.

History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	820,930	864,822	880,869	859,500	825,000	900,000
Percent Change		----	----	5.35%	1.86%	-2.43%	-4.01%	9.09%
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	295,731	378,917	442,628	368,417	394,067	392,260
Commodities	-	-	121,542	154,964	182,072	154,300	154,300	156,050
Contractual	-	-	81,637	129,194	113,079	164,500	164,500	109,500
Capital	-	-	-	-	4,410	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	498,910	663,075	742,189	687,217	712,867	657,810
Percent Change		----	----	32.90%	11.93%	-7.41%	3.73%	-7.72%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	NA	NA	NA	NA	.2500	.2500	.7500



Division Goals or Activities	Outcome Supported
1. Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount.	• A City that provides and maintains quality infrastructure
2. Funding for the facility is derived from fees and charges, concessions, rentals, Conservation Trust Fund, special events, sponsorships, etc.	
3. The facility is extremely attractive and inviting to the public.	• A City that is safe, clean, healthy and attractive
4. Swim lesson program, fitness classes, interactive use, etc. helps to promote a healthy environment. Expectation for safety, cleanliness, and appearance are held to the highest standards.	
5. Food service delivery is monitored for the highest and safest quality	

Department Parks and Recreation Services
Fund General
Division Pirates Cove
Account 02.1308

Division Goals or Activities	Outcome Supported
possible	
6. A well trained and productive staff is essential. Training for customer service, safety, public interaction, certifications, etc. is ongoing.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
7. Program and facility surveys provide feedback for public input.	
8. Branding of the facility provides economic benefit to local businesses and agencies.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
9. High visibility from non residents visiting the facility promotes the City's image and helps market other vendors in the community.	
10. The entertainment venue promotes new business and families to the community.	
11. The facility provides an affordable recreation and entertainment venue for the southwest metro area.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities
12. Funding options include fees and charges, Conservation Trust Fund, Open Space Fund, etc.	

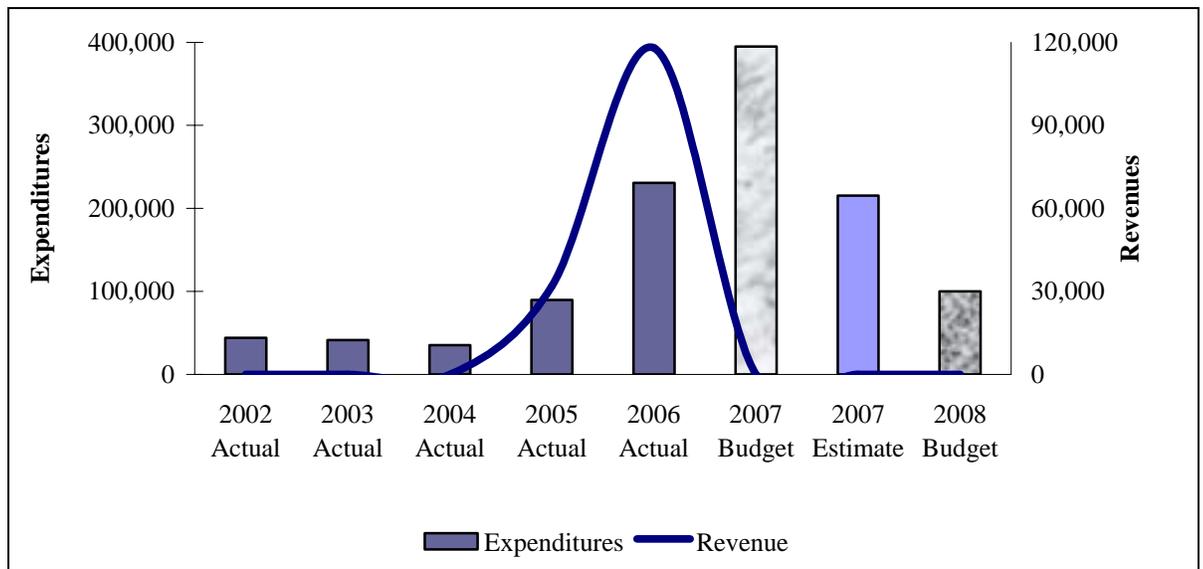
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

Department General Government
Fund General
Division Contingency
Account 02.0901

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

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	32,002	117,998	-	-	-
Percent Change		---	---	---	268.72%	-100.00%	---	---
Expenditures								
Personnel	35,794	41,450	31,256	31,563	72,520	395,000	210,000	100,000
Commodities	8,150	-	-	41	1,219	-	-	-
Contractual	-	-	3,993	57,961	156,953	-	5,250	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	43,944	41,450	35,249	89,565	230,692	395,000	215,250	100,000
Percent Change		-5.68%	-14.96%	154.09%	157.57%	71.22%	-45.51%	-53.54%



Department General Government
Fund General
Division Debt Service
Account 02.1401

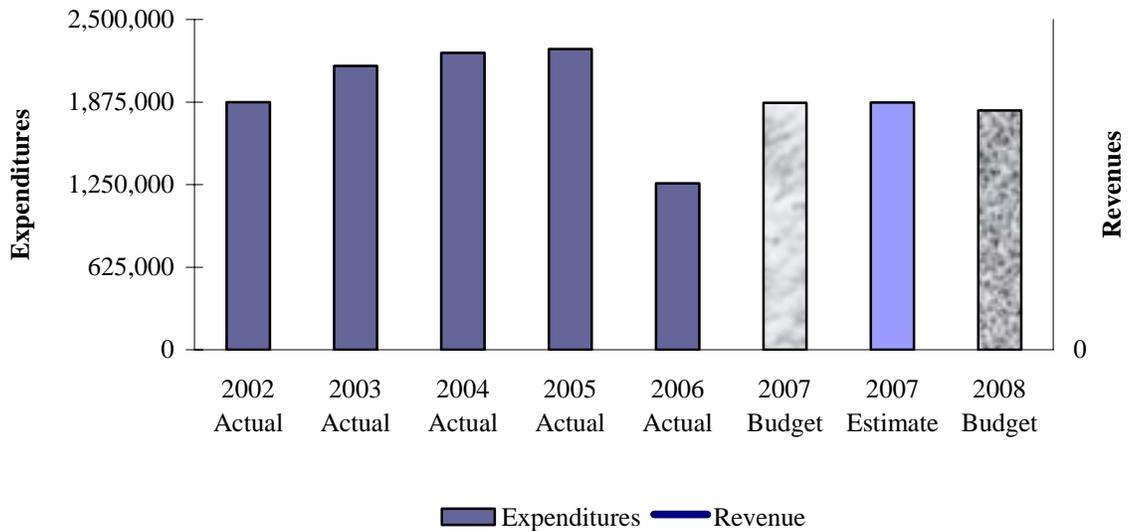
Description The Debt Service division accounts for debt service payments of the General Fund.

The debt service budget for 2008 includes:

Civic Center COPs	\$ 1,578,000
Fire Truck Lease	118,393
Brownsfield Lease	100,063
Selbe Lease	15,000
Total	\$ 1,811,456

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	3,000	3,000	3,000	3,000	5,550	3,000	5,550	7,000
Capital	-	-	-	-	-	-	-	-
Debt Service	1,871,201	2,144,767	2,245,018	2,272,812	1,254,058	1,866,761	1,866,761	1,804,456
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,874,201	2,147,767	2,248,018	2,275,812	1,259,608	1,869,761	1,872,311	1,811,456
Percent Change		14.60%	4.67%	1.24%	-44.65%	48.44%	0.14%	-3.25%



Department General Government
Fund General
Division Transfers In (Out)
Account 02.1501

Description This division accounts for any transfer to the General Fund from other funds and transfer out from the General Fund to other funds.

The 2008 transfers in to the General Fund from the Public Improvement Fund will finance the following contractual obligations:

	<u>2008</u>
Selbe Lease	\$ 15,000
Brownfields Loan	100,063
Fire Truck Lease	118,393
Council Approved Transfer for Funding Gap	1,580,333
Total	<u>\$ 1,813,789</u>

History and Budget

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2007</u>	<u>2008</u>
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
<u>Other Financing Sources-Transfers In</u>								
Special Assessment Fund	-	144,916	40,108	17,657	18,956	-	-	-
Public Improvement Fund	300,000	-	100,063	459,543	279,030	279,030	279,030	1,813,789
Capital Projects Fund	425,000	447,181	761,480	-	-	-	-	-
Golf Course Fund	-	100,000	-	-	-	-	-	-
Central Services Fund	-	-	-	-	-	-	-	100,000
ServiCenter Fund	-	926,639	64,150	-	66,714	-	60,000	60,000
CERF Fund	41,152	525,000	55,226	-	570,000	-	-	-
EEF	13,806	800,000	-	-	15,500	-	-	-
EMRF	-	-	-	-	-	-	800,000	-
Total Other Sources	<u>779,958</u>	<u>2,943,736</u>	<u>1,021,027</u>	<u>477,200</u>	<u>950,200</u>	<u>279,030</u>	<u>1,139,030</u>	<u>1,973,789</u>
Percent Change		277.42%	-65.32%	-53.26%	99.12%	-70.63%	308.21%	73.29%

Other Financing Uses-Transfers Out

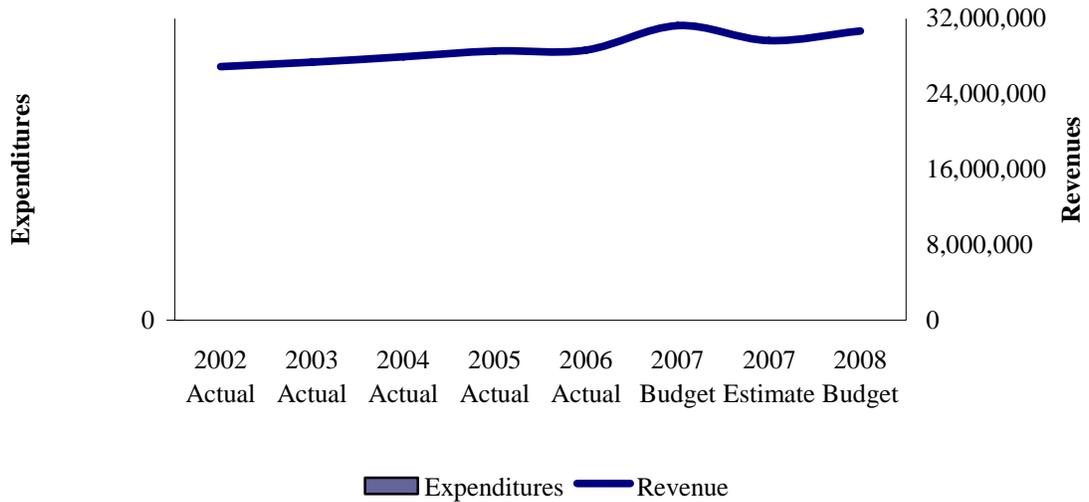
Donors Fund	-	-	-	20,000	-	-	-	-
Malley Center Trust Fund	-	-	-	-	13,500	-	-	-
EURA	-	5,000	-	-	50,000	-	-	-
EMRF	-	-	-	-	100,000	-	-	-
Total Other Uses	<u>-</u>	<u>5,000</u>	<u>-</u>	<u>20,000</u>	<u>163,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
Percent Change		----	-100.00%	----	717.50%	-100.00%	----	----

Department General Government
Fund General
Division General Revenues
Account 02.9999

Description This division accounts for the general revenues of the General Government not already budgeted for in other General Fund divisions.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue								
Taxes	25,230,245	25,691,787	25,816,332	26,332,495	26,245,975	28,219,245	27,239,876	28,049,941
Intergovernmental	138,806	139,734	91,145	71,874	65,857	65,000	58,000	53,000
Charges for								
Services	1,117,469	1,309,552	1,885,800	1,916,964	1,916,964	2,563,720	1,916,964	1,964,290
Fines and								
Forfeitures	40	-	364	1,413	1,702	5,000	2,000	2,000
Net Investment								
Income	178,232	78,126	84,276	168,294	353,386	300,000	355,500	355,500
Other	246,029	151,763	84,398	63,672	60,253	113,900	113,900	258,900
Total Revenue	26,910,821	27,370,962	27,962,315	28,554,712	28,644,137	31,266,865	29,686,240	30,683,631
Percent Change		1.71%	2.16%	2.12%	0.31%	9.16%	-5.06%	3.36%



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.

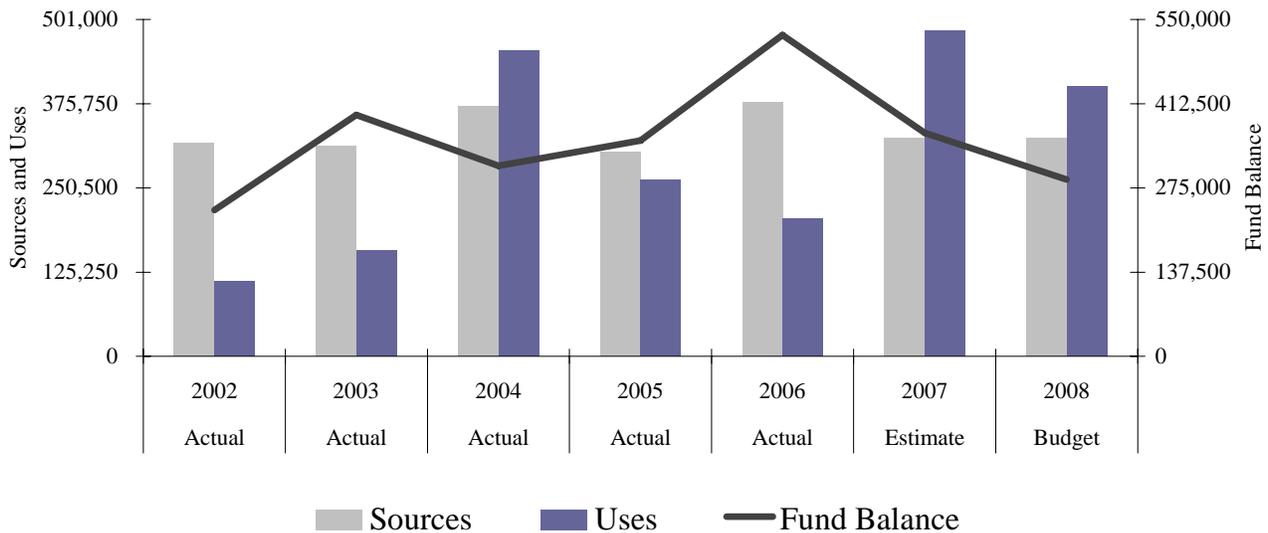
Special Assessment & Surplus Fund – Accounts for the accumulation of surplus from special improvement districts used to pay deficiencies of special assessment districts caused by delinquencies.

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

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 32,480	\$ 238,842	\$ 394,285	\$ 310,917	\$ 352,032	\$ 192,592	\$ 524,630	\$ 524,630	\$ 365,065
Sources of Funds									
Revenues									
Intergovernmental	310,863	308,250	291,173	294,921	356,925	300,000	300,000	300,000	300,000
Net Investment Income	6,590	4,918	5,998	8,438	20,168	15,000	15,000	25,000	25,000
Total Revenues	317,453	313,168	297,171	303,359	377,093	315,000	315,000	325,000	325,000
Transfers in	-	-	75,000	-	-	-	-	-	-
Total Sources of Funds	317,453	313,168	372,171	303,359	377,093	315,000	315,000	325,000	325,000
Uses of Funds									
Expenditures									
Cultural and Recreation	111,091	107,725	455,539	262,244	204,495	286,000	501,000	484,565	401,500
Total Expenditures	111,091	107,725	455,539	262,244	204,495	286,000	501,000	484,565	401,500
Transfers & Contingencies	-	50,000	-	-	-	-	-	-	-
Total Uses of Funds	111,091	157,725	455,539	262,244	204,495	286,000	501,000	484,565	401,500
Net Sources (Uses) of Funds	206,362	155,443	(83,368)	41,115	172,598	29,000	(186,000)	(159,565)	(76,500)
Ending Fund Balance	\$ 238,842	\$ 394,285	\$ 310,917	\$ 352,032	\$ 524,630	\$ 221,592	\$ 338,630	\$ 365,065	\$ 288,565

2007 Budget Amended with Resolution No. 37, 40, 100 of Series 2007

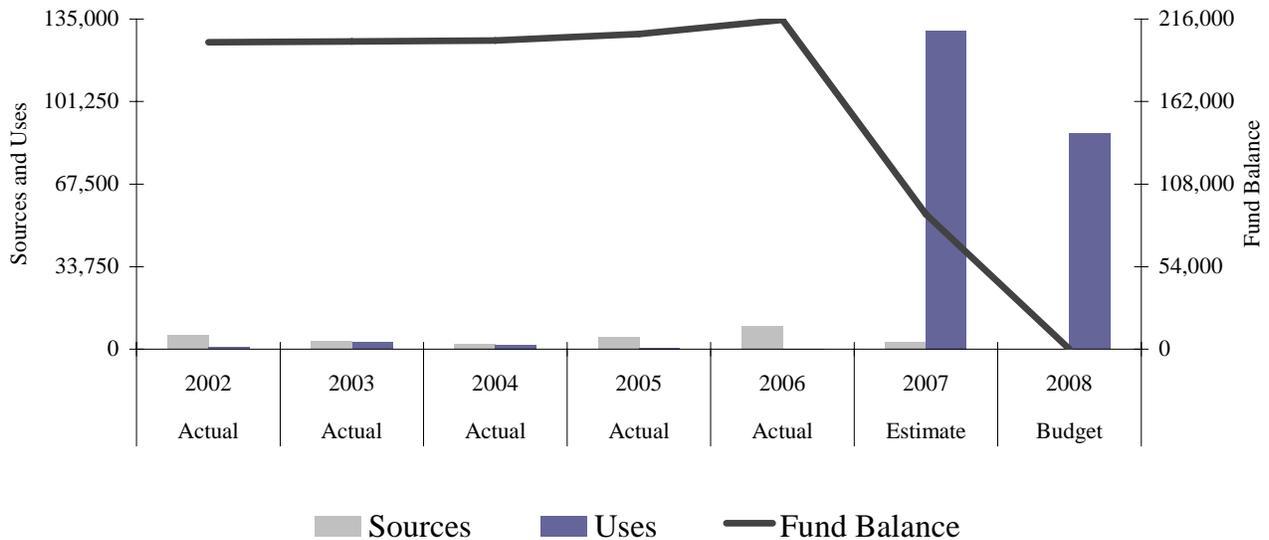


Major Revenue Source

Financing is provided primarily from State Lottery funds.

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

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Original Budget	Current Budget	Estimated Actual	Original Budget
Beginning Fund Balance	\$ 195,976	\$ 200,875	\$ 201,359	\$ 201,862	\$ 206,203	\$ 214,003	\$ 215,454	\$ 215,454	\$ 88,154
Sources of Funds									
Revenues									
Net Investment Income	5,001	2,744	2,163	4,841	9,451	10,000	10,000	2,900	-
Other	636	414	40	-	-	-	-	-	-
Total Revenues	5,637	3,158	2,203	4,841	9,451	10,000	10,000	2,900	-
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	5,637	3,158	2,203	4,841	9,451	10,000	10,000	2,900	-
Uses of Funds									
Expenditures									
General Government	738	2,674	1,700	500	200	30,200	130,200	130,200	88,154
Total Expenditures	738	2,674	1,700	500	200	30,200	130,200	130,200	88,154
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	738	2,674	1,700	500	200	30,200	130,200	130,200	88,154
Net Sources (Uses) of Funds	4,899	484	503	4,341	9,251	(20,200)	(120,200)	(127,300)	(88,154)
Ending Fund Balance	\$ 200,875	\$ 201,359	\$ 201,862	\$ 206,203	\$ 215,454	\$ 193,803	\$ 95,254	\$ 88,154	\$ -

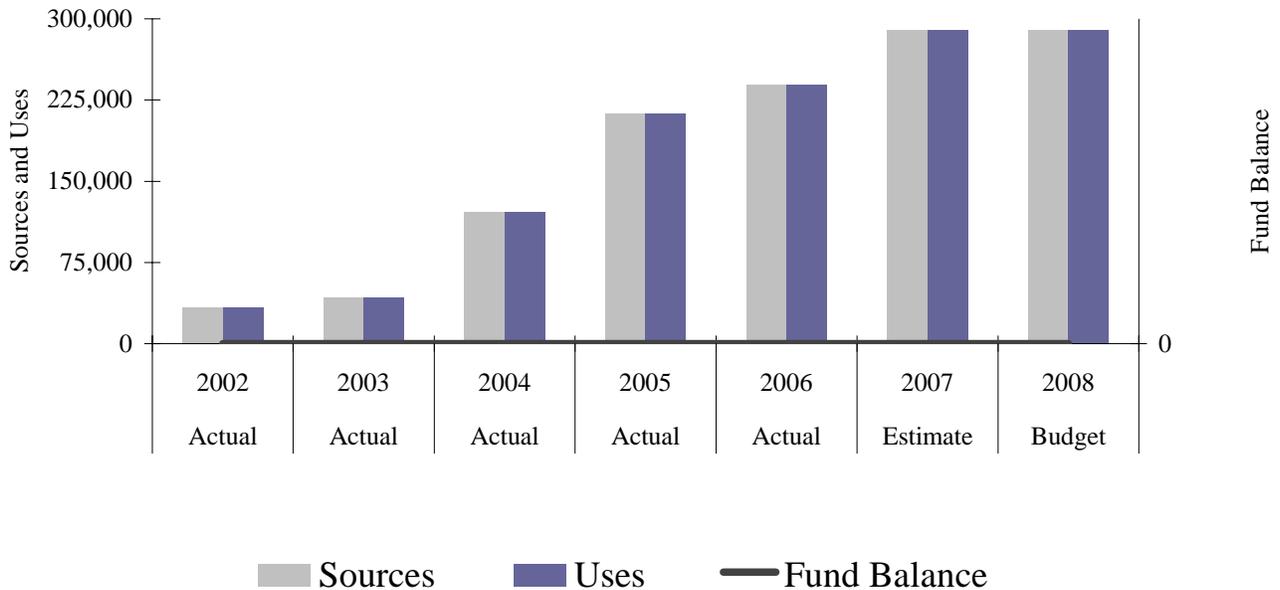


Major Revenue Source

Financing is from the interest earned for revolving low interest loans to existing businesses in downtown Englewood.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds									
Revenues									
Intergovernmental	33,762	43,231	121,451	212,533	239,506	450,000	450,000	272,000	218,000
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	33,762	43,231	121,451	212,533	239,506	450,000	450,000	272,000	218,000
Other financing sources	-	-	-	-	-	-	-	18,000	72,000
Total Sources of Funds	33,762	43,231	121,451	212,533	239,506	450,000	450,000	290,000	290,000
Uses of Funds									
Expenditures									
General Government	33,762	43,231	121,451	212,533	239,506	450,000	450,000	290,000	290,000
Total Expenditures	33,762	43,231	121,451	212,533	239,506	450,000	450,000	290,000	290,000
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	33,762	43,231	121,451	212,533	239,506	450,000	450,000	290,000	290,000
Net Sources (Uses) of Funds	-	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -					



Major Revenue Source

Financing is from a Regional Transportation District (RTD) local grant.

DONORS' FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002 <i>Actual</i>	2003 <i>Actual</i>	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Original Budget</i>	2007 <i>Current Budget</i>	2007 <i>Estimated Actual</i>	2008 <i>Original Budget</i>
Beginning Fund Balance	\$ 1,352,550	\$ 1,286,081	\$ 475,463	\$ 372,644	\$ 334,086	\$ 386,025	\$ 269,732	\$ 269,732	\$ 251,558
Sources of Funds									
Program Revenues									
Safety Services	69,275	38,702	47,761	25,909	82,568	25,000	25,000	25,000	25,000
Parks & Recreation	37,506	45,741	40,633	32,282	32,972	34,100	34,100	34,100	34,100
Library	14,931	17,360	19,639	13,819	22,190	20,000	20,000	20,000	20,000
Community Development	32,582	25,802	28,129	20,686	20,234	19,000	19,000	-	-
Total Program Revenues	154,294	127,605	136,162	92,696	157,964	98,100	98,100	79,100	79,100
Other Revenues	37,572	11,564	4,416	8,138	16,444	10,000	10,000	10,000	10,000
Total Revenues	191,866	139,169	140,578	100,834	174,408	108,100	108,100	89,100	89,100
Other Financing Sources	-	-	-	20,000	-	-	-	-	-
Total Sources of Funds	191,866	139,169	140,578	120,834	174,408	108,100	108,100	89,100	89,100
Uses of Funds									
Expenditures									
Program Expenditures									
General Government	13,405	45,978	29,359	25,985	30,853	5,750	5,750	7,666	-
Safety Services	138,362	844,998	161,969	89,892	146,637	37,835	37,835	36,109	34,346
Cultural and Recreation	106,568	58,811	52,069	43,515	61,272	46,200	46,200	63,499	63,499
Total Expenditures	258,335	949,787	243,397	159,392	238,762	89,785	89,785	107,274	97,845
Net Sources (Uses) of Funds	(66,469)	(810,618)	(102,819)	(38,558)	(64,354)	18,315	18,315	(18,174)	(8,745)
Ending Fund Balance	\$ 1,286,081	\$ 475,463	\$ 372,644	\$ 334,086	\$ 269,732	\$ 404,340	\$ 288,047	\$ 251,558	\$ 242,813

Ending Fund Balance Allocation

General Government

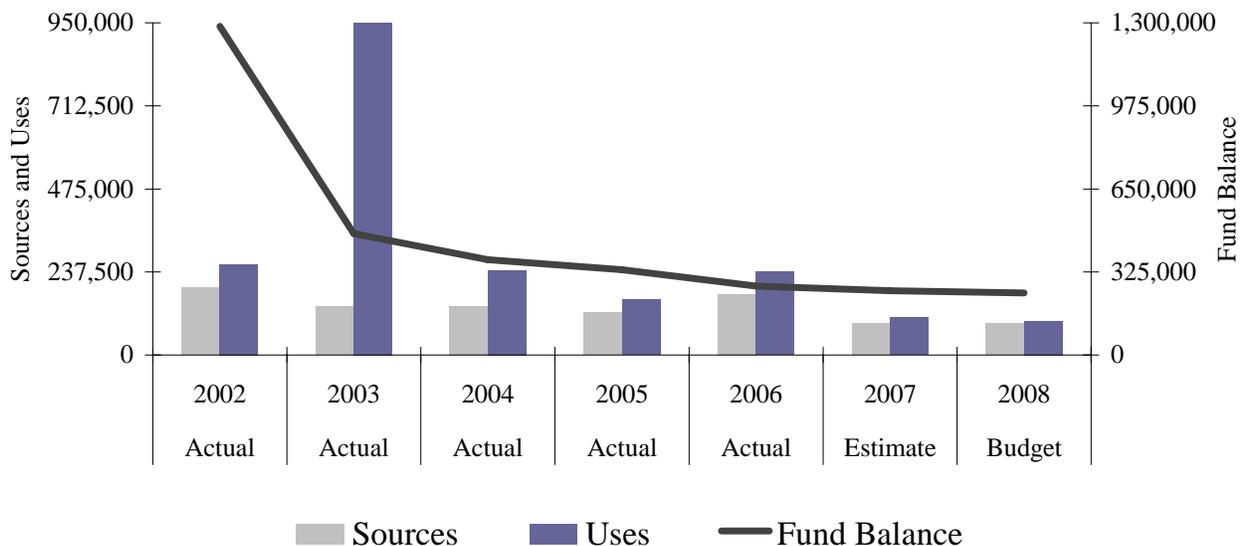
Community Development	\$ 20,469	\$ 1,930	\$ 889	\$ 15,781	\$ 7,366		\$ -	\$ -
City Manager's Office	2,916	1,537	1,411	1,445	-		-	-
Total General Government	23,385	3,467	2,300	17,226	7,366		-	-

Safety Services

	1,177,194	380,840	269,959	211,392	158,280		153,071	149,925
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Cultural and Recreation

Parks & Recreation	62,100	68,964	80,368	89,808	83,909		71,810	44,211
Library Services	23,402	22,192	20,017	15,660	20,177		26,677	48,677
Total Cultural and Recreation	85,502	91,156	100,385	105,468	104,086		98,487	92,888
Total	\$ 1,286,081	\$ 475,463	\$ 372,644	\$ 334,086	\$ 269,732		\$ 251,558	\$ 242,813



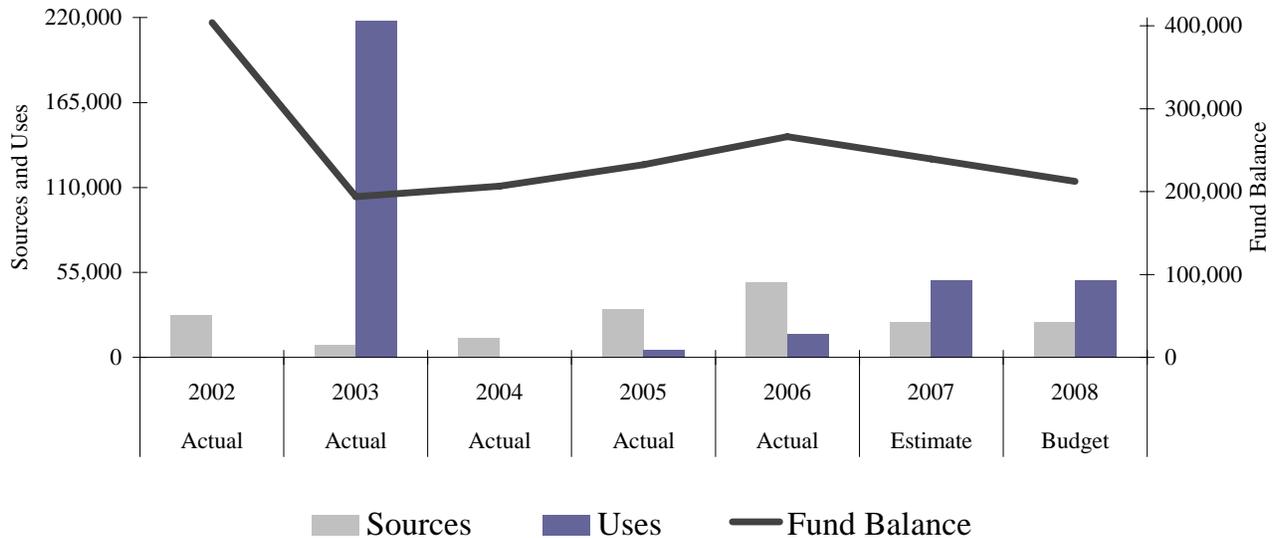
Major Revenue Source

Financing is from contributions for specified uses.

MALLEY CENTER TRUST FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002 <i>Actual</i>	2003 <i>Actual</i>	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Original Budget</i>	2007 <i>Current Budget</i>	2007 <i>Estimated Actual</i>	2008 <i>Original Budget</i>
Beginning Fund Balance	\$ 376,538	\$ 403,917	\$ 193,776	\$ 206,478	\$ 232,568	\$ 254,768	\$ 266,216	\$ 266,216	\$ 239,246
Sources of Funds									
Revenues									
Net investment income	10,881	5,418	2,197	5,182	12,022	8,000	8,000	8,000	8,000
Contributions	16,498	2,441	10,505	25,804	23,461	15,000	15,000	15,100	15,100
Total Revenues	27,379	7,859	12,702	30,986	35,483	23,000	23,000	23,100	23,100
Other Financing Sources	-	-	-	-	13,500	-	-	-	-
Total Sources of Funds	27,379	7,859	12,702	30,986	48,983	23,000	23,000	23,100	23,100
Uses of Funds									
Expenditures									
Culture and recreation	-	30,653	-	4,896	15,335	50,000	50,000	50,070	50,070
Total Expenditures	-	30,653	-	4,896	15,335	50,000	50,000	50,070	50,070
Capital outlay	-	187,347	-	-	-	-	-	-	-
Total Uses of Funds	-	218,000	-	4,896	15,335	50,000	50,000	50,070	50,070
Net Sources (Uses) of Funds	27,379	(210,141)	12,702	26,090	33,648	(27,000)	(27,000)	(26,970)	(26,970)
Ending Fund Balance	\$ 403,917	\$ 193,776	\$ 206,478	\$ 232,568	\$ 266,216	\$ 227,768	\$ 239,216	\$ 239,246	\$ 212,276

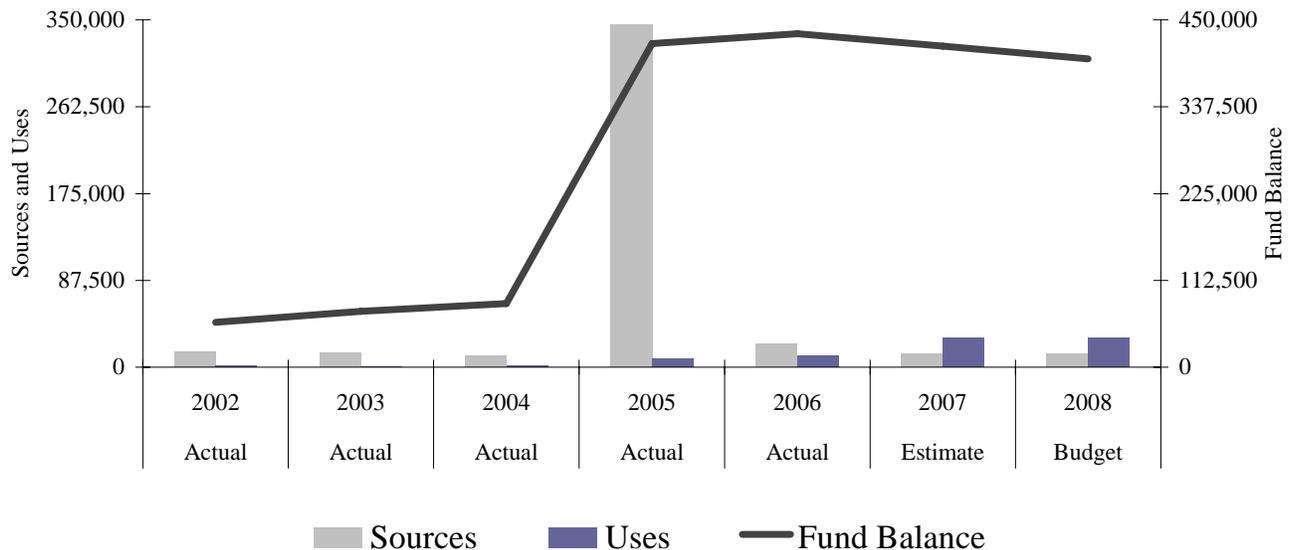


Major Revenue Source

Financing is from contributions and investment income for the Elsie Malley Center Trust Fund.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 44,092	\$ 58,251	\$ 72,539	\$ 82,715	\$ 419,346	\$ 427,953	\$ 432,219	\$ 432,219	\$ 415,981
Sources of Funds									
Revenues									
Rental Income	12,000	12,000	10,400	-	-	-	-	-	-
Charges for services	-	-	-	1,615	1,425	1,500	1,500	1,500	1,500
Net investment income	1,447	946	844	4,501	19,048	10,000	10,000	10,000	10,000
Contributions	1,814	2,000	-	6,461	3,758	2,000	2,000	2,000	2,000
Total Revenues	15,261	14,946	11,244	12,577	24,231	13,500	13,500	13,500	13,500
Proceeds from sale of assets	-	-	-	332,633	-	-	-	-	-
Total Sources of Funds	15,261	14,946	11,244	345,210	24,231	13,500	13,500	13,500	13,500
Uses of Funds									
Expenditures									
Culture & Recreation	1,102	658	1,068	8,579	11,358	19,000	19,000	29,738	29,738
Total Expenditures	1,102	658	1,068	8,579	11,358	19,000	19,000	29,738	29,738
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	1,102	658	1,068	8,579	11,358	19,000	19,000	29,738	29,738
Net Sources (Uses) of Funds	14,159	14,288	10,176	336,631	12,873	(5,500)	(5,500)	(16,238)	(16,238)
Ending Fund Balance	\$ 58,251	\$ 72,539	\$ 82,715	\$ 419,346	\$ 432,219	\$ 422,453	\$ 426,719	\$ 415,981	\$ 399,743

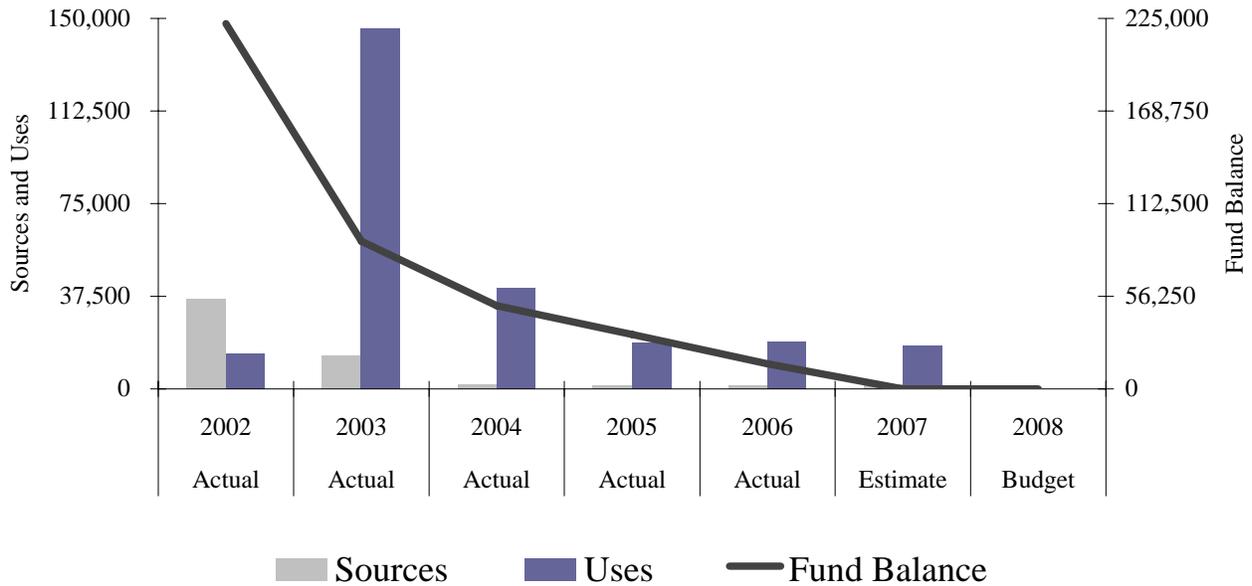


Major Revenue Source

Financing is from contributions and investment income for the Parks and Recreation Trust Fund.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 199,786	\$ 221,890	\$ 89,650	\$ 50,562	\$ 33,122	\$ 15,734	\$ 15,271	\$ 15,271	\$ -
Sources of Funds									
Revenues									
Assessments	27,315	11,540	662	-	-	-	-	-	-
Interest on Assessments	2,808	762	432	-	-	-	-	-	-
Interest	6,208	1,297	826	1,217	1,505	2,000	2,000	2,000	-
Total Revenues	36,331	13,599	1,920	1,217	1,505	2,000	2,000	2,000	-
Total Sources of Funds	36,331	13,599	1,920	1,217	1,505	2,000	2,000	2,000	-
Uses of Funds									
Expenditures									
Miscellaneous	14,227	923	900	1,000	400	500	500	500	-
Total Expenditures	14,227	923	900	1,000	400	500	500	500	-
Transfers & Contingencies	-	144,916	40,108	17,657	18,956	17,234	17,234	16,771	-
Total Uses of Funds	14,227	145,839	41,008	18,657	19,356	17,734	17,734	17,271	-
Net Sources (Uses) of Funds	22,104	(132,240)	(39,088)	(17,440)	(17,851)	(15,734)	(15,734)	(15,271)	-
Ending Fund Balance	\$ 221,890	\$ 89,650	\$ 50,562	\$ 33,122	\$ 15,271	\$ -	\$ (463)	\$ -	\$ -



Major Revenue Source

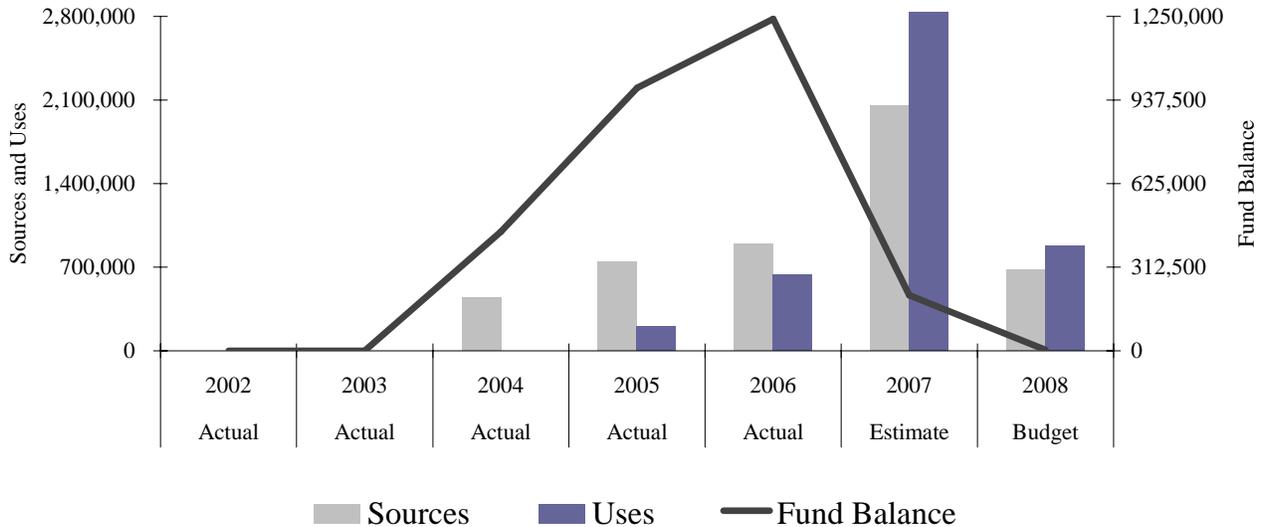
Financing is from investment income for the Parks and Recreation Trust Fund.

OPEN SPACE FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Original Budget	Current Budget	Estimated Actual	Original Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 444,460	\$ 982,849	\$ 564,110	\$ 1,240,512	\$ 1,240,512	\$ 207,276
Sources of Funds									
Revenues									
Intergovernmental									
County Shareback	-	-	444,036	730,471	832,478	650,000	650,000	667,123	650,000
County Grant	-	-	-	-	-	-	-	857,083	-
State Grant	-	-	-	-	-	-	-	435,000	-
Local Grant	-	-	-	-	-	-	-	55,766	-
Total Intergovernmental	-	-	444,036	730,471	832,478	650,000	650,000	2,014,972	650,000
Miscellaneous	-	-	424	12,395	47,519	2,000	2,000	40,000	25,000
Total Revenues	-	-	444,460	742,866	879,997	652,000	652,000	2,054,972	675,000
Transfers in	-	-	-	-	12,787	-	-	-	-
Total Sources of Funds	-	-	444,460	742,866	892,784	652,000	652,000	2,054,972	675,000
Uses of Funds									
Expenditures									
Cultural and Recreation	-	-	-	204,477	635,121	913,000	1,720,001	3,088,208	878,955
Total Expenditures	-	-	-	204,477	635,121	913,000	1,720,001	3,088,208	878,955
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	204,477	635,121	913,000	1,720,001	3,088,208	878,955
Net Sources (Uses) of Funds	-	-	444,460	538,389	257,663	(261,000)	(1,068,001)	(1,033,236)	(203,955)
Ending Fund Balance	\$ -	\$ -	\$ 444,460	\$ 982,849	\$ 1,240,512	\$ 303,110	\$ 172,511	\$ 207,276	\$ 3,321

2007 Budget Amended with Resolution No. 37, 40, 48, 49, 100 of Series 2007



Major Revenue Source

Financing is from the Arapahoe County Open Space .25% tax allocated to the City.

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.

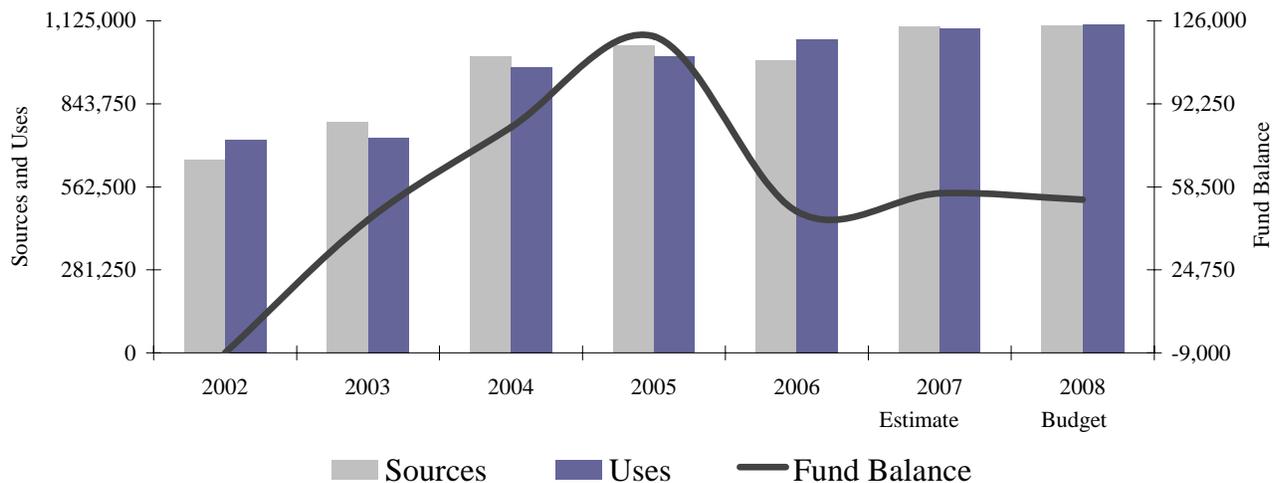
General Obligation Bond Fund – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.

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. 35
- Paving District No. 37
- Paving District No. 38
- Concrete Replacement District 1995

GENERAL OBLIGATION BOND FUND
Statement of Revenues, Expenditures and Changes in Fund Balances

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Original Budget	Current Budget	Estimated Actual	Original Budget
Beginning Fund Balance	\$ 60,283	\$ (8,991)	\$ 45,058	\$ 82,742	\$ 119,638	\$ 11,020	\$ 11,020	\$ 48,541	\$ 55,905
Sources of Funds									
Revenues									
Property Tax	642,965	779,222	998,782	1,028,188	965,831	1,100,000	1,100,000	1,100,000	1,100,000
Net Investment Income	10,305	3,647	7,308	12,931	25,986	5,000	5,000	5,020	10,000
Total Revenues	653,270	782,869	1,006,090	1,041,119	991,817	1,105,000	1,105,000	1,105,020	1,110,000
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	653,270	782,869	1,006,090	1,041,119	991,817	1,105,000	1,105,000	1,105,020	1,110,000
Uses of Funds									
Expenditures									
Debt Service									
Principal	440,000	85,000	395,000	435,000	500,000	545,000	545,000	545,000	565,000
Interest	274,952	634,962	559,620	555,720	548,518	540,306	540,306	540,306	531,335
Other	7,592	8,858	13,786	13,503	14,396	15,100	15,100	12,350	16,300
Total Expenditures	722,544	728,820	968,406	1,004,223	1,062,914	1,100,406	1,100,406	1,097,656	1,112,635
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	722,544	728,820	968,406	1,004,223	1,062,914	1,100,406	1,100,406	1,097,656	1,112,635
Net Sources(Uses) of Funds	(69,274)	54,049	37,684	36,896	(71,097)	4,594	4,594	7,364	(2,635)
Ending Fund Balance	\$ (8,991)	\$ 45,058	\$ 82,742	\$ 119,638	\$ 48,541	\$ 15,614	\$ 15,614	\$ 55,905	\$ 53,270

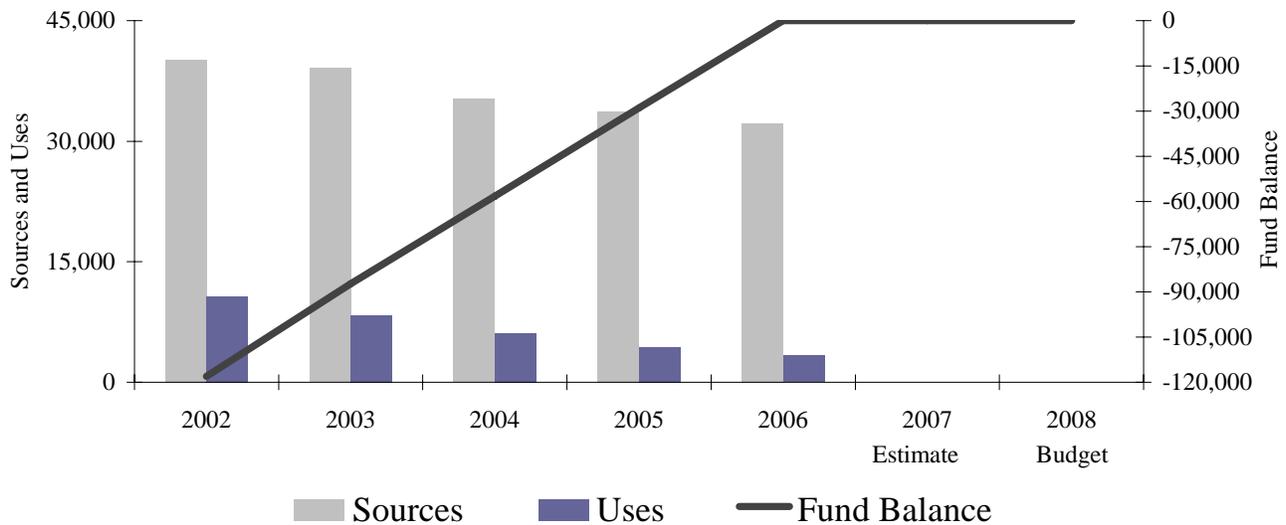


Major Revenue Source

Financing is from the property tax mill levy portion for debt service.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ (147,396)	\$ (118,028)	\$ (87,296)	\$ (58,194)	\$ (28,918)	\$ -	\$ -	\$ -	\$ -
Sources of Funds									
Revenues									
Assessments	29,635	30,840	29,233	29,233	29,233	-	-	-	-
Interest on assessments	9,631	7,863	5,700	3,829	1,937	-	-	-	-
Net Investment Income	848	423	309	600	1,075	-	-	-	-
Total Revenues	40,114	39,126	35,242	33,662	32,245	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	40,114	39,126	35,242	33,662	32,245	-	-	-	-
Uses of Funds									
Expenditures									
Debt Service	10,153	7,808	5,491	3,656	2,915	-	-	-	-
Other	593	586	649	730	412	-	-	-	-
Total Expenditures	10,746	8,394	6,140	4,386	3,327	-	-	-	-
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	10,746	8,394	6,140	4,386	3,327	-	-	-	-
Net Sources(Uses) of Fund.	29,368	30,732	29,102	29,276	28,918	-	-	-	-
Ending Fund Balance	\$ (118,028)	\$ (87,296)	\$ (58,194)	\$ (28,918)	\$ -	\$ -	\$ -	\$ -	\$ -

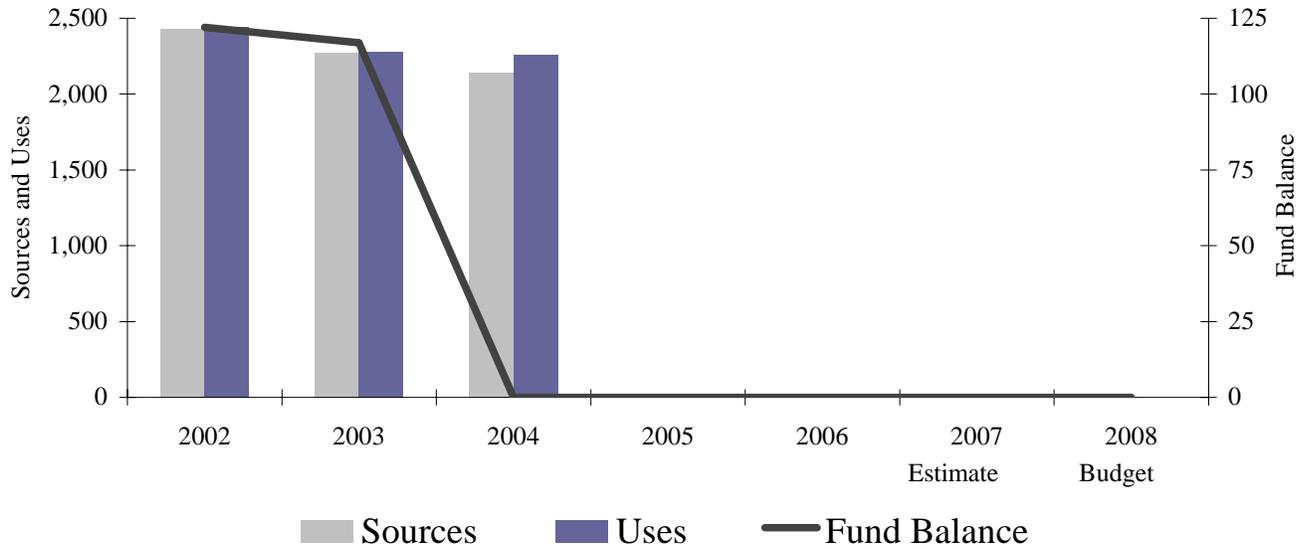


Major Revenue Source

Financing is from the property assessment.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 141	\$ 122	\$ 117	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds									
Revenues									
Assessments	2,012	2,012	2,012	-	-	-	-	-	-
Interest on assessments	373	241	120	-	-	-	-	-	-
Net Investment Income	42	22	10	-	-	-	-	-	-
Total Revenues	2,427	2,275	2,142	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	2,427	2,275	2,142	-	-	-	-	-	-
Uses of Funds									
Expenditures									
Debt Service	2,222	2,058	1,938	-	-	-	-	-	-
Other	224	222	321	-	-	-	-	-	-
Total Expenditures	2,446	2,280	2,259	-	-	-	-	-	-
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	2,446	2,280	2,259	-	-	-	-	-	-
Net Sources(Uses) of Funds	(19)	(5)	(117)	-	-	-	-	-	-
Ending Fund Balance	\$ 122	\$ 117	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



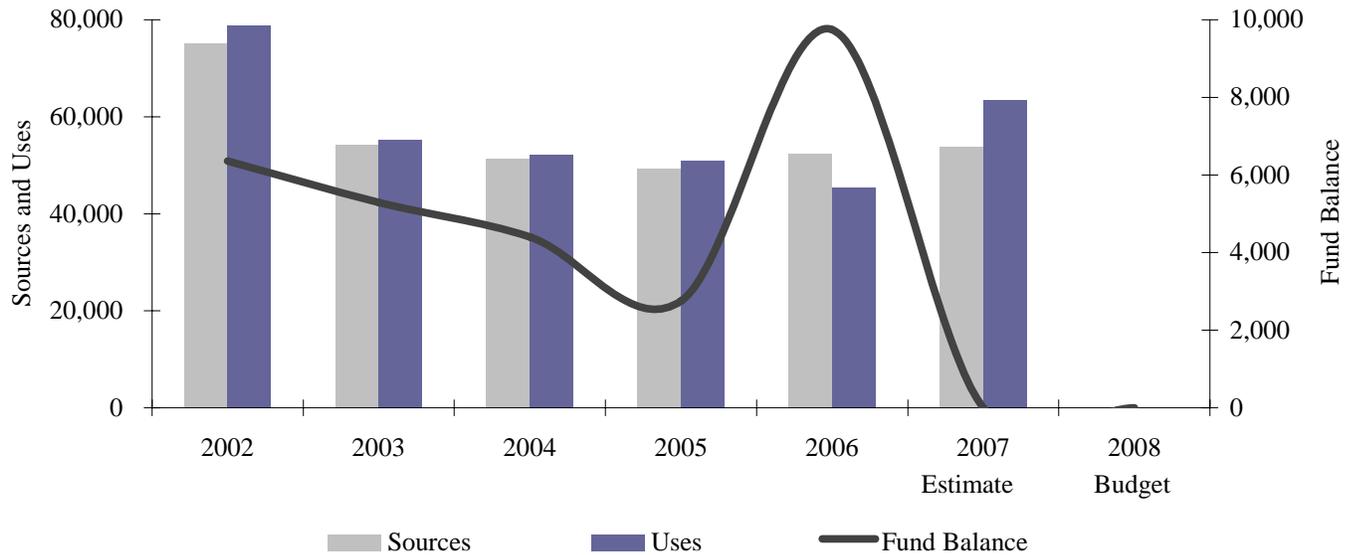
Major Revenue Source

Financing is from the property assessment.

PAVING DISTRICT # 38

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Original Budget</i>
Beginning Fund Balance	\$ 10,028	\$ 6,364	\$ 5,295	\$ 4,403	\$ 2,751	\$ 4,292	\$ 4,292	\$ 9,742	\$ -
Sources of Funds									
Revenues									
Assessments	50,850	35,356	35,356	35,356	40,333	35,356	35,356	35,356	-
Interest on assessments	23,392	18,562	15,910	13,362	11,095	7,955	7,955	7,955	-
Interest on investments	977	254	105	497	948	900	900	900	-
Total Revenues	75,219	54,172	51,371	49,215	52,376	44,211	44,211	44,211	-
Other Financing Sources	-	-	-	-	-	-	-	9,568	-
Total Sources of Funds	75,219	54,172	51,371	49,215	52,376	44,211	44,211	53,779	-
Uses of Funds									
Expenditures									
Debt Service									
Principal	64,000	44,000	43,000	44,000	41,000	36,000	36,000	36,000	-
Interest	13,941	10,501	8,001	5,980	3,771	1,959	1,959	980	-
Other	942	740	1,262	887	614	550	550	10,544	-
Total Expenditures	78,883	55,241	52,263	50,867	45,385	38,509	38,509	47,524	-
Transfers & Contingencies	-	-	-	-	-	9,994	9,994	15,997	-
Total Uses of Funds	78,883	55,241	52,263	50,867	45,385	48,503	48,503	63,521	-
Net Sources(Uses) of Funds	(3,664)	(1,069)	(892)	(1,652)	6,991	(4,292)	(4,292)	(9,742)	-
Ending Fund Balance	\$ 6,364	\$ 5,295	\$ 4,403	\$ 2,751	\$ 9,742	\$ -	\$ -	\$ -	\$ -

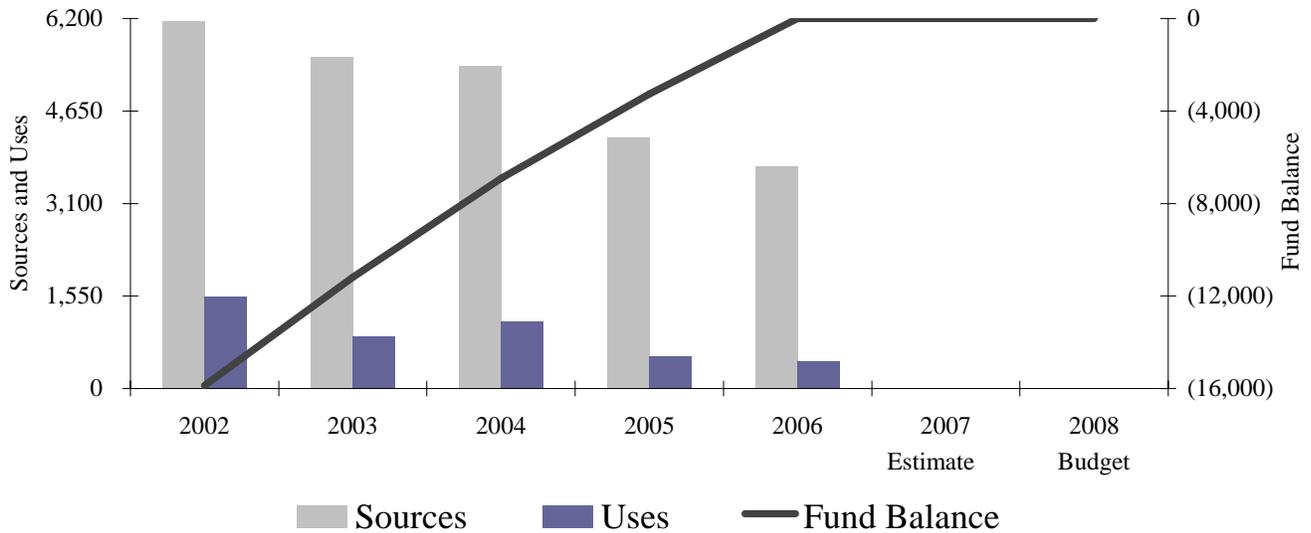


Major Revenue Source

Financing is from the property assessment.

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

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Original	Current	Estimated	Original
						Budget	Budget	Actual	Budget
Beginning Fund Balance	\$ (20,483)	\$ (15,872)	\$ (11,192)	\$ (6,911)	\$ (3,255)	\$ -	\$ -	\$ -	\$ -
Sources of Funds									
Revenues									
Assessments	4,647	4,436	4,561	3,656	3,381	-	-	-	-
Interest on assessments	1,384	1,061	807	473	224	-	-	-	-
Net Investment Income	121	60	42	74	117	-	-	-	-
Total Revenues	6,152	5,557	5,410	4,203	3,722	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	6,152	5,557	5,410	4,203	3,722	-	-	-	-
Uses of Funds									
Expenditures									
Debt Service	1,281	622	775	106	300	-	-	-	-
Other	260	255	354	441	167	-	-	-	-
Total Expenditures	1,541	877	1,129	547	467	-	-	-	-
Transfers & Contingencies	-	-	-	-	-	-	-	-	-
Total Uses of Funds	1,541	877	1,129	547	467	-	-	-	-
Net Sources(Uses) of Funds	4,611	4,680	4,281	3,656	3,255	-	-	-	-
Ending Fund Balance	\$ (15,872)	\$ (11,192)	\$ (6,911)	\$ (3,255)	\$ -	\$ -	\$ -	\$ -	\$ -



Major Revenue Source

Financing is from the property assessment.



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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.

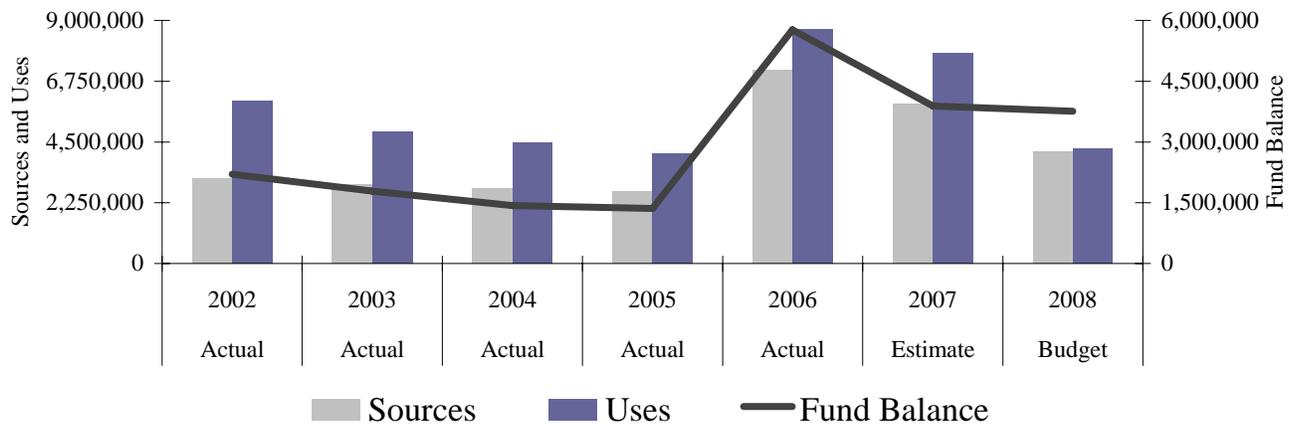
Capital Projects Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

Recreation Bond Fund – Accounted for the bond proceeds used for the expansion and renovation of the Englewood Recreation Center, the Elsie Malley Senior Recreation Center and the development of the Pirates Cove Family Aquatics Park.

Civic Center Fund – Accounted for the construction and renovation of the City's new City Hall building.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Fund Balance	\$ 3,046,593	\$ 2,206,225	\$ 1,790,548	\$ 1,427,093	\$ 1,359,568	\$ (87,045)	\$ 5,773,194	\$ 5,773,194	\$ 3,884,689
Sources of Funds									
Revenues									
Vehicle Use Tax	1,450,012	1,417,122	1,416,817	1,294,635	1,239,648	1,300,000	1,300,000	1,300,000	1,258,000
Building Use Tax	825,711	550,643	612,217	863,275	849,507	1,816,000	1,816,000	1,696,000	2,426,457
Road and Bridge	189,352	185,667	190,015	185,696	203,845	190,000	190,000	189,531	190,000
Intergovernmental	-	386,136	508,969	305,895	223,729	26,000	26,000	1,951,773	39,500
Other	338,586	35,655	68,386	18,801	4,638,850	13,489	13,489	230,000	230,000
Total Revenues	2,803,661	2,575,223	2,796,404	2,668,302	7,155,579	3,345,489	3,345,489	5,367,304	4,143,957
Transfers In	337,050	370,000	-	-	-	-	-	550,000	-
Total Sources of Funds	3,140,711	2,945,223	2,796,404	2,668,302	7,155,579	3,345,489	3,345,489	5,917,304	4,143,957
Uses of Funds									
Expenditures									
Capital Projects	2,071,092	2,343,850	2,332,296	1,783,449	1,585,197	1,578,530	2,128,530	2,555,508	2,076,500
Transfers Out	1,909,987	1,017,050	827,563	952,378	1,156,756	1,485,205	1,485,205	5,250,301	2,195,324
Next year appropriation carryover	2,017,942	1,517,259	1,298,116	1,347,010	1,904,145	-	-	-	-
Council designation funds	-	-	-	-	4,036,066	-	-	-	-
Total Uses of Funds	5,999,021	4,878,159	4,457,975	4,082,837	8,682,164	3,063,735	3,613,735	7,805,809	4,271,824
Net Sources (Uses) of Funds	(2,858,310)	(1,932,936)	(1,661,571)	(1,414,535)	(1,526,585)	281,754	(268,246)	(1,888,505)	(127,867)
Unappropriated fund balance	188,283	273,289	128,977	12,558	(167,017)	194,709	5,504,948	3,884,689	3,756,822
Next year appropriation carryover plus Council designated funds	2,017,942	1,517,259	1,298,116	1,347,010	5,940,211	-	-	-	-
Ending Fund Balance	\$ 2,206,225	\$ 1,790,548	\$ 1,427,093	\$ 1,359,568	\$ 5,773,194	\$ 194,709	\$ 5,504,948	\$ 3,884,689	\$ 3,756,822



Major Revenue Source

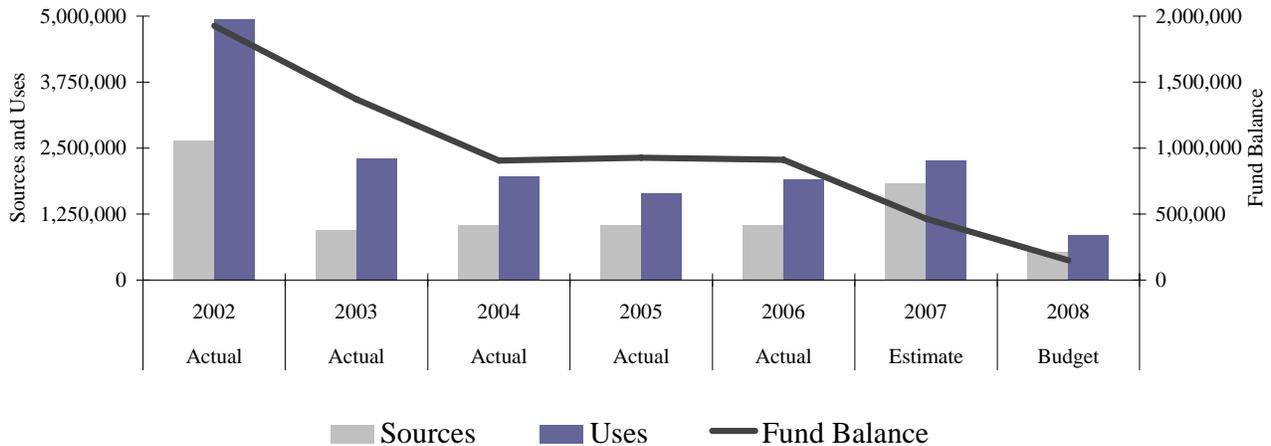
Financing is provided primarily from building and vehicle use taxes.

CAPITAL PROJECTS FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Original Budget</i>
Beginning Fund Balance	\$ 2,632,750	\$ 1,925,956	\$ 1,369,924	\$ 905,194	\$ 926,397	\$ 93,100	\$ 912,273	\$ 912,273	\$ 465,517
Sources of Funds									
Revenues									
Miscellaneous	82,217	24,307	493,183	547,487	163,672	150,000	150,000	341,333	150,000
Total Revenues	82,217	24,307	493,183	547,487	163,672	150,000	150,000	341,333	150,000
Transfers in	1,504,500	923,000	552,500	492,835	877,726	1,485,205	1,485,205	1,485,205	381,535
Lease proceeds	1,062,879	-	-	-	-	-	-	-	-
Total Sources of Funds	2,649,596	947,307	1,045,683	1,040,322	1,041,398	1,635,205	1,635,205	1,826,538	531,535
Uses of Funds									
Expenditures									
Capital Projects	2,931,390	1,041,158	748,933	1,019,119	1,042,735	1,485,205	1,485,205	2,273,294	847,052
Other Financing Uses	425,000	462,181	761,480	-	12,787	-	-	-	-
Appropriation carryover to next year	1,588,630	811,164	445,444	633,216	846,627	-	-	-	-
Total Uses of Funds	4,945,020	2,314,503	1,955,857	1,652,335	1,902,149	1,485,205	1,485,205	2,273,294	847,052
Net Sources (Uses) of Funds	(2,295,424)	(1,367,196)	(910,174)	(612,013)	(860,751)	150,000	150,000	(446,756)	(315,517)
Unappropriated fund balance	337,326	558,760	459,750	293,181	65,646	243,100	1,062,273	465,517	150,000
Appropriation carryover to next year	1,588,630	811,164	445,444	633,216	846,627	-	-	-	-
Ending Fund Balance	\$ 1,925,956	\$ 1,369,924	\$ 905,194	\$ 926,397	\$ 912,273	\$ 243,100	\$ 1,062,273	\$ 465,517	\$ 150,000

2007 Budget Amended with Resolution No. 100 of Series 2007



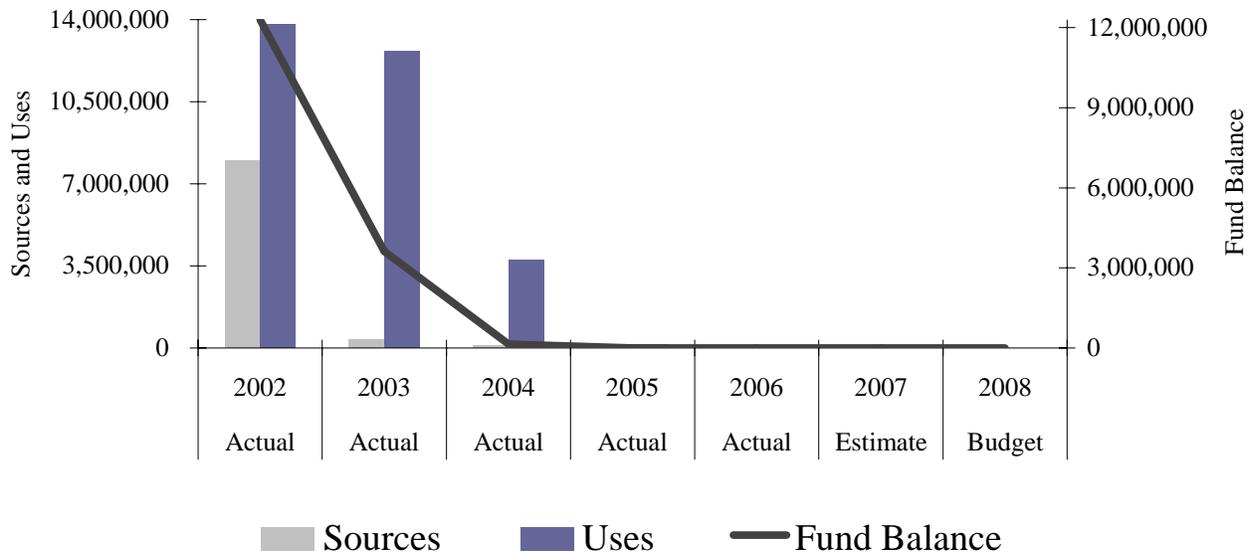
Major Revenue Source

Financing is provided primarily from transfers from the General Fund and/or the Public Improvement Fund.

RECREATION BOND FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002 <i>Actual</i>	2003 <i>Actual</i>	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Original Budget</i>	2007 <i>Current Budget</i>	2007 <i>Estimated Actual</i>	2008 <i>Original Budget</i>
Beginning Fund Balance	\$ 5,818,802	\$ 12,288,604	\$ 3,627,206	\$ 137,732	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds									
Revenues									
Intergovernmental	-	-	-	-	-	-	-	-	-
Other	138,533	120,720	16,388	1,043	-	-	-	-	-
Total Revenues	138,533	120,720	16,388	1,043	-	-	-	-	-
Bond Proceeds	7,846,879	-	-	-	-	-	-	-	-
Transfers in	-	243,573	100,000	-	-	-	-	-	-
Total Sources of Funds	7,985,412	364,293	116,388	1,043	-	-	-	-	-
Uses of Funds									
Expenditures									
Capital Projects	972,549	9,025,691	3,605,862	138,775	-	-	-	-	-
Debt Service	206,011	-	-	-	-	-	-	-	-
Total Expenditures	1,178,560	9,025,691	3,605,862	138,775	-	-	-	-	-
Other Financing Uses	337,050	-	-	-	-	-	-	-	-
Appropriation carryover to next year	12,288,604	3,627,206	137,732	-	-	-	-	-	-
Total Uses of Funds	13,804,214	12,652,897	3,743,594	138,775	-	-	-	-	-
Ending unappropriated fund balance									
Appropriation carryover to next year	12,288,604	3,627,206	137,732	-	-	-	-	-	-
Ending Fund Balance	\$ 12,288,604	\$ 3,627,206	\$ 137,732	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



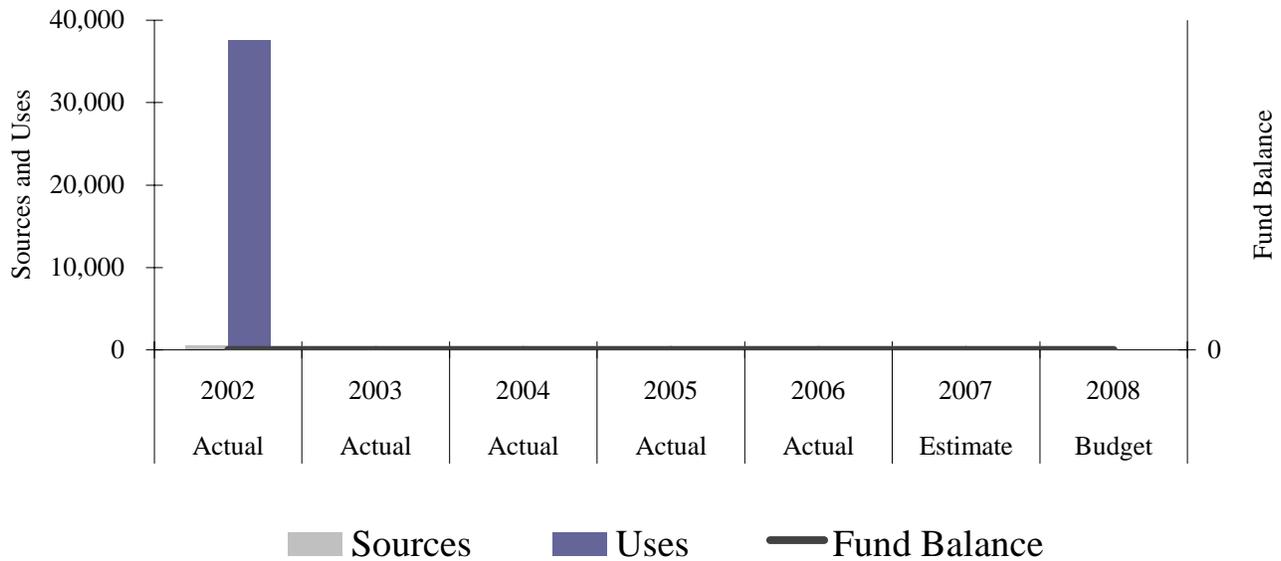
Major Revenue Source

Financing is provided primarily from Series 2002 General Obligation bond proceeds.

CIVIC CENTER FUND

Statement of Revenues, Expenditures and Changes in Fund Balances

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Original Budget</i>
Beginning Fund Balance	\$ 36,995	\$ -	\$ -	\$ -	\$ -				
Sources of Funds									
Revenues									
Intergovernmental	-	-	-	-	-	-	-	-	-
Other	554	-	-	-	-	-	-	-	-
Total Revenues	554	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-
Other financing sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	554	-	-	-	-	-	-	-	-
Uses of Funds									
Expenditures									
Capital Projects	37,549	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
Total Expenditures	37,549	-	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-	-
Appropriation carryover to next year	-	-	-	-	-	-	-	-	-
Total Uses of Funds	37,549	-	-	-	-	-	-	-	-
Net Sources (Uses) of Funds									
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Major Revenue Source

Financing is provided primarily from the Englewood Environmental Foundation, Inc. Series 1998 Certificates of Participation bond proceeds (Certificates of Participation, Series 2005 Refunding).

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.

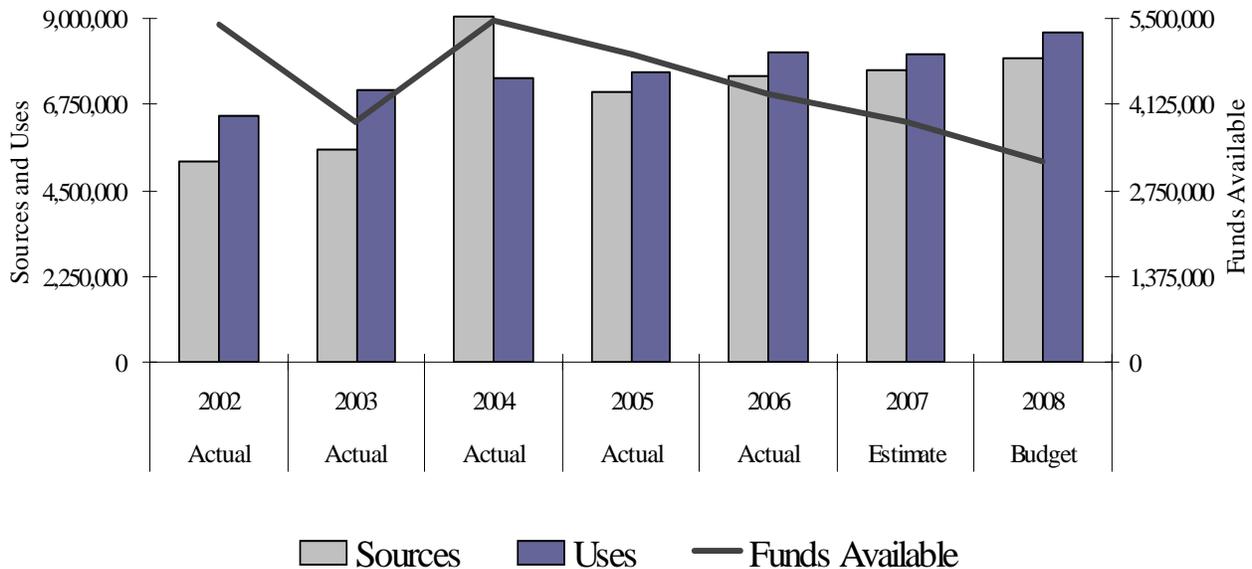
Concrete Utility Fund – Accounts for revenues and expenses associated with maintaining the City's sidewalks, curbs and gutters.

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 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$6,574,846	\$5,407,817	\$3,842,016	\$5,466,706	\$4,920,133	\$4,062,001	\$4,281,914	\$4,281,914	\$3,842,827
Sources of Funds									
Operating Revenues									
Charges for Services	3,632,467	3,653,571	4,054,548	4,696,926	5,340,002	5,679,297	5,679,297	5,610,373	6,001,420
Raw water sales	1,177,820	1,610,620	1,585,089	1,764,343	1,731,390	1,600,000	1,600,000	1,700,000	1,700,000
City ditch revenue	139,034	84,576	41,890	40,036	40,252	40,000	40,000	40,000	40,000
Water meter sales	29,974	10,895	54,463	37,832	31,711	30,000	30,000	30,000	30,000
Total Operating Revenues	4,979,295	5,359,662	5,735,990	6,539,137	7,143,355	7,349,297	7,349,297	7,380,373	7,771,420
Nonoperating revenues	265,909	181,599	150,006	491,333	329,673	202,908	202,908	221,824	187,594
System development fees	13,825	10,895	104,743	23,324	23,949	12,000	12,000	20,000	20,000
Other Financing Sources	-	-	3,055,000	-	-	-	-	-	-
Total Sources of Funds	5,259,029	5,552,156	9,045,739	7,053,794	7,496,977	7,564,205	7,564,205	7,622,197	7,979,014
Uses of Funds									
Operating Expenses									
Operating Costs	4,838,843	4,462,006	5,138,618	5,494,431	6,244,594	5,865,471	5,865,471	5,750,970	5,950,565
Total Operating Expenses	4,838,843	4,462,006	5,138,618	5,494,431	6,244,594	5,865,471	5,865,471	5,750,970	5,950,565
Capital outlay	459,559	1,527,284	1,106,088	894,123	540,325	1,040,547	1,040,547	954,507	1,314,546
Debt Service - Principal	640,623	655,712	668,057	684,520	800,891	827,442	827,442	827,442	845,276
Debt Service - Interest	487,033	472,955	508,286	527,293	549,386	528,365	528,365	528,365	506,651
Total Uses of Funds	6,426,058	7,117,957	7,421,049	7,600,367	8,135,196	8,261,825	8,261,825	8,061,284	8,617,038
Net Sources(Uses) of Funds	(1,167,029)	(1,565,801)	1,624,690	(546,573)	(638,219)	(697,620)	(697,620)	(439,087)	(638,024)
Ending Funds Available	\$5,407,817	\$3,842,016	\$5,466,706	\$4,920,133	\$4,281,914	\$3,364,381	\$3,584,294	\$3,842,827	\$3,204,803

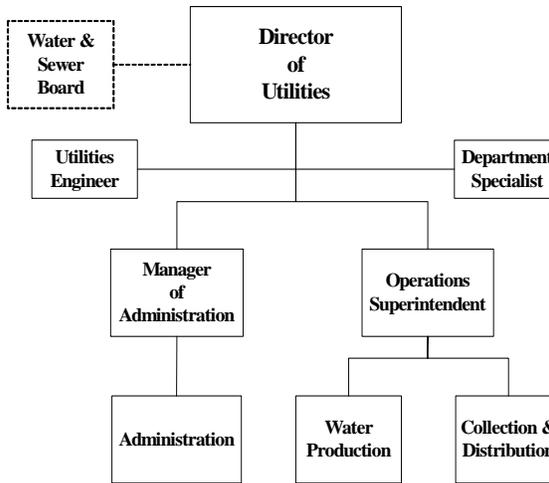


Major Revenue Source

Financing is provided primarily from user fees, raw water sales and interest income.

Department Utilities
Fund Water

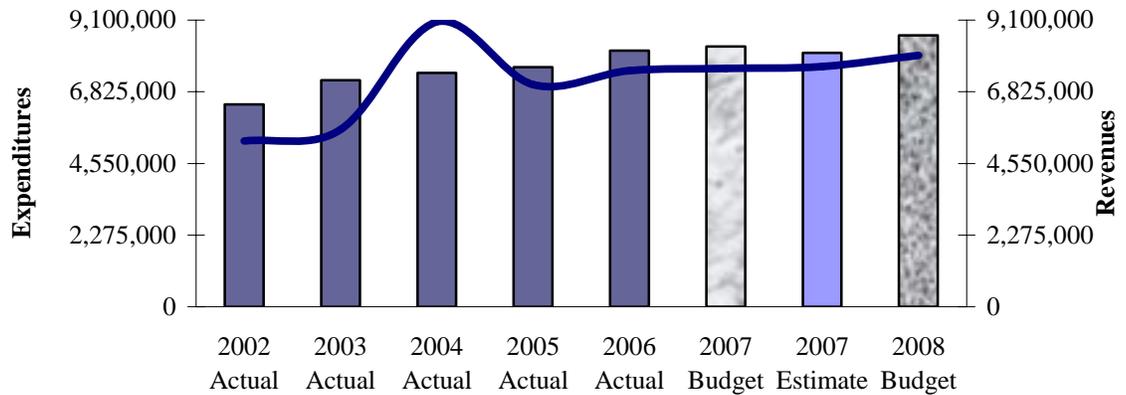
Mission The mission of the Utilities Department regarding the Water Enterprise Fund is to provide the citizens of Englewood an adequate supply of high quality water at the lowest possible price.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	5,259,029	5,625,782	9,045,739	7,053,794	7,497,148	7,564,205	7,622,197	7,979,014
Percent Change		6.97%	60.79%	-22.02%	6.29%	0.89%	0.77%	4.68%
Expenditures								
Personnel	1,980,530	1,952,947	2,121,933	2,239,326	2,295,240	2,307,816	2,384,846	2,419,278
Commodities	591,063	573,197	646,464	684,123	886,493	807,050	783,346	997,008
Contractual	1,930,745	2,151,434	2,496,843	2,580,331	2,642,655	2,750,605	2,582,778	2,534,279
Capital	796,065	1,385,338	969,466	844,774	960,612	1,040,547	954,507	1,314,546
Debt Service	1,127,655	1,128,667	1,186,343	1,251,813	1,350,367	1,355,807	1,355,807	1,351,927
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	6,426,058	7,191,583	7,421,049	7,600,367	8,135,367	8,261,825	8,061,284	8,617,038
Percent Change		11.91%	3.19%	2.42%	7.04%	1.55%	-2.43%	6.89%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	29.9600	29.9600	38.000	40.6700	28.9700	30.7200	30.5000



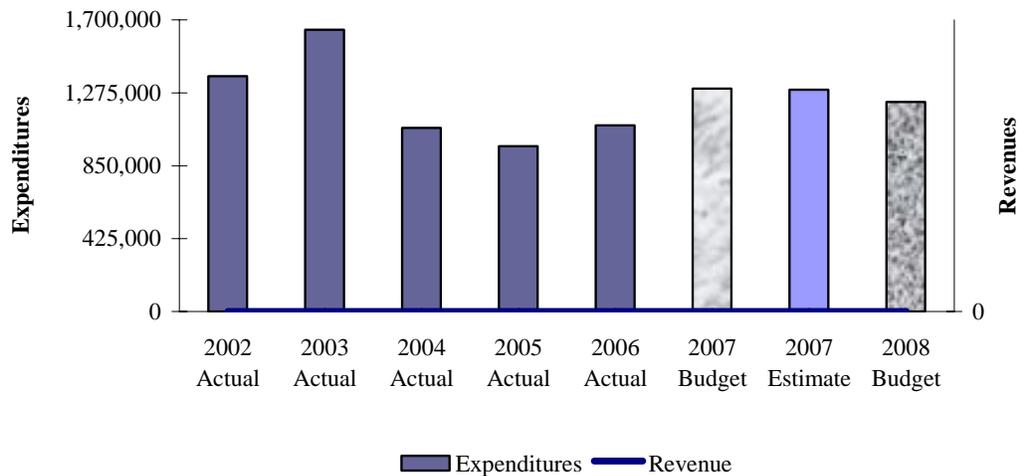
■ Expenditures — Revenue

Department Utilities
Fund Water
Division Source of Supply
Account 40.1601

Description Responsible for maintaining raw water sources, reservoirs, equipment and the operations and accounting of the Englewood Water Right Portfolio. Among the areas maintained are City Ditch, McBroom Ditch, Boreas Pass Ditch, McLellan Reservoir, McLellan Pump Station, Golf Course Wells and the Union Ave. Pump Station and Reservoir.

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	289,066	290,444	286,556	288,123	324,971	345,529	360,215	367,688
Commodities	57,762	28,959	61,863	49,968	97,809	72,700	72,508	93,358
Contractual	505,333	328,577	403,067	569,370	523,431	631,148	630,648	636,008
Capital	519,779	994,880	318,288	56,811	139,572	249,841	229,841	125,841
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,371,940	1,642,860	1,069,774	964,272	1,085,783	1,299,218	1,293,212	1,222,895
Percent Change		19.75%	-34.88%	-9.86%	12.60%	19.66%	-0.46%	-5.44%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	4.7400	4.7400	5.0000	5.0000	4.4500	Estimate 5.2000	Budget 5.2000



Division Goals or Activities	Outcome Supported
1. Maintain all source water infrastructure in good working order	• A City that provides and maintains quality infrastructure
2. Protect our water rights (Dave Hill, Joe Tom)	• A progressive City that provides responsive and cost efficient services
3. Finalize fencing of McLellan Reservoir	

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
Raw water supplied for treatment and sales. Will vary from year to year depending upon the weather – hot or cool summers.									
Acre Feet				9,100	11,800				

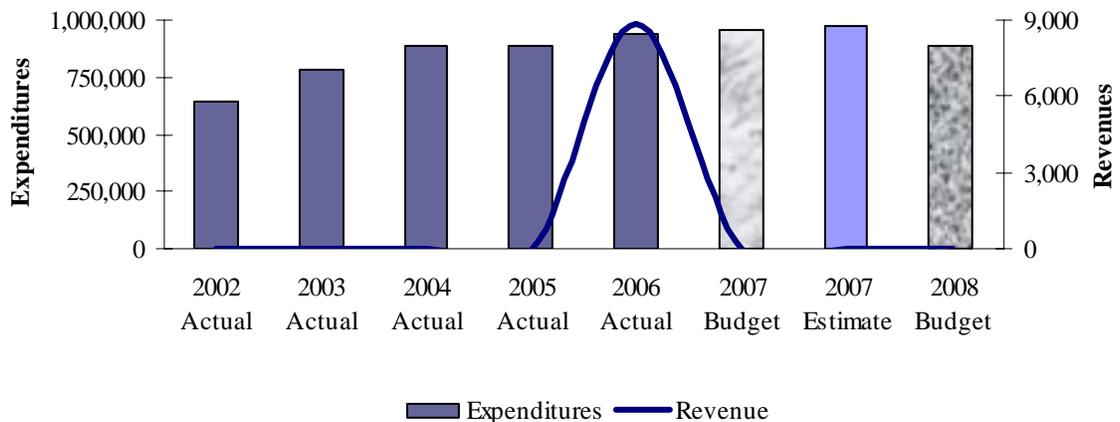
Department Utilities
Fund Water
Division Power and Pumping
Account 40.1602

Description Power and Pumping Division is responsible for maintaining 32 pumps and motors throughout the City. These pumps and motors deliver water to storage areas or are used as booster pumps to increase pressure as needed.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	-	-	8,812	-	-	-
Percent Change		----	----	----	----	-100.00%	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	257,986	277,769	279,488	267,288	303,126	289,443	318,176	320,391
Commodities	2,117	3,991	6,895	1,070	1,719	7,400	7,400	6,200
Contractual	373,055	440,262	434,220	486,460	456,941	524,000	524,032	527,500
Capital	11,990	63,681	169,259	135,953	181,464	137,000	127,000	35,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	645,148	785,703	889,862	890,771	943,250	957,843	976,608	889,091
Percent Change		21.79%	13.26%	0.10%	5.89%	1.55%	1.96%	-8.96%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	3.2000	3.2000	3.0000	3.0000	3.2000	3.2000	3.2000



Division Goals or Activities	Outcome Supported
1. Maintains and improves pumps	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. Cost efficient use of electricity to the pumps.	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Over all electrical costs. Will reflect rate increases.									
Electrical Costs				\$413,000	\$474,000				

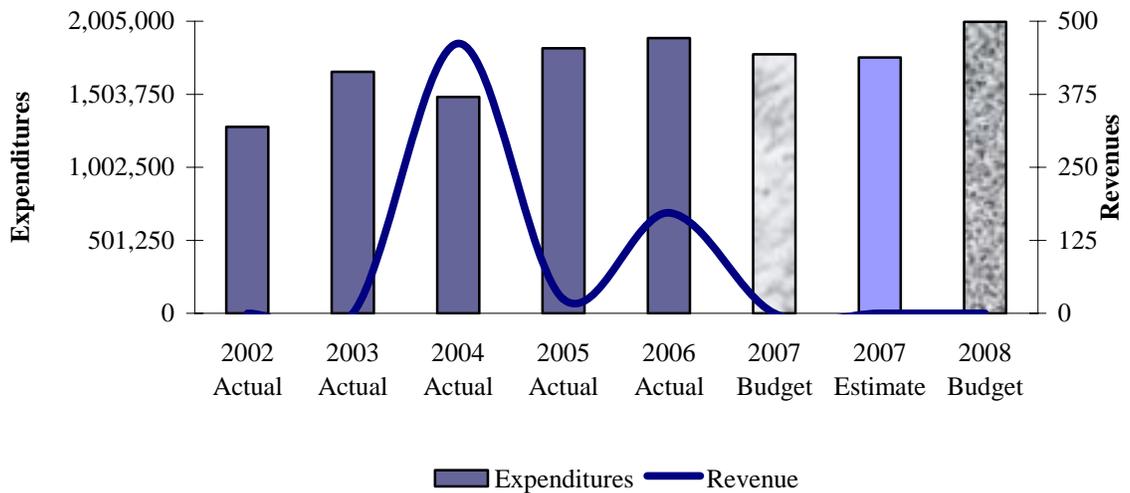
Department Utilities
Fund Water
Division Purification
Account 40.1603

Description The Purification Division is responsible for maintaining a safe and pleasant tasting water supply for the citizens of Englewood. It is responsible for treating the raw water pumped from the South Platte River by coagulation, sedimentation, filtration and disinfection. The Division is responsible for the operation and maintenance of the equipment, building and grounds.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	-	-	462	24	172	-	-	-
Percent Change		----	----	-94.81%	616.67%	-100.00%	----	----
Expenditures								
Personnel	523,748	545,325	562,422	622,591	595,270	542,573	634,840	647,138
Commodities	412,920	346,509	343,564	442,708	565,912	432,450	427,106	627,450
Contractual	229,585	561,348	222,031	326,139	295,790	414,400	365,425	366,500
Capital	113,481	204,652	356,519	428,130	432,288	387,700	327,700	360,186
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,279,734	1,657,834	1,484,536	1,819,568	1,889,260	1,777,123	1,755,071	2,001,274
Percent Change		29.55%	-10.45%	22.57%	3.83%	-5.94%	-1.24%	14.03%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	8.2000	8.2000	8.0000	9.0000	7.2000	8.2000	8.2000



Division Goals or Activities	Outcome Supported
1. Repairs, maintains and improves Allen Plant	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure
2. Insures safe drinking water that meets all State and Federal rules	<ul style="list-style-type: none"> A City that is safe, clean, healthy and attractive

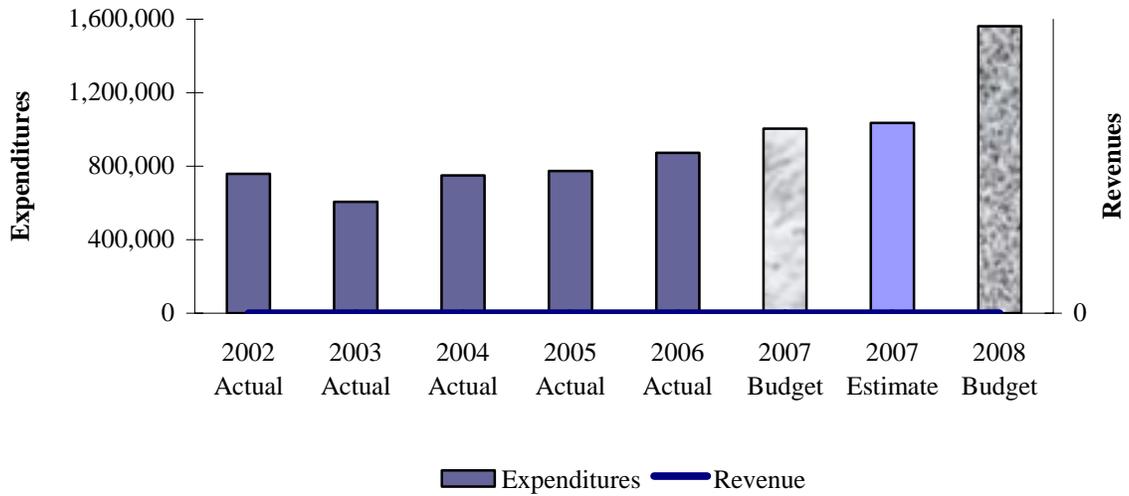
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Billions of Gallons				1.85	2.56				

Department Utilities
Fund Water
Division Transmission and Distribution
Account 40.1604

Description The Water Distribution Division is responsible for the integrity of the physical system and supplies potable water to the City of Englewood. The Water Distribution System consists of approximately 160 miles of water mains, 2,000 valves, 630 fire hydrants and numerous appurtenances that transmit and distribute water to approximately 10,500 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.

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditures								
Personnel	496,571	482,988	537,272	540,189	556,534	567,712	590,714	603,049
Commodities	59,512	65,407	74,426	63,509	91,874	106,500	104,732	99,600
Contractual	100,600	(18,601)	84,346	115,718	133,696	122,932	132,834	145,232
Capital	101,731	76,830	53,531	53,807	90,383	207,085	207,045	714,638
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	758,414	606,624	749,575	773,223	872,487	1,004,229	1,035,325	1,562,519
Percent Change		-20.01%	23.57%	3.15%	12.84%	15.10%	3.10%	50.92%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	7.7000	7.7000	8.0000	8.0000	7.7000	7.7000	7.7000



Division Goals or Activities						Outcome Supported			
1. Repairs, replaces and maintains water distribution system						<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure 			
Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/Activities Supported
Water main repairs									
Number of Repairs				27	42				1

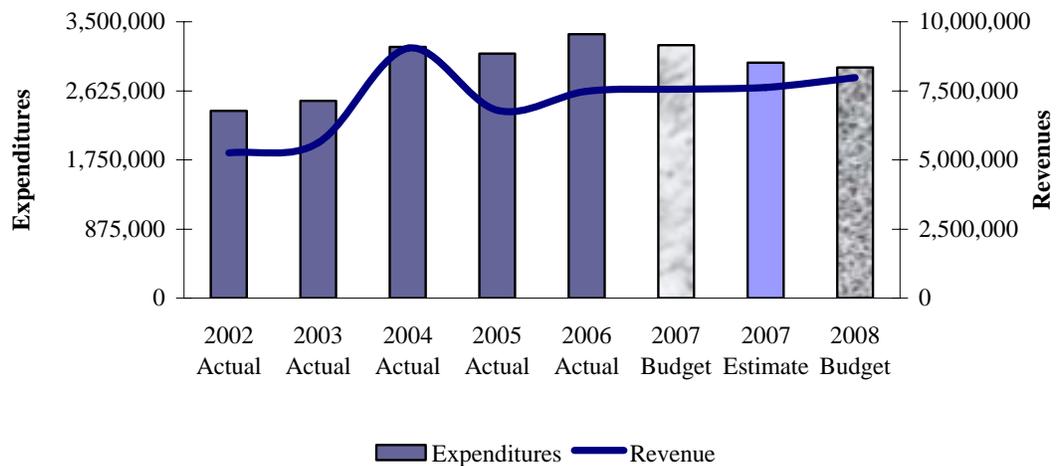
Department Utilities
Fund Water
Division Administration
Account 40.1607

Description The Administration Division is responsible for coordinating the efforts of the Water Department and includes such customer services as billing, delinquent account collections, water meter reading and maintenance, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map maintenance.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	5,259,029	5,625,782	9,045,277	6,796,771	7,488,164	7,564,205	7,622,197	7,979,014
Percent Change		6.97%	60.78%	-24.86%	10.17%	1.02%	0.77%	4.68%
Expenditures								
Personnel	413,159	356,421	456,195	521,135	515,339	562,559	480,901	481,012
Commodities	58,399	127,637	134,458	126,074	129,179	188,000	171,600	170,400
Contractual	721,865	839,749	1,334,189	1,065,696	1,231,099	1,038,125	909,839	839,039
Capital	49,084	45,295	70,468	132,388	116,905	58,921	62,921	78,881
Debt Service	1,127,655	1,128,667	1,186,343	1,251,813	1,350,367	1,355,807	1,355,807	1,351,927
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	2,370,162	2,497,769	3,181,653	3,097,106	3,342,889	3,203,412	2,981,068	2,921,259
Percent Change		5.38%	27.38%	-2.66%	7.94%	-4.17%	-6.94%	-2.01%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	6.1200	6.1200	14.0000	15.6700	6.4200	6.4200	6.2000



Division Goals or Activities

1. Maintain and improve water metering system
2. Provides one of the lowest treated water rates in the metro area.
3. Provides cost efficient customer contact and maintains zero delinquency balance

Outcome Supported

- A City that provides and maintains quality infrastructure
- A progressive City that provides responsive and cost efficient services

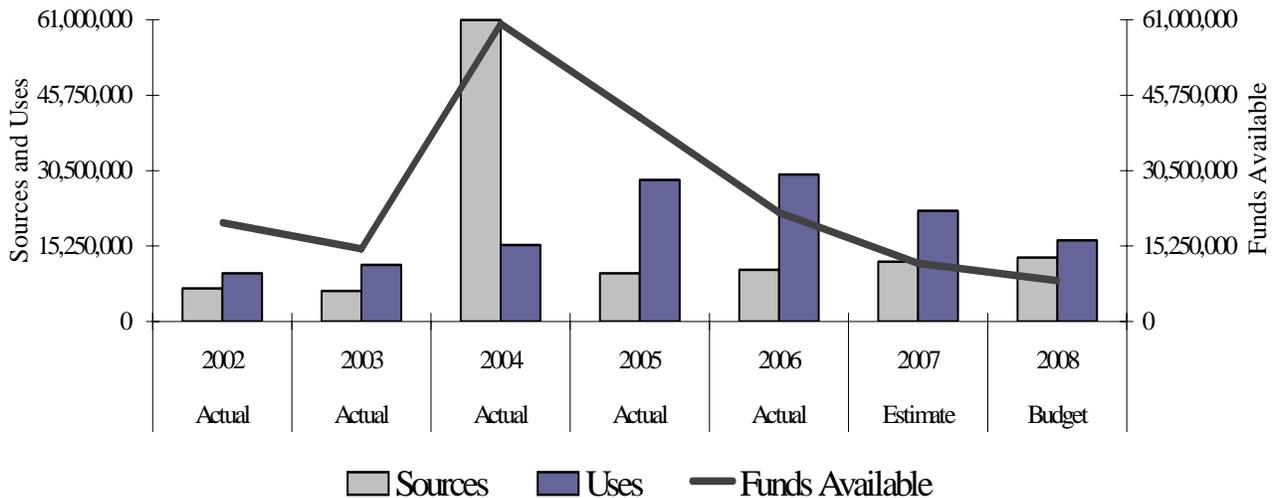
Performance Indicator/Outcome Measure

Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
Customer contacts (bill, notices, turn offs, etc)									
Contacts				53,080	53,100+				

SEWER FUND

Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$ 23,030,283	\$ 19,976,878	\$ 14,688,281	\$ 60,194,409	\$ 41,298,190	\$ 22,274,351	\$ 22,055,211	\$ 22,055,211	\$ 11,750,760
Sources of Funds									
Operating Revenues									
Charges for Services	5,020,939	5,134,791	6,529,238	7,569,175	8,557,662	10,929,845	10,929,845	10,449,575	11,912,516
Total Operating Revenues	5,020,939	5,134,791	6,529,238	7,569,175	8,557,662	10,929,845	10,929,845	10,449,575	11,912,516
Nonoperating Revenues	1,059,377	760,653	1,791,114	1,324,277	1,496,595	825,220	825,220	1,249,117	629,756
System development fees	593,790	246,494	1,484,606	831,296	396,102	495,000	495,000	395,000	395,000
Loan Proceeds	-	-	51,126,340	-	-	-	-	-	-
Total Sources of Funds	6,674,106	6,141,938	60,931,298	9,724,748	10,450,359	12,250,065	12,250,065	12,093,692	12,937,272
Uses of Funds									
Operating Expenses									
Operating Costs	8,867,880	10,190,695	7,716,327	8,314,911	8,376,818	10,174,172	10,174,172	8,829,953	9,162,417
Total Operating Expenses	8,867,880	10,190,695	7,716,327	8,314,911	8,376,818	10,174,172	10,174,172	8,829,953	9,162,417
Capital outlay	31,561	308,453	5,315,664	17,424,089	18,299,316	15,703,268	15,703,268	10,480,180	4,153,520
Debt Service - Principal	579,990	621,299	665,551	723,306	774,087	828,484	828,484	828,484	886,755
Debt Service - Interest	248,080	310,088	1,603,613	2,158,661	2,243,117	2,259,526	2,259,526	2,259,526	2,203,487
Debt Service - Issue costs	-	-	124,015	-	-	-	-	-	-
Total Uses of Funds	9,727,511	11,430,535	15,425,170	28,620,967	29,693,338	28,965,450	28,965,450	22,398,143	16,406,179
Net Sources (Uses) of Funds	(3,053,405)	(5,288,597)	45,506,128	(18,896,219)	(19,242,979)	(16,715,385)	(16,715,385)	(10,304,451)	(3,468,907)
Ending Funds Available	\$ 19,976,878	\$ 14,688,281	\$ 60,194,409	\$ 41,298,190	\$ 22,055,211	\$ 5,558,966	\$ 5,339,826	\$ 11,750,760	\$ 8,281,853

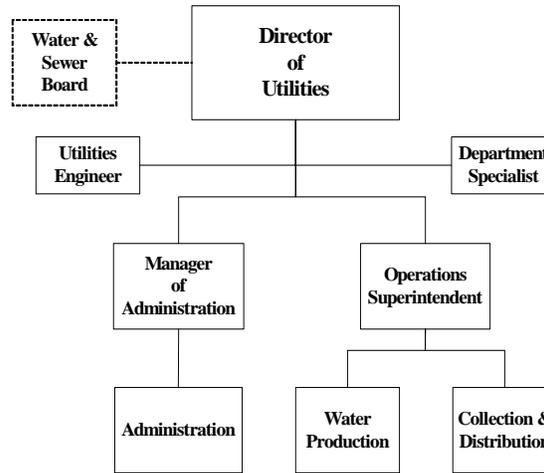


Major Revenue Source

Financing is provided primarily from user fees, interest income and system development fees.

Department Utilities
Fund Sewer

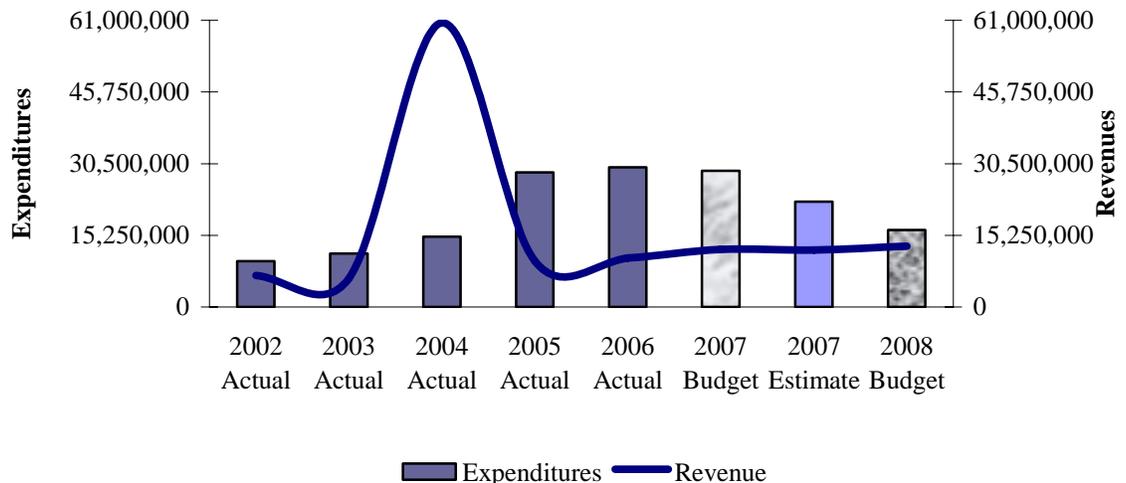
Mission The mission of the Utilities Department regarding the Sewer Fund is to provide citizens within the Englewood service area with an operating wastewater collection system at the lowest possible cost.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	6,674,104	6,059,203	60,449,148	9,724,748	10,450,359	12,250,065	12,093,692	12,937,272
Percent Change		-9.21%	897.64%	-83.91%	7.46%	17.22%	-1.28%	6.98%
Expenditures								
Personnel	743,269	808,843	930,090	890,643	914,415	981,511	1,045,282	1,021,674
Commodities	59,492	62,631	78,690	84,906	63,110	114,900	100,776	125,650
Contractual	5,884,714	5,607,486	7,066,649	7,281,438	7,335,882	9,077,761	7,683,895	8,015,093
Capital	2,211,964	3,937,532	4,474,411	17,482,012	18,362,727	15,703,268	10,480,180	4,153,520
Debt Service	828,070	931,308	2,393,180	2,881,968	3,017,204	3,088,010	3,088,010	3,090,242
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	9,727,509	11,347,800	14,943,020	28,620,967	29,693,338	28,965,450	22,398,143	16,406,179
Percent Change		16.66%	31.68%	91.53%	3.75%	-2.45%	-22.67%	-26.75%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	11.8700	11.8700	4.0000	5.0000	14.8950	14.6900	14.4700

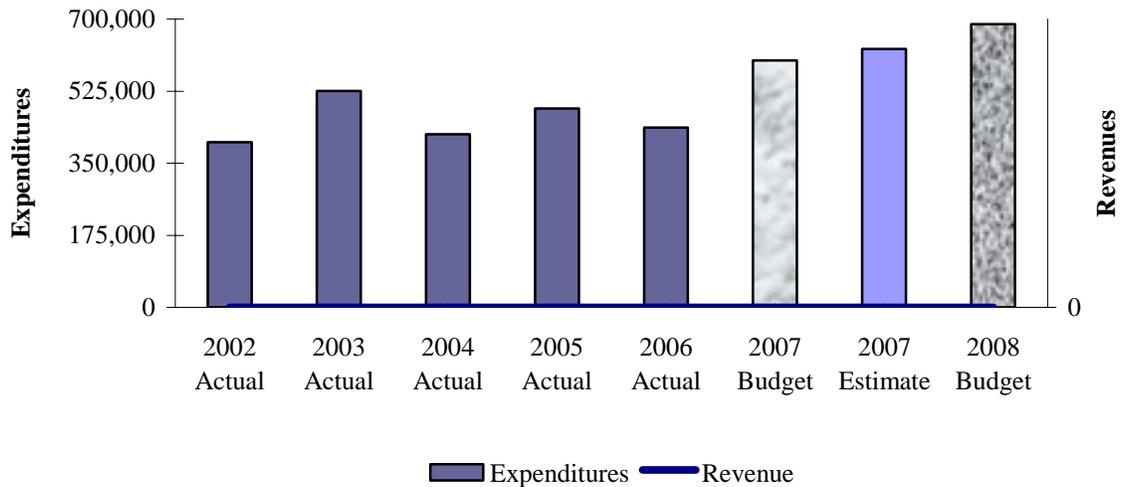


Department Utilities
Fund Sewer
Division Wastewater Collections
Account 41.0605

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

History and Budget	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	239,950	236,859	280,921	295,164	294,560	317,152	348,099	360,422
Commodities	16,777	17,008	19,982	37,481	27,826	56,100	55,776	80,650
Contractual	56,343	53,024	59,248	80,722	62,872	76,472	73,272	72,986
Capital	87,997	218,458	60,037	69,512	50,997	150,109	150,109	173,306
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	401,067	525,349	420,188	482,879	436,255	599,833	627,256	687,364
Percent Change		30.99%	-20.02%	14.92%	-9.66%	37.50%	4.57%	9.58%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	4.5000	4.5000	4.0000	5.0000	5.7000	Estimate 5.7500	Budget 5.7500



Division Goals or Activities	Outcome Supported
1. Repairs, replaces and maintains sewer collection system	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007	2008	Goals/Activities Supported
							Estimate	Budget	
Sewer Mains Cleaned									
Feet of Mains Cleaned				505,587	536,282				1

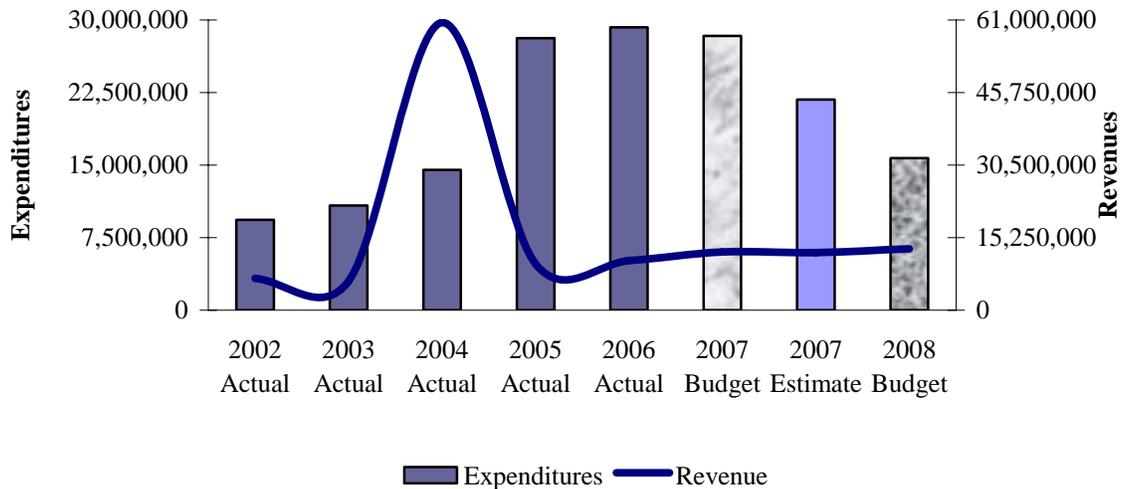
Department Utilities
Fund Sewer
Division Administration
Account 41.0607

Description The Administration Division is responsible for coordinating the efforts of the Sewer Department and includes such customer services as billing, delinquent account collections, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map-system maintenance.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	6,674,104	6,059,203	60,449,149	9,724,749	10,450,360	12,250,065	12,093,692	12,937,272
Percent Change		-9.21%	897.64%	-83.91%	7.46%	17.22%	-1.28%	6.98%
Expenditures								
Personnel	503,319	571,984	649,169	595,479	619,855	664,359	697,183	661,252
Commodities	42,715	45,623	58,708	47,425	35,284	58,800	45,000	45,000
Contractual	5,828,372	5,554,462	7,007,400	7,200,720	7,273,009	9,001,289	7,610,623	7,942,107
Capital	2,123,967	3,719,074	4,414,374	17,412,500	18,311,730	15,553,159	10,330,071	3,980,214
Debt Service	828,070	931,308	2,393,180	2,881,968	3,017,204	3,088,010	3,088,010	3,090,242
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	9,326,443	10,822,410	14,522,831	28,138,092	29,257,082	28,365,617	21,770,887	15,718,815
Percent Change		16.04%	34.19%	93.75%	3.98%	-3.05%	-23.25%	-27.80%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	7.3700	7.3700	0.0000	0.0000	9.1950	8.9400	8.7200

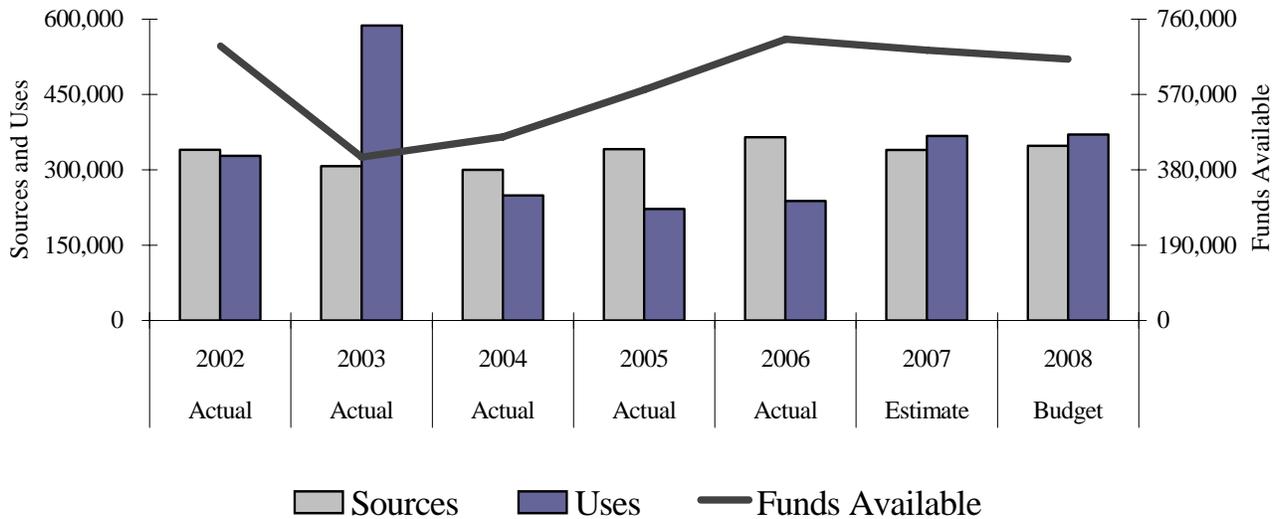


Division Goals or Activities	Outcome Supported
1. Provides copy efficient customer service and a zero delinquency rate. 2. Provides one of the lowest waste water rates in the metro area	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

Performance Indicator/Outcome Measure						2007 Estimate	2008 Budget	Goals/ Activities Supported
Indicator/ Measure	Type	2002	2003	2004	2005	2006		
Bills and Notices Sent				37,367	37,700+			

STORM DRAINAGE FUND Schedule of Changes in Funds Available

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Original Budget</i>
Beginning Funds Available	\$ 680,250	\$ 692,293	\$ 412,202	\$ 463,230	\$ 582,674	\$ 555,990	\$ 555,990	\$ 709,176	\$ 681,558
Sources of Funds									
Operating Revenues									
Charges for Services	315,454	294,703	290,668	320,131	319,854	295,000	295,000	319,311	319,311
Interest and other	24,761	12,371	9,386	21,387	44,979	20,500	20,500	20,422	28,954
Total Operating Revenues	340,215	307,074	300,054	341,518	364,833	315,500	315,500	339,733	348,265
Other financing sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	340,215	307,074	300,054	341,518	364,833	315,500	315,500	339,733	348,265
Uses of Funds									
Operating Expenses									
Operating Costs	132,810	117,646	116,286	86,611	105,393	115,537	115,537	131,778	132,814
Total Operating Expenses	132,810	117,646	116,286	86,611	105,393	115,537	115,537	131,778	132,814
Capital outlay	58,344	334,575	-	-	-	100,000	100,000	100,000	100,000
Debt Service - Principal	55,000	55,000	55,000	60,000	60,000	65,000	65,000	65,000	70,000
Debt Service - Interest	82,018	79,944	77,740	75,463	72,938	70,573	70,573	70,573	67,713
Total Uses of Funds	328,172	587,165	249,026	222,074	238,331	351,110	351,110	367,351	370,527
Net Sources(Uses) of Funds	12,043	(280,091)	51,028	119,444	126,502	(35,610)	(35,610)	(27,618)	(22,262)
Ending Funds Available	\$ 692,293	\$ 412,202	\$ 463,230	\$ 582,674	\$ 709,176	\$ 520,380	\$ 520,380	\$ 681,558	\$ 659,296

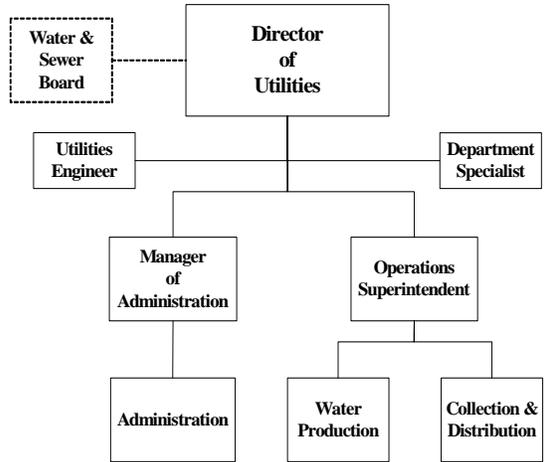


Major Revenue Source

Financing is provided primarily from user fees.

Department Utilities
Fund Storm Drainage
Account 42.1606, 42.1607 and 42.1608

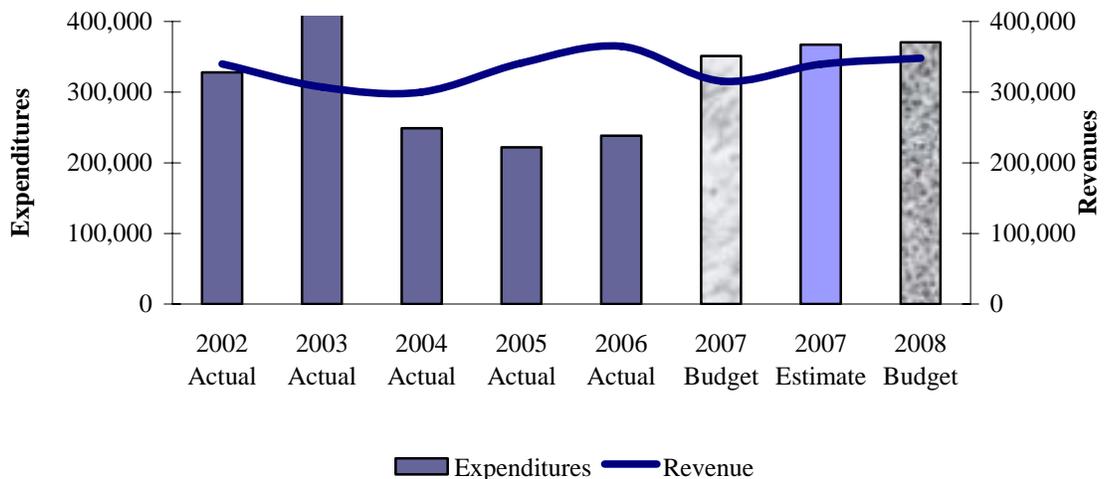
Mission Responsible for maintaining the storm catch basins and mains in the City. Functions include main flushing and cleaning, catch basin cleaning, point repair and installation, emergency response and locating responsibilities



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	340,215	307,075	300,054	341,518	364,833	315,500	339,733	348,265
Percent Change		-9.74%	-2.29%	13.82%	6.83%	-13.52%	7.68%	2.51%
Expenditures								
Personnel	50,587	147,993	86,792	58,651	49,413	49,865	63,838	64,142
Commodities	3,202	36,478	3,538	3,156	4,555	32,400	32,400	33,100
Contractual	42,206	205,289	25,956	24,804	51,425	33,272	35,540	35,572
Capital	95,160	62,461	-	-	-	100,000	100,000	100,000
Debt Service	137,018	134,944	132,740	135,463	132,938	135,573	135,573	137,713
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	328,173	587,165	249,026	222,074	238,331	351,110	367,351	370,527
Percent Change		78.92%	-57.59%	-10.82%	7.32%	47.32%	4.63%	0.86%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	.6500	.6500	.6500	0.0000	.4500	.6500	.6500



Department Utilities
Fund Storm Drainage
Account 42.1606, 42.1607 and 42.1608

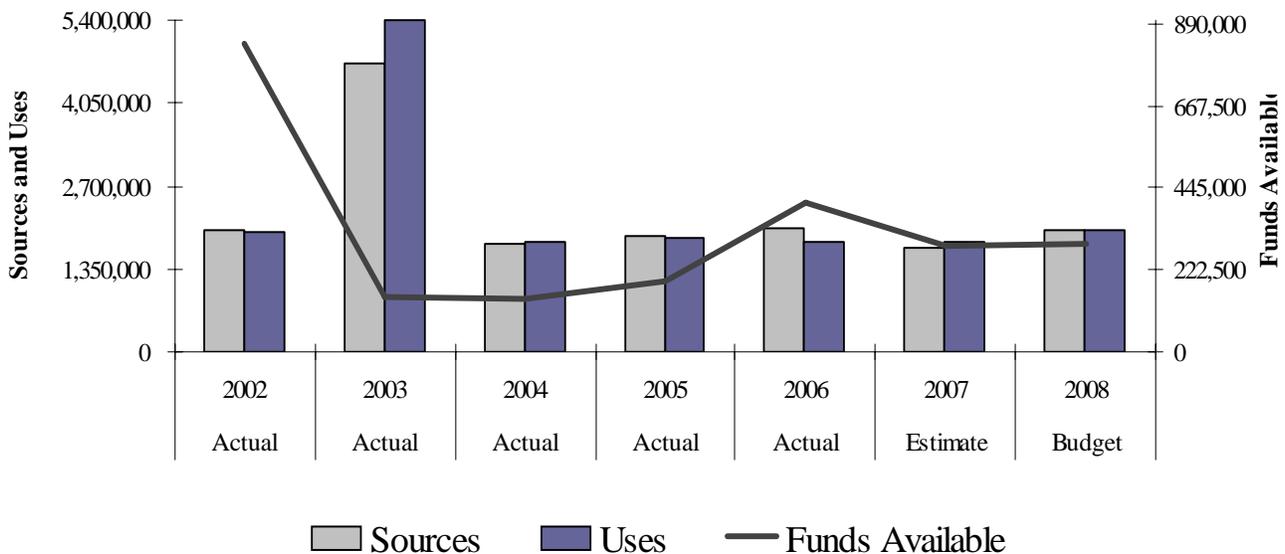
Division Goals or Activities	Outcome Supported
1. Maintains, repairs and improves storm drainage system	<ul style="list-style-type: none"> A City that provides and maintains quality infrastructure

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

GOLF COURSE FUND

Schedule of Changes in Funds Available

	2002 <i>Actual</i>	2003 <i>Actual</i>	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Original Budget</i>	2007 <i>Current Budget</i>	2007 <i>Estimated Actual</i>	2008 <i>Original Budget</i>
Beginning Funds Available	\$ 790,976	\$ 834,288	\$ 151,194	\$ 141,128	\$ 191,135	\$ 122,823	\$ 403,094	\$ 403,094	\$ 287,375
Sources of Funds									
Revenues									
Charges for Services	1,931,804	1,845,541	1,755,104	1,872,327	1,506,799	537,500	537,500	507,500	1,382,000
Interest and other	46,337	32,720	13,293	26,460	87,499	8,000	8,000	42,667	76,667
Revenues	1,978,141	1,878,261	1,768,397	1,898,787	1,594,298	545,500	545,500	550,167	1,458,667
Other Financing Sources	-	2,824,000	-	-	416,606	1,139,087	1,139,087	1,139,087	518,000
Total Sources of Funds	1,978,141	4,702,261	1,768,397	1,898,787	2,010,904	1,684,587	1,684,587	1,689,254	1,976,667
Uses of Funds									
Operating Expenses									
Operating Costs	1,497,515	1,573,230	1,465,453	1,600,368	1,485,900	1,214,649	1,214,649	1,135,035	1,460,814
Total Operating Expenses	1,497,515	1,573,230	1,465,453	1,600,368	1,485,900	1,214,649	1,214,649	1,135,035	1,460,814
Debt Service-Principal	170,000	3,017,950	10,000	10,000	50,000	55,000	55,000	55,000	55,000
Debt Service-Interest	165,906	145,509	164,690	163,525	163,115	161,463	161,463	161,463	159,494
Capital Acquisitions	101,408	228,666	138,320	74,887	99,930	253,475	253,475	353,475	194,854
Total Expenses	1,934,829	4,965,355	1,778,463	1,848,780	1,798,945	1,684,587	1,684,587	1,704,973	1,870,162
Transfers	-	420,000	-	-	-	-	-	-	-
Contingencies	-	-	-	-	-	100,000	100,000	100,000	100,000
Total Uses of Funds	1,934,829	5,385,355	1,778,463	1,848,780	1,798,945	1,784,587	1,784,587	1,804,973	1,970,162
Net Sources(Uses) of Funds	43,312	(683,094)	(10,066)	50,007	211,959	(100,000)	(100,000)	(115,719)	6,505
Ending Funds Available	\$ 834,288	\$ 151,194	\$ 141,128	\$ 191,135	\$ 403,094	\$ 22,823	\$ 303,094	\$ 287,375	\$ 293,880

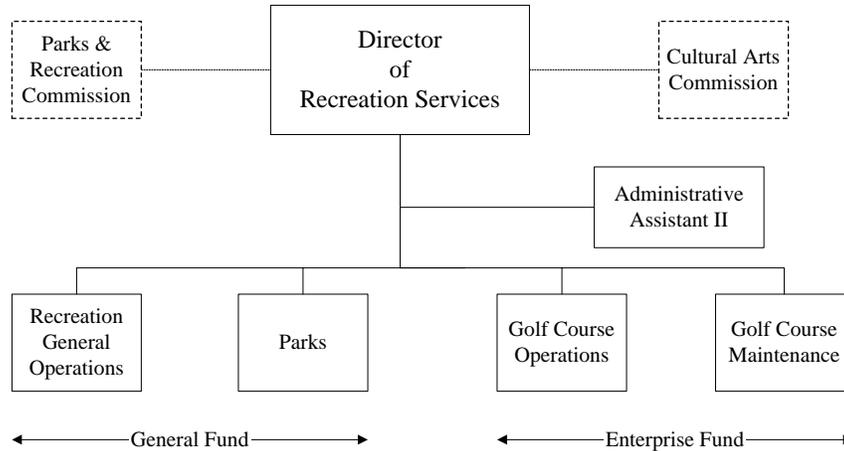


Major Revenue Source

Financing is provided primarily from user fees.

Department Parks and Recreation
Fund Golf Course

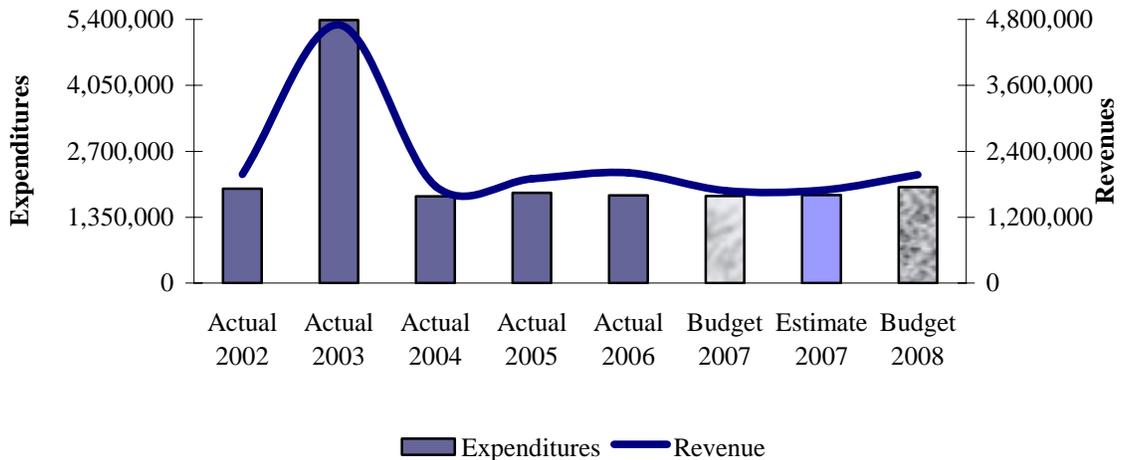
Mission To provide an enjoyable and satisfying golfing experience for the residents of Englewood as well as golfers from around the metro area. With profits generated from revenue over expenses, the total operational mission of staff is to continually maintain an attractive clubhouse and practice facility and continue the upkeep of a challenging 18-hole golf course and Par 3 course.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,978,141	4,702,261	1,768,397	1,898,787	2,010,904	1,684,587	1,689,254	1,976,667
Percent Change		137.71%	-62.39%	7.37%	5.90%	-16.23%	0.28%	17.01%
Expenditures	-	-	-	-	-	-	-	-
Personnel	819,583	868,150	867,926	908,147	878,507	807,725	826,711	984,507
Commodities	130,742	126,490	156,001	166,181	151,591	97,600	98,286	180,650
Contractual	368,533	380,375	360,755	423,392	378,114	309,324	310,038	395,657
Capital	280,065	329,831	219,092	177,535	177,618	353,475	353,475	194,854
Debt Service	335,906	3,260,509	174,689	173,525	213,115	216,463	216,463	214,494
Transfers Out	-	420,000	-	-	-	-	-	-
Total Expenditures	1,934,829	5,385,355	1,778,463	1,848,780	1,798,945	1,784,587	1,804,973	1,970,162
Percent Change		178.34%	-66.98%	3.95%	-2.70%	-0.80%	1.14%	9.15%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	9.5000	9.5000	9.0000	9.9750	8.7500	8.7500	8.7500



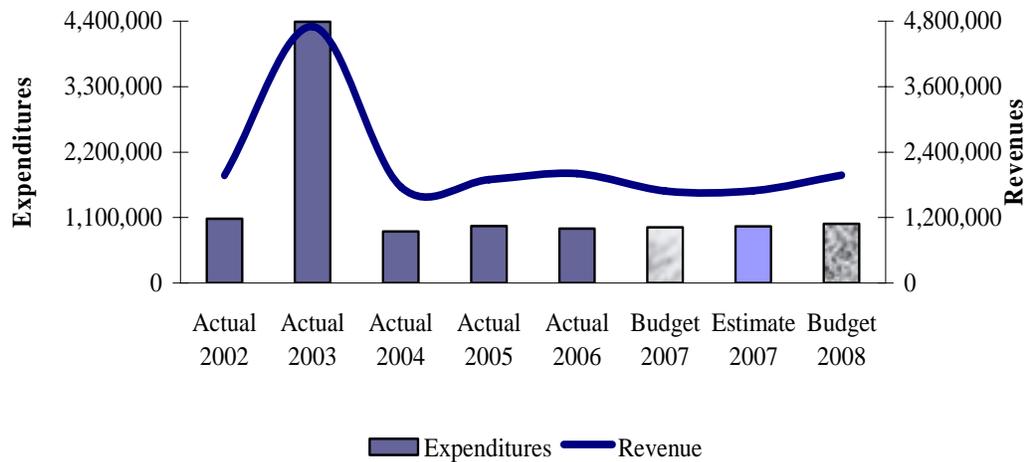
Department Parks and Recreation
Fund Golf Course
Division Golf Course Operations
Account 43.1306

Description The Golf Operations Division is responsible for administering and managing the general operations of the Golf Course. Functions included in this Division are general administration, 18 hole and Par 3 golf course, merchandising, driving range, cart rental, senior and adult lesson program, junior and family golf programs and administering the restaurant concessions contract with an outside vendor.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,972,539	4,702,261	1,764,197	1,895,143	2,006,957	1,684,587	1,689,254	1,976,667
Percent Change		138.39%	-62.48%	7.42%	5.90%	-16.06%	0.28%	17.01%
Expenditures								
Personnel	337,315	339,163	334,688	342,803	354,786	309,147	326,239	385,502
Commodities	31,644	36,854	48,648	62,383	43,707	33,300	33,836	56,900
Contractual	306,490	329,017	292,108	355,847	303,905	244,202	244,855	321,779
Capital	66,809	6,320	18,499	19,876	240	132,000	132,000	15,000
Debt Service	335,906	3,260,509	174,689	173,525	213,115	216,463	216,463	214,494
Transfer Out	-	420,000	-	-	-	-	-	-
Total Expenditures	1,078,164	4,391,863	868,632	954,434	915,753	935,112	953,393	993,675
Percent Change		307.35%	-80.22%	9.88%	-4.05%	2.11%	1.95%	4.23%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	3.0000	3.0000	3.0000	2.9750	2.7500	2.7500	2.7500



Division Goals or Activities	Outcome Supported
1. Asset management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair.	• A City that provides and maintains quality infrastructure
2. IT Equipment- Golf Trac, Upgrade computers	
3. Golfers can walk the 18-hole or Par 3 course.	• A City that is safe, clean, healthy and attractive
4. Provide a program for disabled golfers (Golf4Fun)	
5. Provide discounts for seniors and youth and residents.	
6. The Englewood Golf Course operates as an enterprise fund.	• A progressive City that provides responsive and cost efficient services
7. Use of volunteers for staffing support	
8. Well-trained and productive staff through training programs, first aid/CPR.	

Department Parks and Recreation
Fund Golf Course
Division Golf Course Operations
Account 43.1306

Division Goals or Activities	Outcome Supported
9. Guest services training and development.	
10. Early tee time registration for Englewood citizens.	
11. Special pricing for clubs, groups, tournaments, etc.	
12. Security/Alarm System-Consolidate accounts for cost savings.	
13. The golf course provides discount fees for Englewood business owners.	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse.
14. Discounts are provided to City of Sheridan residents.	
15. Partnerships are coordinated with the restaurant operation, vendors and the business community.	
16. The golf course supports local business and community groups in fundraising efforts with donations and support.	
17. Coordination of golf tournaments for local businesses and business organizations.	
18. Promote golf as a lifelong leisure activity. 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.	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities.
19. Provide a large junior program that attracts both juniors and families.	
20. Provide a location and instruction for groups such as Open Fairways (troubled youth) to promote health, good conduct and life learning lessons.	

Performance Indicator/Outcome Measure									
Indicator/ Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

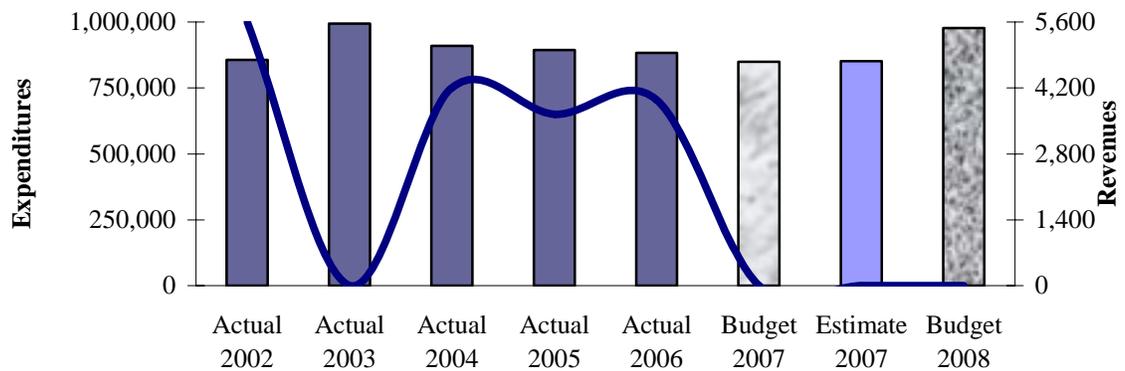
Department Parks and Recreation
Fund Golf Course
Division Golf Course Maintenance
Account 43.1307

Description The Golf Maintenance Division is responsible for long term strategic planning and maintaining and improving course conditions for long term success of the golf course. Functions in this division include administration, irrigation, equipment repair and maintenance and course maintenance.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	5,600	-	4,200	3,644	3,947	-	-	-
Percent Change		-100.00%	----	-13.24%	8.32%	-100.00%	----	----
Expenditures	-	-	-	-	-	-	-	-
Personnel	482,268	528,987	533,238	565,344	523,721	498,578	500,472	599,005
Commodities	99,098	89,636	107,353	103,798	107,884	64,300	64,450	123,750
Contractual	62,042	51,357	68,647	67,544	74,210	65,122	65,183	73,878
Capital	213,256	323,511	200,593	157,659	177,378	221,475	221,475	179,854
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	856,664	993,491	909,831	894,345	883,193	849,475	851,580	976,487
Percent Change		15.97%	-8.42%	-1.70%	-1.25%	-3.82%	0.25%	14.67%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	6.5000	6.5000	6.0000	7.0000	6.0000	6.0000	6.0000



■ Expenditures — Revenue

Division Goals or Activities

1. Provide daily and long term maintenance to the golf course.
2. Irrigation – Installs, maintains repairs system for quality course conditions.
3. Provide maintenance, repairs and improvements to all maintenance and support buildings.
4. Service and maintain all equipment necessary for maintenance operation.
5. Implementation and monitoring of the Golf Course Redevelopment Plan.
6. Provide an attractive, inviting, and clean environment for public use.
7. Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor.
8. Provide snow removal and appropriate access to golf course, restaurant, and teaching facility year round.

Outcome Supported

- A City that provides and maintains quality infrastructure
- A City that is safe, clean, healthy and attractive

Department Parks and Recreation
Fund Golf Course
Division Golf Course Maintenance
Account 43.1307

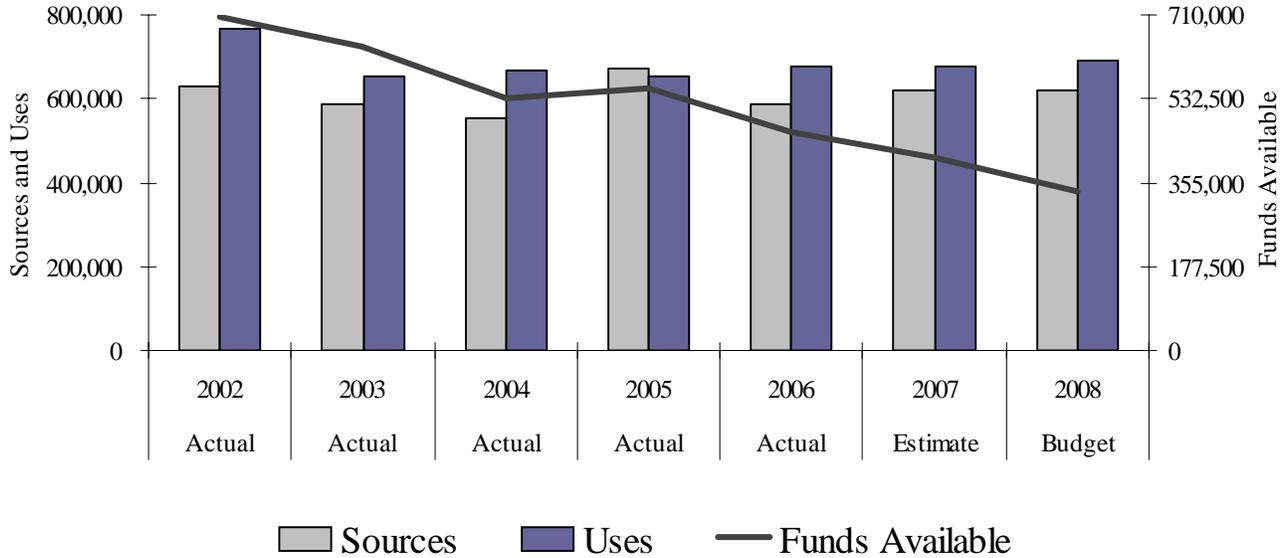
Division Goals or Activities	Outcome Supported
9. Monitors ground water and methane levels related to landfill conditions.	
10. Provide an outlet for citizen, school and community groups to contribute to community welfare – Platte River Clean Up, ecological education, community service requirements, and youth work programs, etc.	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
11. Support to other departments/divisions in equipment sharing and support staff.	
12. Computerize irrigation system/weather station for efficient use of water consumption.	

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

CONCRETE UTILITY FUND

Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$ 844,505	\$ 706,817	\$ 643,888	\$ 533,103	\$ 552,645	\$ 526,375	\$ 526,375	\$ 461,820	\$ 405,960
Sources of Funds									
Operating Revenues									
Charges for Services	598,836	571,287	545,220	652,822	553,670	600,000	600,000	600,000	600,000
Interest and other	29,859	16,702	9,910	19,231	32,661	21,200	21,200	21,200	21,200
Total Operating Revenues	628,695	587,989	555,130	672,053	586,331	621,200	621,200	621,200	621,200
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	628,695	587,989	555,130	672,053	586,331	621,200	621,200	621,200	621,200
Uses of Funds									
Operating Expenses									
Operating Costs	205,577	268,832	276,583	275,097	289,551	322,885	322,885	325,313	331,041
Total Operating Expenses	205,577	268,832	276,583	275,097	289,551	322,885	322,885	325,313	331,041
Capital outlay	560,806	382,086	389,332	377,414	387,605	351,747	351,747	351,747	361,795
Total Uses of Funds	766,383	650,918	665,915	652,511	677,156	674,632	674,632	677,060	692,836
Net Sources(Uses) of Funds	(137,688)	(62,929)	(110,785)	19,542	(90,825)	(53,432)	(53,432)	(55,860)	(71,636)
Ending Funds Available	\$ 706,817	\$ 643,888	\$ 533,103	\$ 552,645	\$ 461,820	\$ 472,943	\$ 472,943	\$ 405,960	\$ 334,324

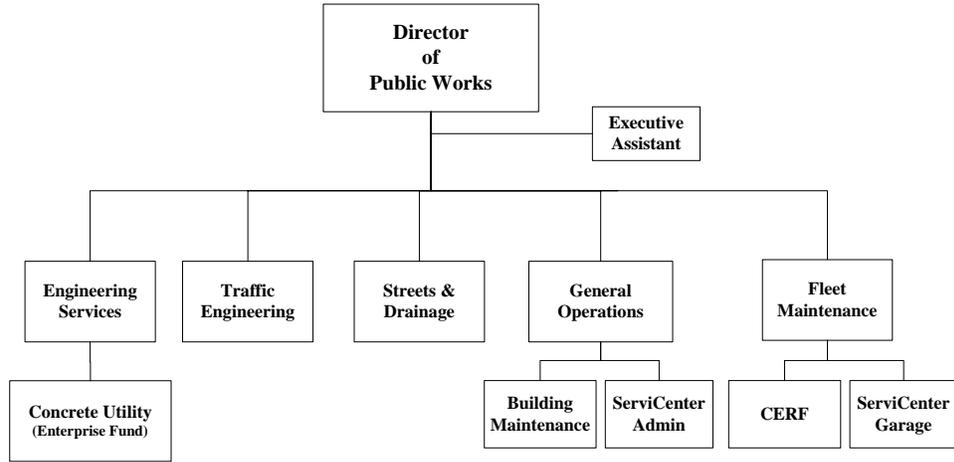


Major Revenue Source

Financing is provided primarily from user fees.

Department Public Works
Fund Concrete Utility

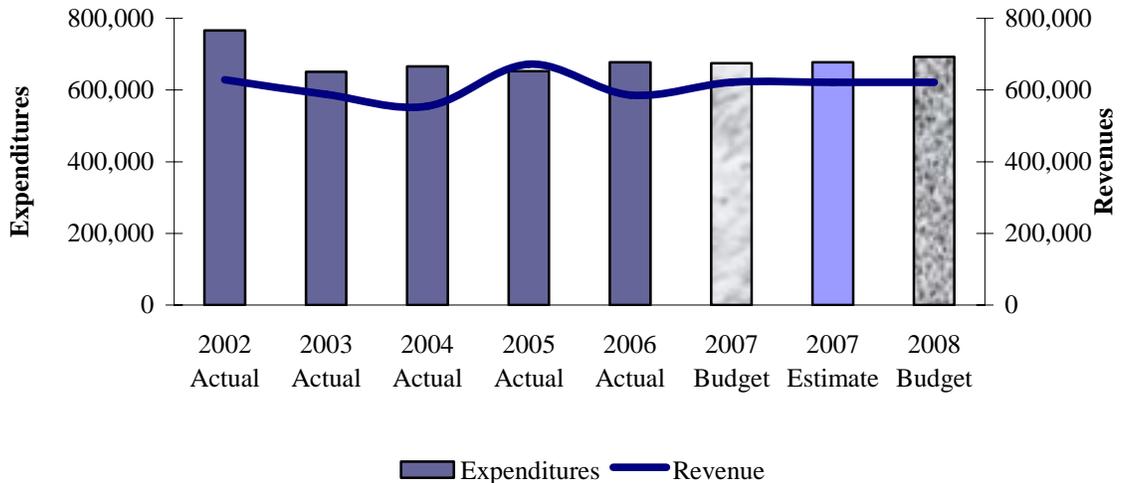
Description The Concrete Utility is responsible for maintenance of the concrete infrastructure providing for the safe movement of vehicles and pedestrians in the City.



History and Budget

	General Fund				Internal Service Funds			
	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	628,695	587,989	555,130	672,054	586,332	621,200	621,200	621,200
Percent Change		-6.47%	-5.59%	21.06%	-12.76%	5.95%	0.00%	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	175,976	214,913	250,635	248,384	265,168	269,606	272,007	290,818
Commodities	15,282	24,125	15,561	6,921	3,966	19,766	19,766	8,716
Contractual	394,010	410,133	15,686	13,789	13,409	33,513	33,540	31,507
Capital	181,115	1,747	384,033	383,419	394,613	351,747	351,747	361,795
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	766,383	650,918	665,915	652,513	677,156	674,632	677,060	692,836
Percent Change		-15.07%	2.30%	-2.01%	3.78%	-0.37%	0.36%	2.33%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	1.0000	1.0000	1.0000	1.0000	3.5310	3.5310	3.5310



Department Public Works
Fund Concrete Utility
Account 44.1001 and 44.1006

Division Goals or Activities	Outcome Supported
1. Maintain the Concrete Utility data base for land records and inventory.	• A City that provides and maintains quality infrastructure.
2. Maintain the Concrete Utility billing system.	• A City that provides and maintains quality infrastructure.
3. Identify and repair inferior concrete throughout the City.	• A City that provides and maintains quality infrastructure.

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported

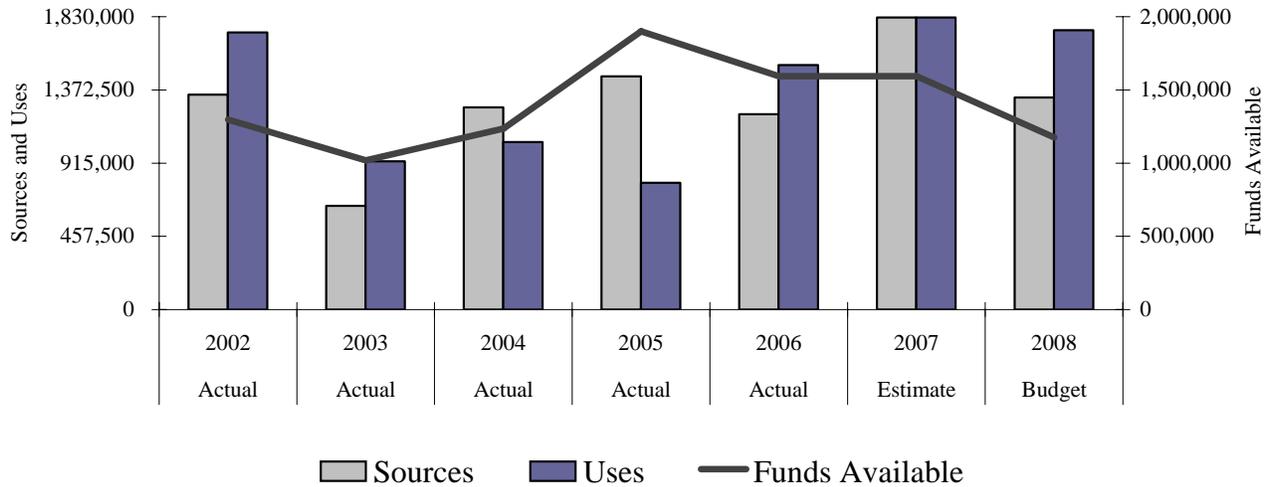
Administration of the Concrete Utility Program is a major function of the Engineering Division. The Concrete Utility requires year round data base management, citizen response, and an annual construction program. One performance indicator is the total square footage of concrete sidewalk and curb/gutter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

FTE's for the Concrete Utility are separated from the Engineering Division Budget.

Concrete Utility Full time employees			4.47	4.47	3.98	3.53	3.53	
Square feet of concrete removed and replaced.	Output		65,066	63,179	56,204	49,365	TBD	

HOUSING REHABILITATION FUND
Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$ 1,685,539	\$ 1,298,400	\$ 1,019,789	\$ 1,237,109	\$ 1,900,704	\$ 1,900,704	\$ 1,900,704	\$ 1,594,271	\$ 1,594,271
Sources of Funds									
Operating Revenues									
Program revenues	1,219,940	283,948	898,550	1,325,794	892,114	1,500,000	1,500,000	1,500,000	1,000,000
Grant income	85,159	353,883	354,902	117,478	308,230	300,000	300,000	300,000	300,000
Other	38,991	9,261	10,765	12,948	20,850	24,500	24,500	24,500	24,500
Total Operating Revenues	1,344,090	647,092	1,264,217	1,456,220	1,221,194	1,824,500	1,824,500	1,824,500	1,324,500
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	1,344,090	647,092	1,264,217	1,456,220	1,221,194	1,824,500	1,824,500	1,824,500	1,324,500
Uses of Funds									
Operating Expenses									
Program expenses	1,559,625	688,196	791,797	418,711	987,590	1,764,500	1,764,500	1,764,500	1,664,500
Interest expense	64,831	46,376	55,784	61,024	81,626	60,000	60,000	60,000	80,000
Total Operating Expenses	1,624,456	734,572	847,581	479,735	1,069,216	1,824,500	1,824,500	1,824,500	1,744,500
Capital outlay	106,773	191,131	199,316	312,890	458,411	-	-	-	-
Total Uses of Funds	1,731,229	925,703	1,046,897	792,625	1,527,627	1,824,500	1,824,500	1,824,500	1,744,500
Net Sources(Uses) of Funds	(387,139)	(278,611)	217,320	663,595	(306,433)	-	-	-	(420,000)
Ending Funds Available	\$ 1,298,400	\$ 1,019,789	\$ 1,237,109	\$ 1,900,704	\$ 1,594,271	\$ 1,900,704	\$ 1,900,704	\$ 1,594,271	\$ 1,174,271



Major Revenue Source

Financing is provided primarily from Community Development Block Grants and revolving loan interest income.

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.

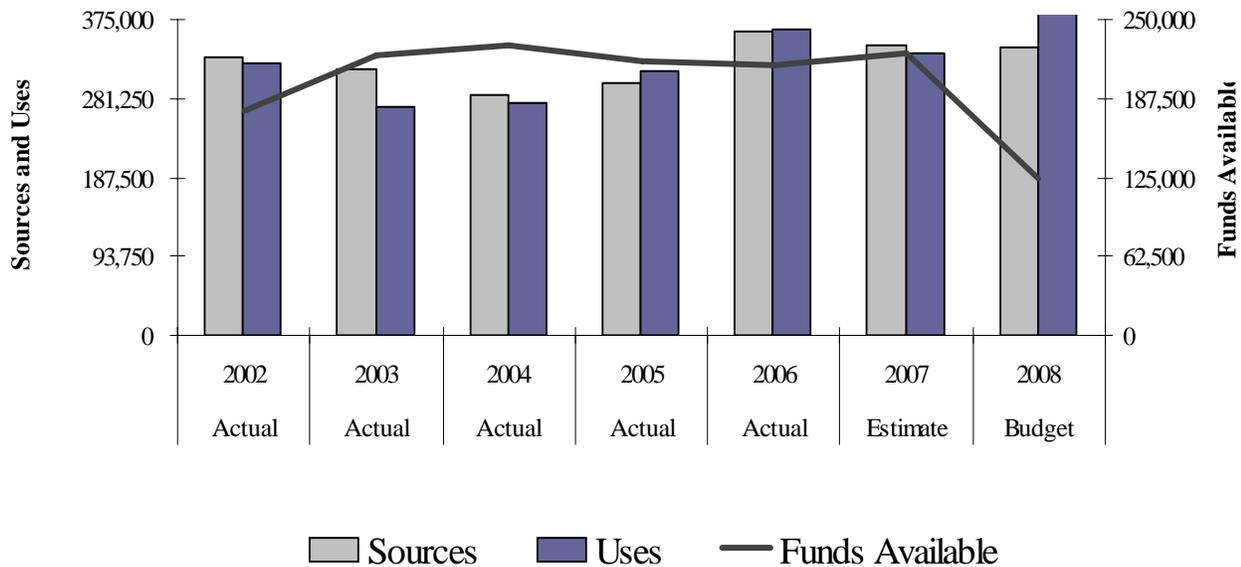
Capital Equipment Replacement Fund – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

Risk Management Fund – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

Employee Benefits Fund – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.

CENTRAL SERVICES FUND
Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$ 170,061	\$ 177,497	\$ 221,351	\$ 230,239	\$ 216,389	\$ 229,728	\$ 229,728	\$ 214,456	\$ 223,958
Sources of Funds									
Operating Revenues									
Interdepartmental Service Chgs	325,232	312,792	281,894	295,180	351,979	335,000	335,000	335,000	332,000
Interest and Other	4,243	2,795	2,420	5,285	9,044	10,000	10,000	10,000	10,000
Total Operating Revenues	329,475	315,587	284,314	300,465	361,023	345,000	345,000	345,000	342,000
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	329,475	315,587	284,314	300,465	361,023	345,000	345,000	345,000	342,000
Uses of Funds									
Operating Expenses									
Operating Costs	322,039	271,733	275,426	298,910	349,350	337,862	337,862	326,755	332,827
Total Operating Expenses	322,039	271,733	275,426	298,910	349,350	337,862	337,862	326,755	332,827
Capital Acquisitions	-	-	-	15,405	13,606	16,743	16,743	8,743	8,884
Transfer out	-	-	-	-	-	-	-	-	100,000
Total Uses of Funds	322,039	271,733	275,426	314,315	362,956	354,605	354,605	335,498	441,711
Net Sources(Uses) of Funds	7,436	43,854	8,888	(13,850)	(1,933)	(9,605)	(9,605)	9,502	(99,711)
Ending Funds Available	\$ 177,497	\$ 221,351	\$ 230,239	\$ 216,389	\$ 214,456	\$ 220,123	\$ 220,123	\$ 223,958	\$ 124,247

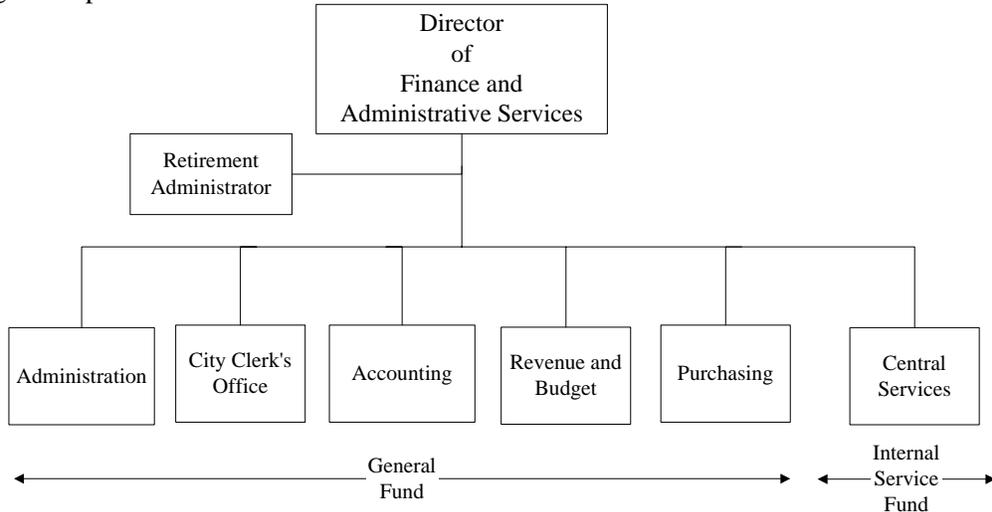


Major Revenue Source

Financing is provided primarily from interdepartmental service charges.

Department Finance and Administrative Services
Fund Central Services

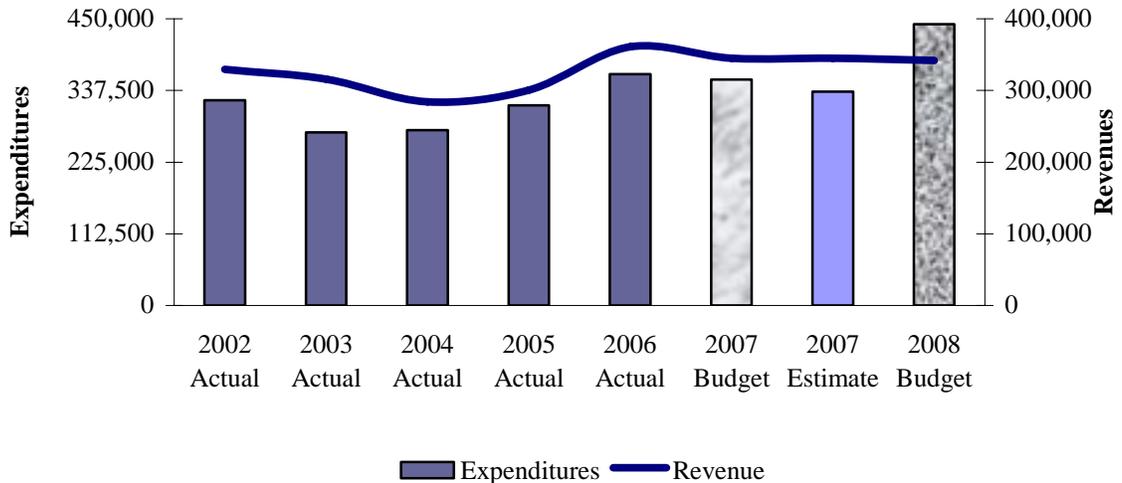
Mission Meet the needs of staff, legislative bodies, public, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.



History and Budget

	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	329,475	315,587	284,314	300,465	361,022	345,000	345,000	342,000
Percent Change		-4.22%	-9.91%	5.68%	20.15%	-4.44%	0.00%	-0.87%
Expenditures	-	-	-	-	-	-	-	-
Personnel	53,979	58,421	68,783	72,129	74,570	73,999	76,911	82,563
Commodities	31,849	11,374	4,576	1,037	18,803	23,625	23,750	31,650
Contractual	208,443	200,055	200,184	223,861	219,446	240,238	226,094	218,614
Capital	27,768	1,883	1,883	17,288	50,136	16,743	8,743	8,884
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	100,000
Total Expenditures	322,039	271,733	275,426	314,315	362,955	354,605	335,498	441,711
Percent Change		-15.62%	1.36%	14.12%	15.47%	-2.30%	-5.39%	31.66%

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	1.0000	1.0000	1.0000	1.0000	1.0000	Estimate	Budget



Department Finance and Administrative Services
Fund Central Services
Divisions Postage, Inside Printing, Copiers, Supplies and Administration
Accounts 60.0606 Postage, 60.0607 Inside Printing, 60.0608 Copiers, 60.0609 Supplies, and 60.0610 Administration

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 of the Finance and Administrative Services Department operates high-speed copier/printers, printing press and other print shop equipment.

Division Goals or Activities	Outcome Supported
1. Ongoing competitive analysis of products and services	<ul style="list-style-type: none"> • A progressive City that provides responsive and cost efficient services
2. Continued addition and application of computer graphics and desktop publishing technologies	
3. Continued outsourcing of services when they are cost effective	
4. Continue to implement printer plan and to complete in 2007.	

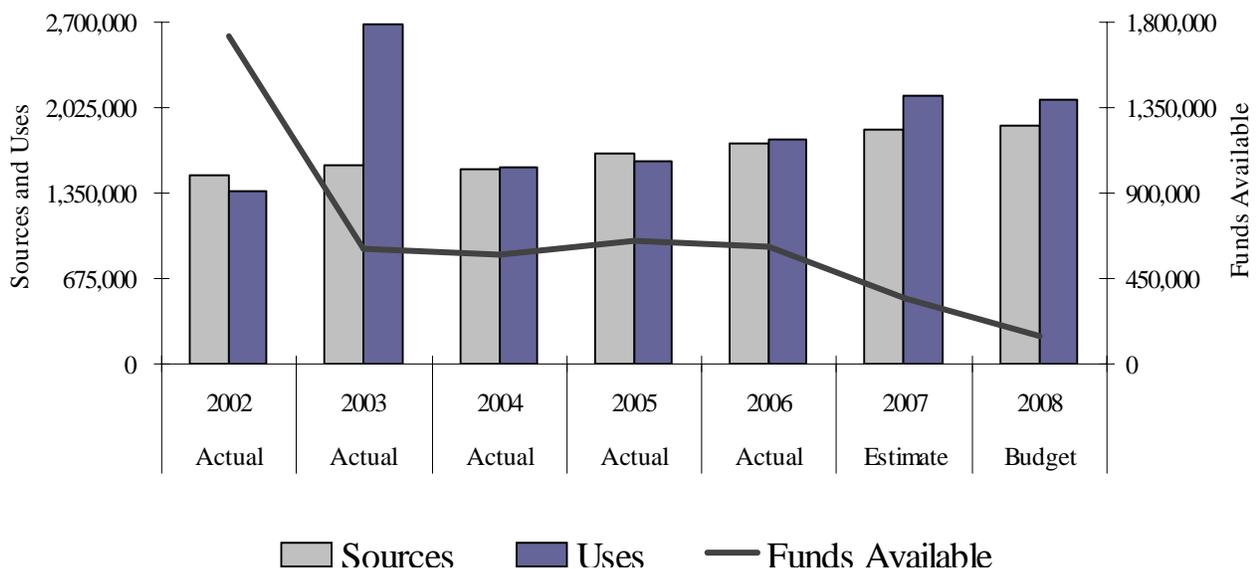
Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

SERVICENTER FUND

Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$1,587,044	\$1,722,277	\$ 609,119	\$ 580,041	\$ 649,644	\$ 498,308	\$ 498,308	\$ 615,356	\$ 348,098
Sources of Funds									
Operating Revenues									
Vehicle maintenance	901,974	911,160	844,455	922,427	923,628	931,752	931,752	931,752	947,292
Building rentals	173,335	179,096	178,881	178,881	189,112	189,112	189,112	189,112	191,380
Direct charges	307,096	428,121	493,367	544,358	601,139	723,626	723,626	723,626	723,626
Interest and Other	116,512	45,203	15,703	20,746	31,074	11,000	11,000	14,489	14,489
Total Operating Revenues	1,498,917	1,563,580	1,532,406	1,666,412	1,744,953	1,855,490	1,855,490	1,858,979	1,876,787
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	1,498,917	1,563,580	1,532,406	1,666,412	1,744,953	1,855,490	1,855,490	1,858,979	1,876,787
Uses of Funds									
Operating Expenses									
Servicenter Garage Costs	1,016,890	1,130,814	1,259,051	1,355,790	1,476,319	1,484,038	1,559,038	1,554,334	1,587,922
Servicenter Admin Costs	181,289	230,676	226,840	241,019	236,208	422,462	422,462	394,455	402,138
Total Operating Expenses	1,198,179	1,361,490	1,485,891	1,596,809	1,712,527	1,906,500	1,981,500	1,948,789	1,990,060
Capital Acquisitions	165,505	388,609	11,443	-	-	45,548	45,548	117,448	31,801
Other Financing Uses	-	926,639	64,150	-	66,714	-	-	60,000	60,000
Total Uses of Funds	1,363,684	2,676,738	1,561,484	1,596,809	1,779,241	1,952,048	2,027,048	2,126,237	2,081,861
Net Sources(Uses) of Fund	135,233	(1,113,158)	(29,078)	69,603	(34,288)	(96,558)	(171,558)	(267,258)	(205,074)
Ending Funds Available	\$1,722,277	\$ 609,119	\$ 580,041	\$ 649,644	\$ 615,356	\$ 401,750	\$ 326,750	\$ 348,098	\$ 143,024

2007 Budget Amended with Resolution No. 43 of Series 2007

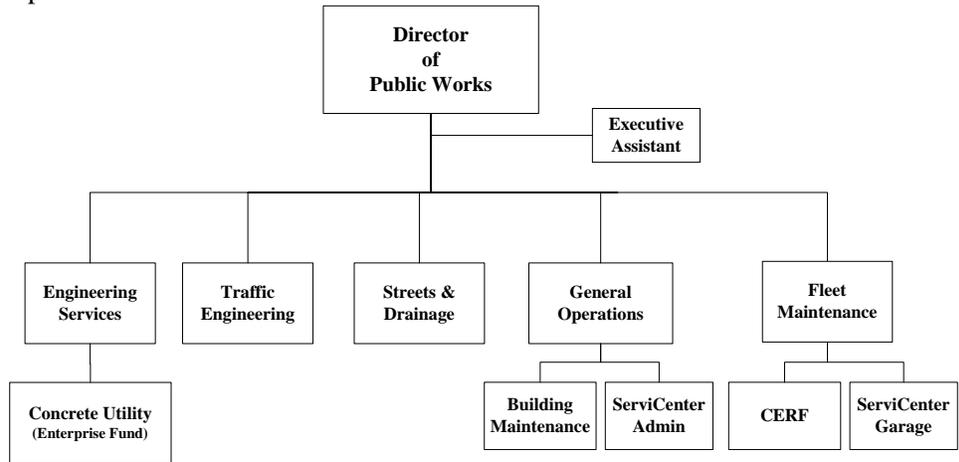


Major Revenue Source

Financing is provided primarily from interdepartmental service charges.

Department Public Works
Fund ServiCenter

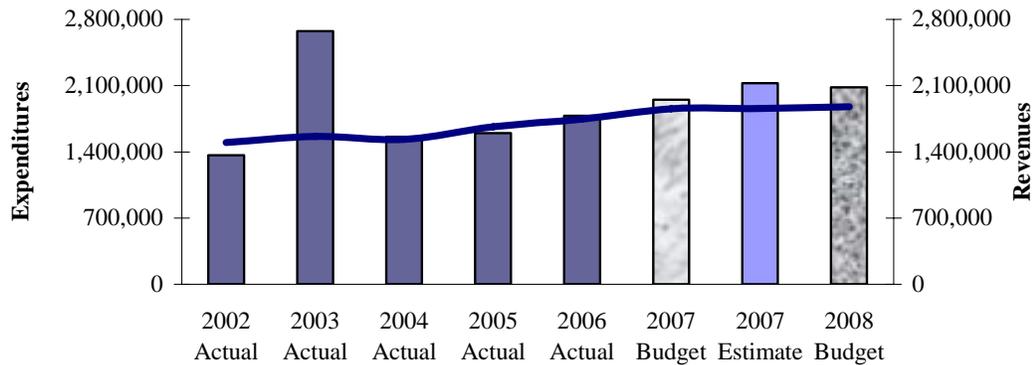
Mission The Public Works Department’s mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the ServiCenter Garage, and provide vehicle maintenance for the City. 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 and Budget

	General Fund				Internal Service Funds			
	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	1,498,917	1,563,580	1,532,406	1,666,411	1,744,953	1,855,490	1,858,979	1,876,787
Percent Change		4.31%	-1.99%	8.74%	4.71%	6.33%	0.19%	0.96%
Expenditures	-	-	-	-	-	-	-	-
Personnel	602,442	646,533	690,904	699,467	734,181	809,815	807,804	832,639
Commodities	31,032	41,118	65,612	47,167	41,707	32,160	34,760	34,760
Contractual	564,705	673,838	729,375	838,731	914,349	1,064,525	1,106,225	1,122,661
Capital	165,505	388,610	11,443	11,443	22,290	45,548	117,448	31,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	926,639	64,150	-	66,714	-	60,000	60,000
Total Expenditures	1,363,684	2,676,738	1,561,484	1,596,808	1,779,241	1,952,048	2,126,237	2,081,861

Employees	2002	2003	2004	2005	2006	2007	2008
FTE	11.0000	11.0000	10.0000	11.0000	11.3000	Estimate	Budget
						11.3000	11.3000



■ Expenditures — Revenue

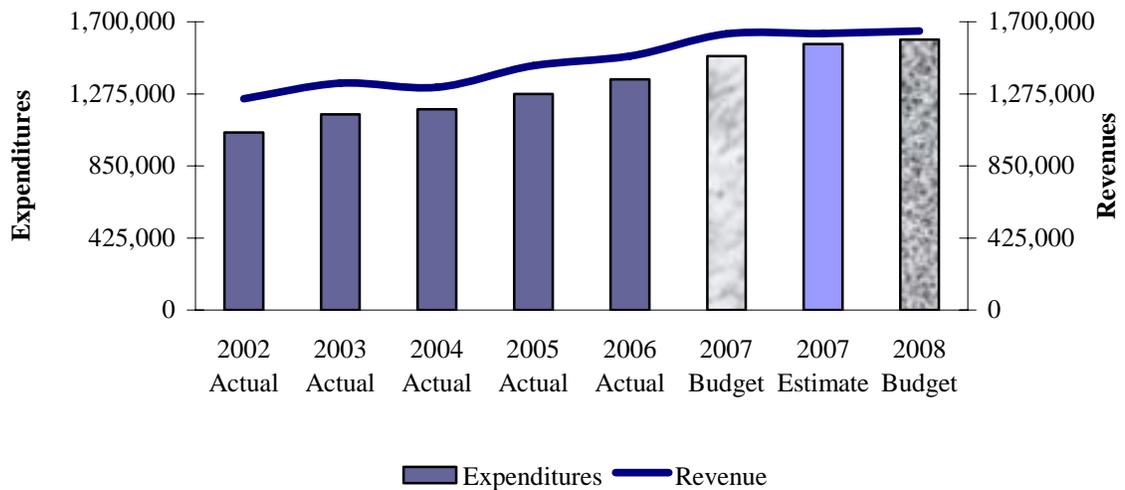
Department Public Works
Fund ServiCenter
Division Garage
Account 61.1007

Description To 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 schedules, or as requested. Manage fuel and oil inventory accounts. Administer all operating functions and programs in the ServiCenter Garage. Warehouse parts and supplies for all city departments particularly for rolling stock.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	1,245,076	1,337,943	1,313,581	1,441,200	1,497,705	1,629,578	1,629,829	1,645,369
Percent Change		7.46%	-1.82%	9.72%	3.92%	8.81%	0.02%	0.95%
Expenditures	-	-	-	-	-	-	-	-
Personnel	602,442	646,533	603,471	617,095	617,981	642,173	712,469	739,021
Commodities	17,328	13,341	15,856	19,791	14,813	22,010	22,010	22,010
Contractual	397,120	470,939	552,291	625,089	711,771	819,855	819,855	826,891
Capital	30,636	22,529	11,443	11,443	15,553	13,548	13,684	6,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	926,639	64,150	-	-	-	-	-
Total Expenditures	1,047,526	1,153,342	1,183,061	1,273,418	1,360,118	1,497,586	1,568,018	1,594,723
Percent Change		10.10%	2.58%	7.64%	6.81%	10.11%	4.70%	1.70%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	11.0000	11.0000	10.0000	11.0000	10.0000	10.0000	10.0000



Division Goals or Activities	Outcome Supported
1. Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use.	• A City that provides and maintains quality infrastructure
2. Provide fleet maintenance and replacement	
3. Provide maintenance and repair of emergency vehicles	• A City that is safe, clean, healthy and attractive
4. Provide fuel and billing for ART Shuttle	
5. Utilize cost effective fleet replacement processes	• A progressive City that provides responsive and cost efficient services
6. Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles)	

Department Public Works
Fund ServiCenter
Division Garage
Account 61.1007

Division Goals or Activities	Outcome Supported
7. Supply Fleet asset management to Enterprise Fund	
8. Provide Fleet Service 24/7 Provide manufacture and aftermarket training on new vehicles to properly maintain fleet	
9. Provide out-sourcing to local businesses for outside garage work as necessary	<ul style="list-style-type: none"> • A City that is business-friendly and economically diverse
10. Affix City logo and description on all City vehicles	
11. Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs	<ul style="list-style-type: none"> • A City that provides diverse cultural, recreational and entertainment opportunities

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
The ServiCenter Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment. The expected result is well maintained and safe vehicles.									
FTE's Total- (Mechanics)				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			
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			
Mechanic to Vehicle ratio	Result			68	71	86			

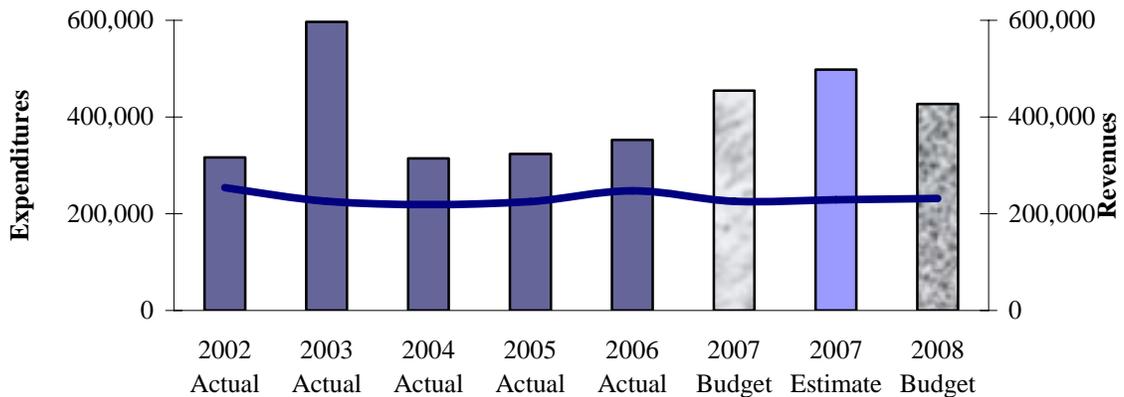
Department Public Works
Fund ServiCenter
Division Administration
Account 61.1008

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.

History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	253,842	225,638	218,825	225,211	247,248	225,912	229,150	231,418
Percent Change		-11.11%	-3.02%	2.92%	9.79%	-8.63%	1.43%	0.99%
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	87,433	82,372	116,200	167,642	95,335	93,618
Commodities	13,704	27,777	49,756	27,376	26,894	10,150	12,750	12,750
Contractual	167,585	202,899	177,085	213,642	202,577	244,670	286,370	295,770
Capital	134,869	366,081	-	-	6,737	32,000	103,764	25,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	66,714	-	60,000	60,000
Total Expenditures	316,158	596,757	314,274	323,390	352,408	454,462	498,219	427,138
Percent Change		88.75%	-47.34%	2.90%	8.97%	28.96%	9.63%	-14.27%

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	NA	NA	NA	NA	1,3000	1,3000	1,3000



■ Expenditures — Revenue

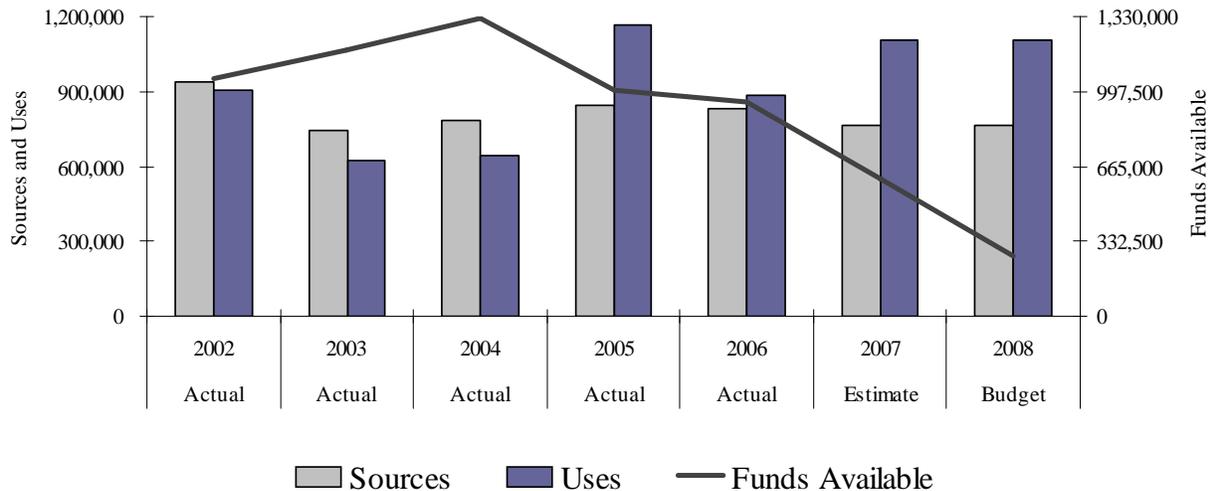
Division Goals or Activities	Outcome Supported
1. Provide storage/work areas	● A City that provides and maintains quality infrastructure
2. Centralized maintenance staging areas	
3. Provide central communication and support for maintenance operations	
4. Provide site for hazardous household drop off program	● A City that is safe, clean, healthy and attractive
5. Provide site for citizen mulch pickup	
6. Provide dumpsters for illegal trash and debris pickup	
7. Maintain compliance and certifications on fuel storage and distribution	

Department Public Works
Fund ServiCenter
Division Administration
Account 61.1008

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
The ServiCenter Admin. Group provides general maintenance support and storage space for departments within the City of Englewood. The result is adequate and usable space for storage and maintenance									
Support Maintenance. operations	Output			329,228	319,162	263,458			

CAPITAL EQUIPMENT REPLACEMENT FUND
Schedule of Changes in Funds Available

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Original Budget	2007 Current Budget	2007 Estimated Actual	2008 Original Budget
Beginning Funds Available	\$1,025,027	\$1,055,265	\$1,179,439	\$1,321,692	\$1,001,400	\$ 460,791	\$ 460,791	\$ 947,897	\$ 608,660
Sources of Funds									
Operating Revenues									
CERF Charges	751,529	717,935	686,683	712,593	707,635	680,633	680,633	680,633	680,633
Interest and Other	184,038	26,987	97,942	132,512	121,622	85,000	85,000	85,000	85,000
Total Operating Revenues	935,567	744,922	784,625	845,105	829,257	765,633	765,633	765,633	765,633
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	935,567	744,922	784,625	845,105	829,257	765,633	765,633	765,633	765,633
Uses of Funds									
Operating Expenses									
Operating Costs	17,768	3,448	14,262	33,404	17,393	22,000	22,000	22,614	22,614
Total Operating Costs	17,768	3,448	14,262	33,404	17,393	22,000	22,000	22,614	22,614
Capital Acquisitions	846,409	92,300	572,884	1,131,993	295,367	1,067,664	1,067,664	1,082,256	1,082,256
Operating transfers	41,152	525,000	55,226	-	570,000	-	-	-	-
Total Uses of Funds	905,329	620,748	642,372	1,165,397	882,760	1,089,664	1,089,664	1,104,870	1,104,870
Net Sources(Uses) of Funds	30,238	124,174	142,253	(320,292)	(53,503)	(324,031)	(324,031)	(339,237)	(339,237)
Ending Funds Available	\$1,055,265	\$1,179,439	\$1,321,692	\$1,001,400	\$ 947,897	\$ 136,760	\$ 136,760	\$ 608,660	\$ 269,423

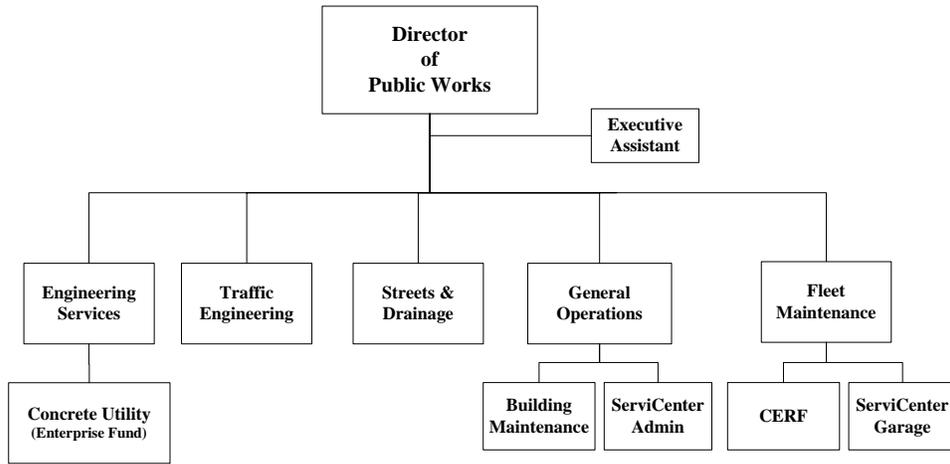


Major Revenue Source

Financing is provided primarily from interdepartmental charges.

Department Public Works
Fund Capital Equipment Replacement

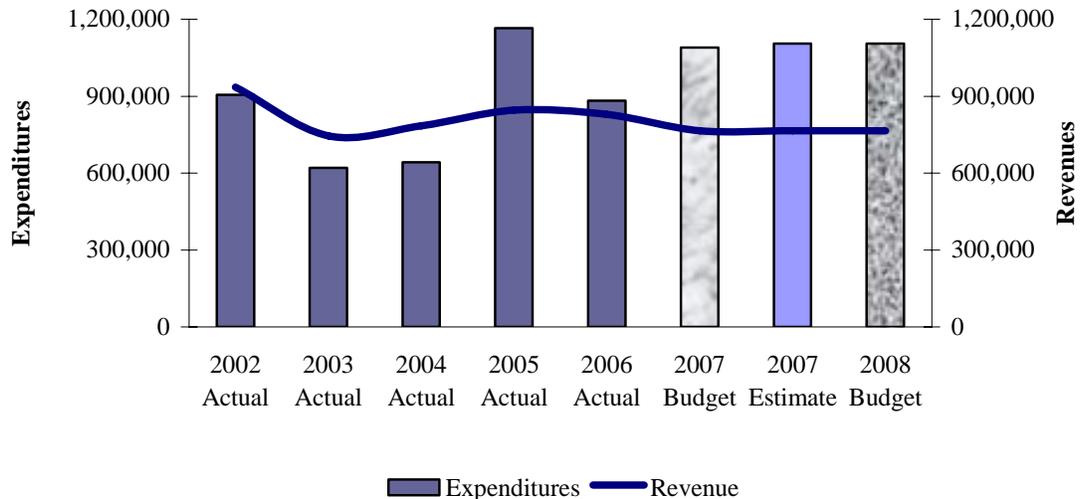
Description The Capital Equipment Replacement fund accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.



History and Budget

	General Fund				Internal Service Funds			
	2002	2003	2004	2005	2006	2007	2007	2008
	Actual	Actual	Actual	Actual	Actual	Budget	Estimate	Budget
Revenue	935,567	744,922	784,625	845,105	829,257	765,633	765,633	765,633
Percent Change		-20.38%	5.33%	7.71%	-1.88%	-7.67%	0.00%	0.00%
Expenditures	-	-	-	-	-	-	-	-
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	17,768	3,448	14,262	31,441	12,611	22,000	22,614	22,614
Capital	846,409	92,300	572,884	1,133,956	300,149	1,067,664	1,082,256	1,082,256
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	41,152	525,000	55,226	-	570,000	-	-	-
Total Expenditures	905,329	620,748	642,372	1,165,397	882,760	1,089,664	1,104,870	1,104,870
Percent Change		-31.43%	3.48%	81.42%	-24.25%	23.44%	1.40%	0.00%

	2002	2003	2004	2005	2006	2007	2008
Employees						Estimate	Budget
FTE	0.0000						



Department Public Works
Fund Capital Equipment Replacement
Division Administration
Account 62.1001

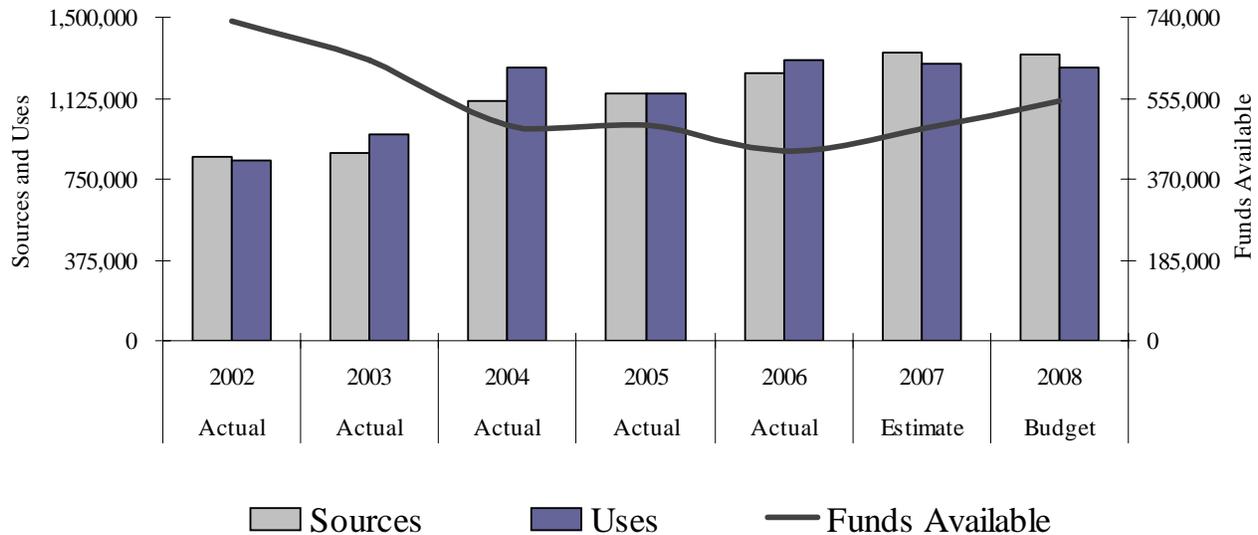
Division Goals or Activities	Outcome Supported
1. NA	•
2. NA	•

Performance Indicator/Outcome Measure									
Indicator/Measure	Type	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget	Goals/ Activities Supported
NA									

RISK MANAGEMENT FUND

Schedule of Changes in Funds Available

	2002	2003	2004	2005	2006	2007	2007	2007	2008
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Original Budget</i>
Beginning Funds Available	\$ 710,543	\$ 730,611	\$ 642,449	\$ 491,656	\$ 494,455	\$ 240,132	\$ 240,132	\$ 434,406	\$ 485,474
Sources of Funds									
Operating Revenues									
Intergovernmental service charges:									
Property and liability	425,470	474,004	703,407	711,979	749,457	809,718	809,718	809,718	771,074
Workers' Compensation	340,191	383,633	400,602	409,662	448,767	488,914	488,914	488,914	522,648
Other	90,323	14,700	8,620	27,973	40,731	20,000	20,000	35,442	35,442
Total Operating Revenues	855,984	872,337	1,112,629	1,149,614	1,238,955	1,318,632	1,318,632	1,334,074	1,329,164
Other Financing Sources	-	-	-	-	-	-	-	-	-
Total Sources of Funds	855,984	872,337	1,112,629	1,149,614	1,238,955	1,318,632	1,318,632	1,334,074	1,329,164
Uses of Funds									
Operating Expenses									
Property and liability	427,683	548,842	539,102	735,024	516,510	788,985	788,985	796,338	754,148
Workers' Compensation	408,233	411,657	424,320	411,791	482,495	485,000	485,000	486,668	512,654
Total Operating Expenses	835,916	960,499	963,422	1,146,815	999,004	1,273,985	1,273,985	1,283,006	1,266,802
Transfers out	-	-	300,000	-	300,000	-	-	-	-
Total Uses of Funds	835,916	960,499	1,263,422	1,146,815	1,299,004	1,273,985	1,273,985	1,283,006	1,266,802
Net Sources(Uses) of Funds	20,068	(88,162)	(150,793)	2,799	(60,049)	44,647	44,647	51,068	62,362
Ending Funds Available	\$ 730,611	\$ 642,449	\$ 491,656	\$ 494,455	\$ 434,406	\$ 284,779	\$ 284,779	\$ 485,474	\$ 547,836

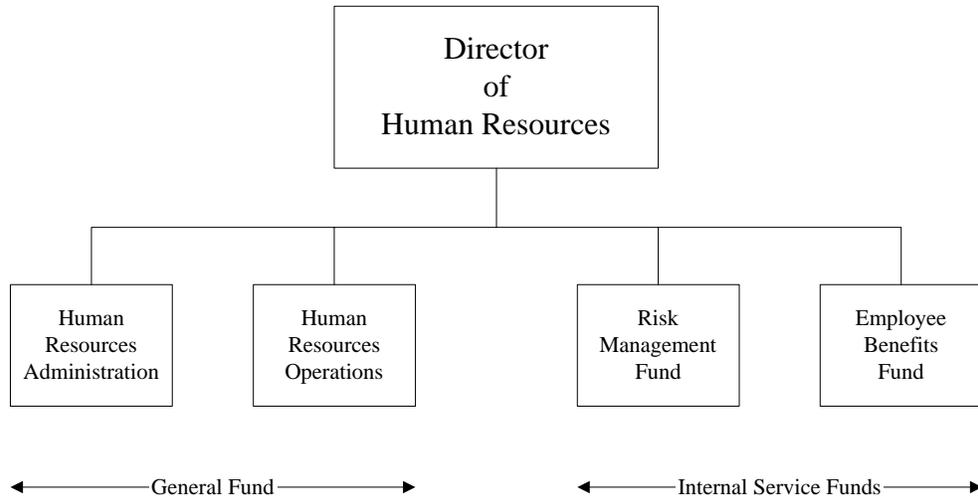


Major Revenue Source

Financing is provided primarily from interdepartmental service charges.

Department Human Resources
Fund Risk Management
Division Property and Liability and Workers' Compensation
Account 63.0503 Property and Liability and 63.0504 Workers' Compensation

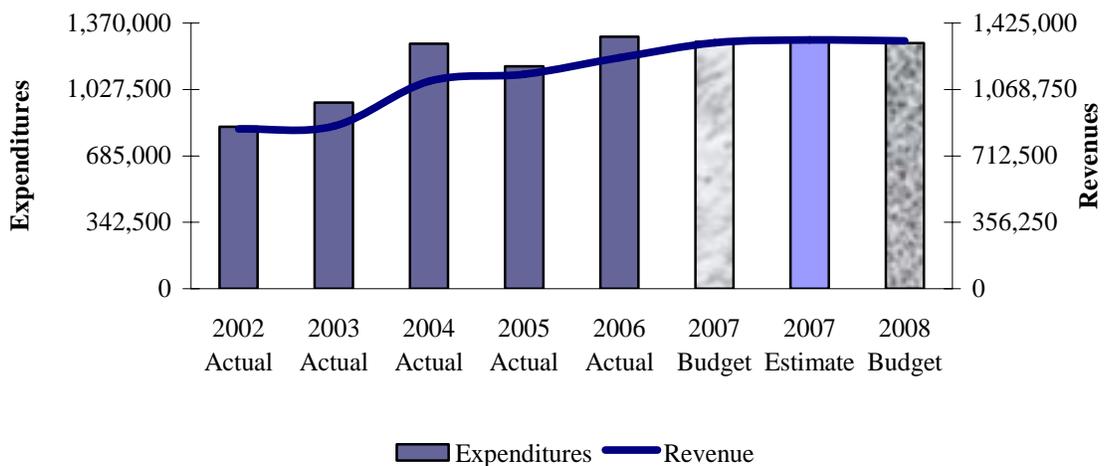
Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	855,984	872,337	1,112,629	1,149,614	1,238,955	1,318,632	1,334,074	1,329,164
Percent Change		1.91%	27.55%	3.32%	7.77%	6.43%	1.17%	-0.37%
Expenditures	-	-	-	-	-	-	-	-
Personnel	242	101,573	105,440	112,410	113,806	118,342	117,483	123,016
Commodities	14,631	2,893	1,181	2,072	5,451	20,000	20,000	20,000
Contractual	821,043	856,033	856,801	1,032,333	879,747	1,135,643	1,145,523	1,123,786
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	300,000	-	300,000	-	-	-
Total Expenditures	835,916	960,499	1,263,422	1,146,815	1,299,004	1,273,985	1,283,006	1,266,802
Percent Change		14.90%	31.54%	-9.23%	13.27%	-1.93%	0.71%	-1.26%

	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
Employees							
FTE	1.0000	1.5000	1.5000	1.5000	1.4000	1.4000	1.4000



Department Human Resources
Fund Risk Management
Division Property and Liability and Workers' Compensation
Account 63.0503 Property and Liability and 63.0504 Workers' Compensation

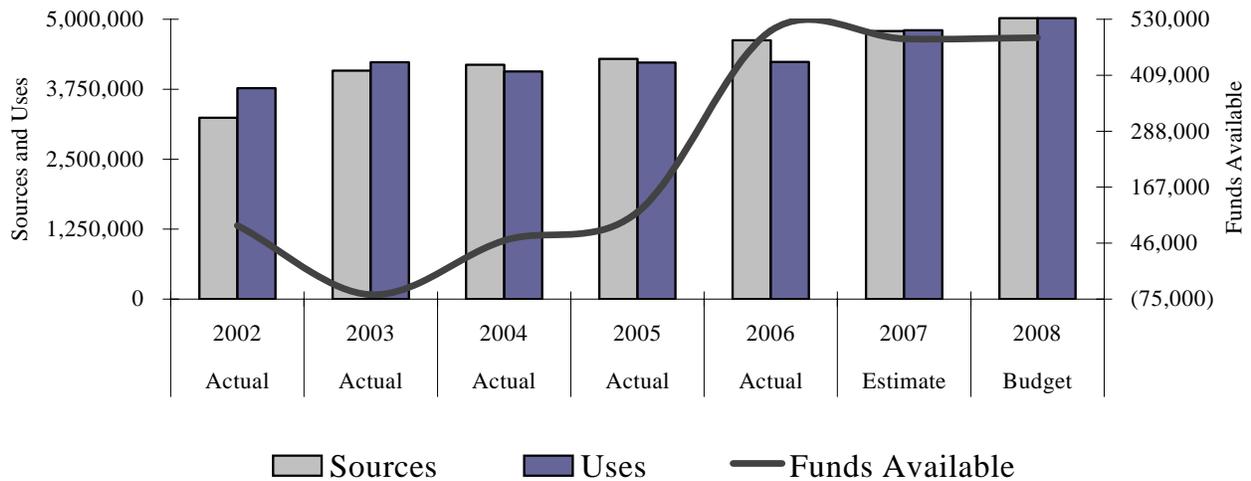
Division Goals or Activities		Outcome Supported
1. Ensures adequate cost effective property insurances are maintained for all City assets		• A City that provides and maintains quality infrastructure
2. Evaluate and address potential risks to citizens at City facilities and City sponsored programs with goal of eliminating, reducing or financing these risks using the most cost effective approach.		• A City that is safe, clean, healthy and attractive.
3. Ensures safety programs result in prevention of employee injury.		• A progressive City that provides responsive and cost efficient services
4. Ensure Risks related to City recreation and cultural events are identified and addressed with appropriate risk financing and insurance coverage.		• A City that provides diverse cultural, recreational and entertainment opportunities.
5. Ensure that special events and public art are evaluated for property and liability purposes		

Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

Department Human Resources
Fund Employee Benefits

EMPLOYEE BENEFITS 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 Actual</i>	<i>2007 Original Budget</i>	<i>2007 Current Budget</i>	<i>2007 Estimated Actual</i>	<i>2008 Original Budget</i>
Beginning Funds Available	\$ 612,189	\$ 84,200	\$ (65,133)	\$ 51,455	\$ 112,829	\$ 413,404	\$ 413,404	\$ 505,071	\$ 487,909
Sources of Funds									
Operating Revenues									
Departmental Charges:									
Medical	2,672,598	3,437,156	3,074,655	3,395,032	3,376,626	3,699,321	3,699,321	3,732,407	3,992,409
Dental	447,664	458,033	405,977	453,581	486,006	491,850	491,850	491,850	491,850
Life	64,726	71,458	62,872	54,200	56,876	72,000	72,000	72,000	72,000
LTD	46,804	121,199	72,042	71,730	70,957	99,780	99,780	134,780	101,372
Administrative fees	-	-	274,129	320,347	334,436	345,302	345,302	345,302	350,851
Other	11,575	(2,711)	(2,861)	(3,135)	3,612	10,000	10,000	12,995	12,995
Total Operating Revenues	3,243,367	4,085,135	3,886,814	4,291,755	4,328,513	4,718,253	4,718,253	4,789,334	5,021,477
Other Financing Sources	-	-	300,000	-	300,000	-	-	-	-
Total Sources of Funds	3,243,367	4,085,135	4,186,814	4,291,755	4,628,513	4,718,253	4,718,253	4,789,334	5,021,477
Uses of Funds									
Operating Expenses									
Insurance and claims	3,587,723	4,089,029	3,920,622	4,078,888	4,084,447	4,527,235	4,527,235	4,689,511	4,896,437
Personal services & admin	183,633	145,439	149,604	151,493	151,824	172,965	172,965	116,985	122,635
Total Operating Expenses	3,771,356	4,234,468	4,070,226	4,230,381	4,236,271	4,700,200	4,700,200	4,806,496	5,019,072
Transfers out	-	-	-	-	-	-	-	-	-
Total Uses of Funds	3,771,356	4,234,468	4,070,226	4,230,381	4,236,271	4,700,200	4,700,200	4,806,496	5,019,072
Net Sources(Uses) of Funds	(527,989)	(149,333)	116,588	61,374	392,242	18,053	18,053	(17,162)	2,405
Ending Funds Available	\$ 84,200	\$ (65,133)	\$ 51,455	\$ 112,829	\$ 505,071	\$ 431,457	\$ 431,457	\$ 487,909	\$ 490,314

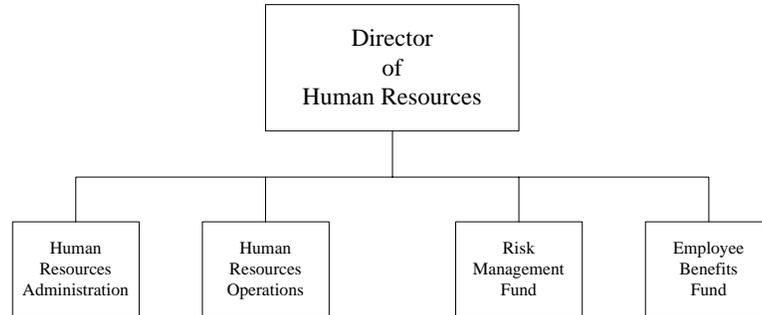


Major Revenue Source

Financing is provided primarily from interdepartmental service charges.

Department Human Resources
Fund Employee Benefits
Division Employee Benefits
Account 64.0505

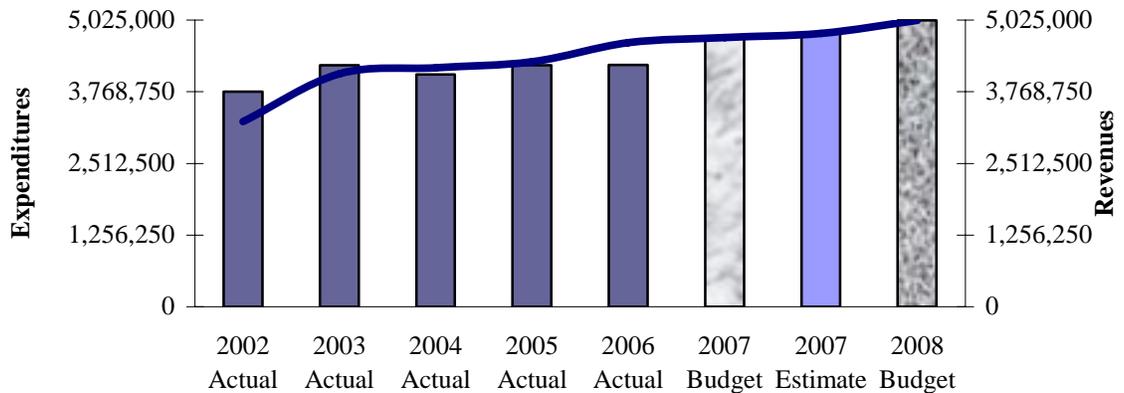
Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.



History and Budget

	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2007 Estimate	2008 Budget
Revenue	3,243,367	4,085,135	4,186,814	4,291,755	4,628,514	4,718,253	4,789,334	5,021,477
Percent Change		25.95%	2.49%	2.51%	7.85%	1.94%	1.51%	4.85%
Expenditures	-	-	-	-	-	-	-	-
Personnel	183,633	97,442	108,009	111,273	112,949	118,006	116,985	122,635
Commodities	-	-	-	-	13	-	-	-
Contractual	3,587,723	4,137,026	3,962,217	4,119,108	4,123,310	4,582,194	4,689,511	4,896,437
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	3,771,356	4,234,468	4,070,226	4,230,381	4,236,272	4,700,200	4,806,496	5,019,072
Percent Change		12.28%	-3.88%	3.93%	0.14%	10.95%	2.26%	4.42%
Net Revenues (Expel	(527,989)	(149,333)	116,588	61,374	392,242	18,053	(17,162)	2,405

Employees	2002	2003	2004	2005	2006	2007 Estimate	2008 Budget
FTE	2.6000	1.5000	2.3000	1.5000	1.4000	1.4000	1.4000



■ Expenditures — Revenue

Department Human Resources
Fund Employee Benefits
Division Employee Benefits
Account 64.0505

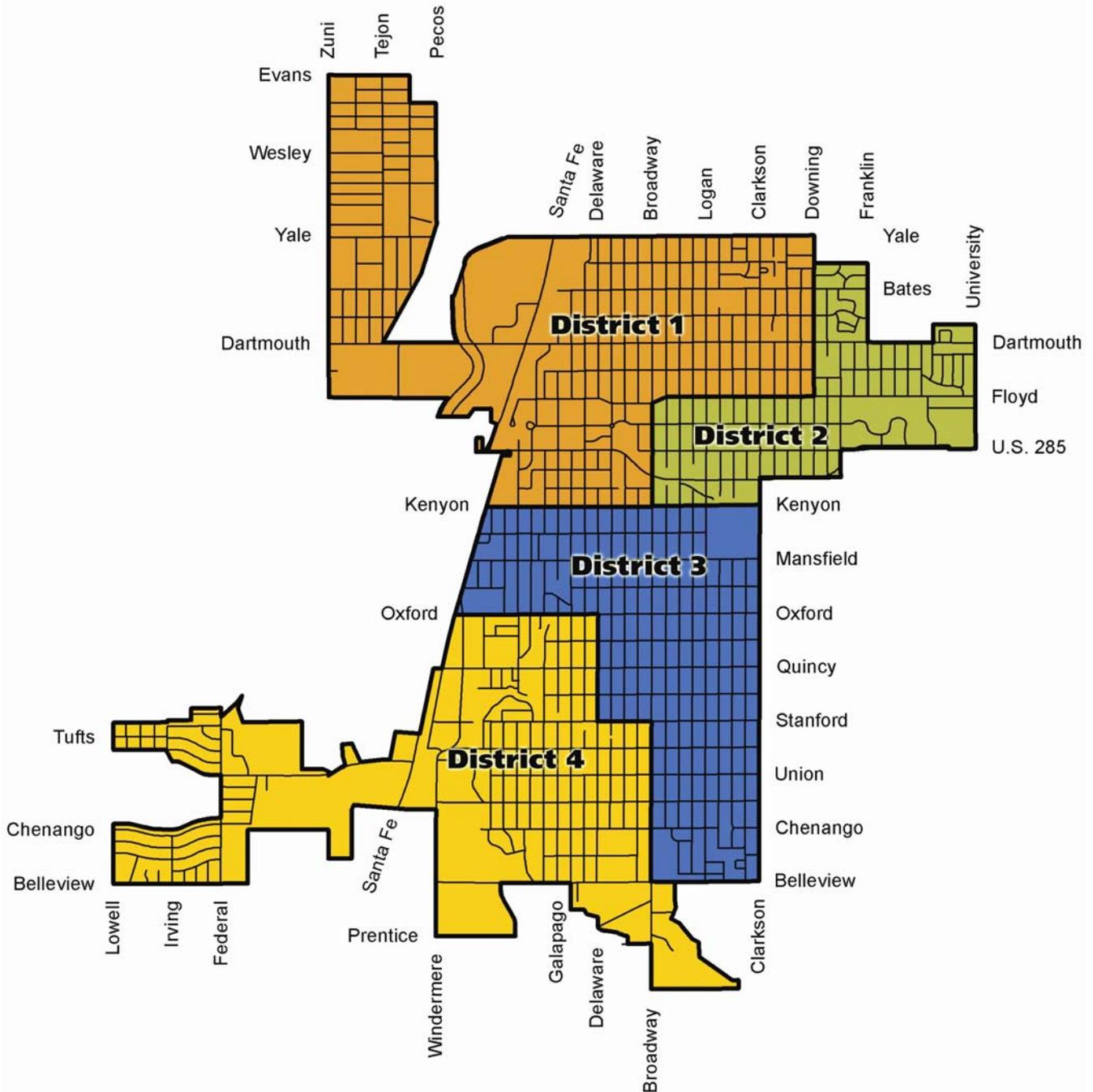
Division Goals or Activities	Outcome Supported
1. Personnel & Admin Costs 2. Wellness programs 3. Audit Reviews 4. Medical & Dental Insurances 5. Retiree Health Assistance	<ul style="list-style-type: none"> A progressive City that provides responsive and cost efficient services

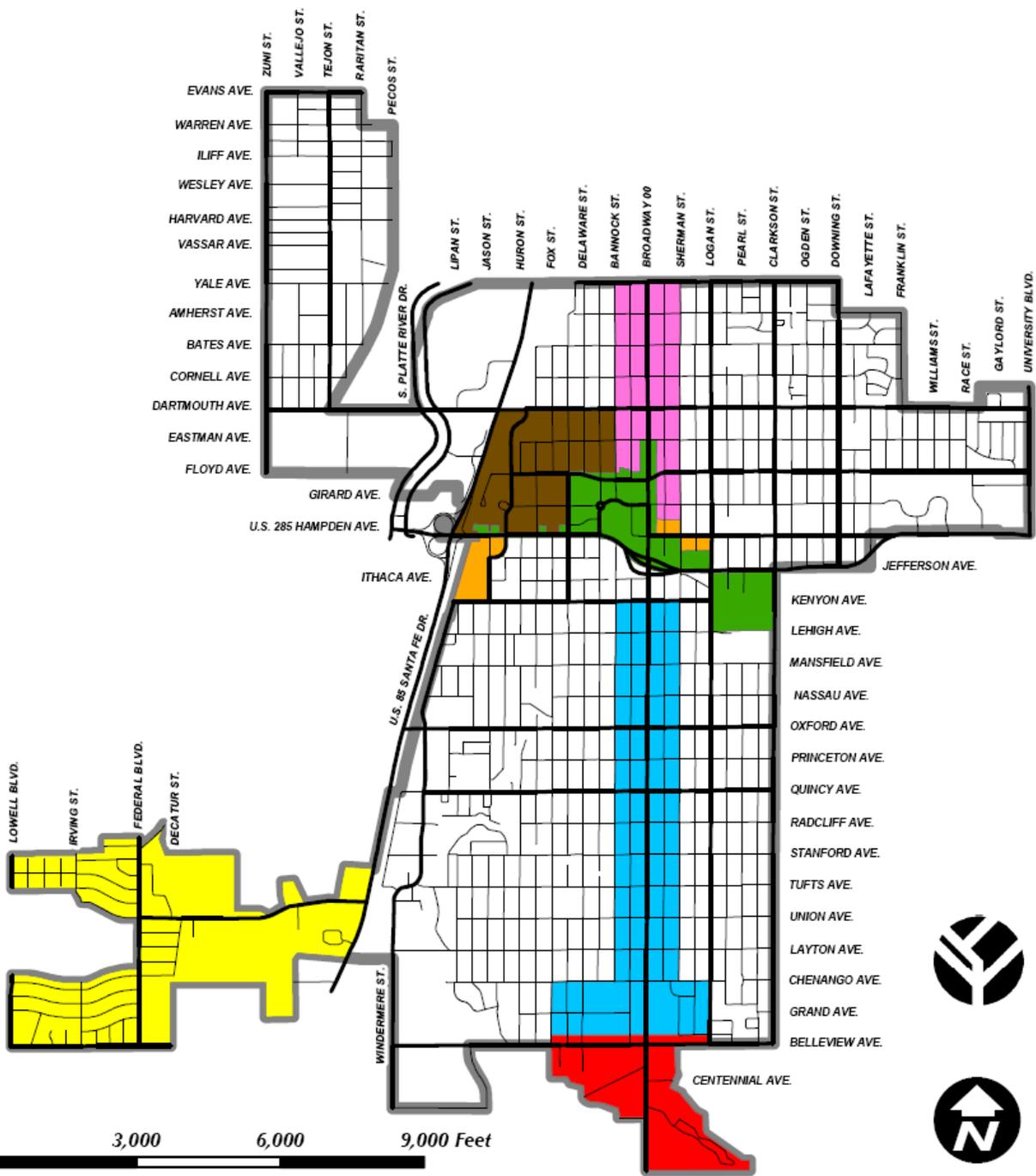
Performance Indicator/Outcome Measure							2007	2008	Goals/ Activities Supported
Indicator/Measure	Type	2002	2003	2004	2005	2006	Estimate	Budget	
NA									

Supplemental Information

City of Englewood, Colorado 2008 Council District Map

Mayor..... Jim Woodward, **At-Large**
 Mayor Pro-Tem..... John H. Moore, **District 2**
 Council Member Joe Jefferson, **District 1**
 Council Member Randy Penn, **District 3**
 Council Member Wayne Oakley, **District 4**
 Council Member Bob McCaslin, **At-Large**
 Council Member Jill Wilson, **At-Large**





City of Englewood, Colorado: Sales Tax Areas

- | | | |
|--------|----------------|--------------------------|
| Area 1 | Area 5 | Arterials and Collectors |
| Area 2 | Area 9 and 10 | Local Streets |
| Area 3 | Area 11 and 12 | Englewood City Limits |
| Area 4 | | |

Areas Not Depicted on Map:

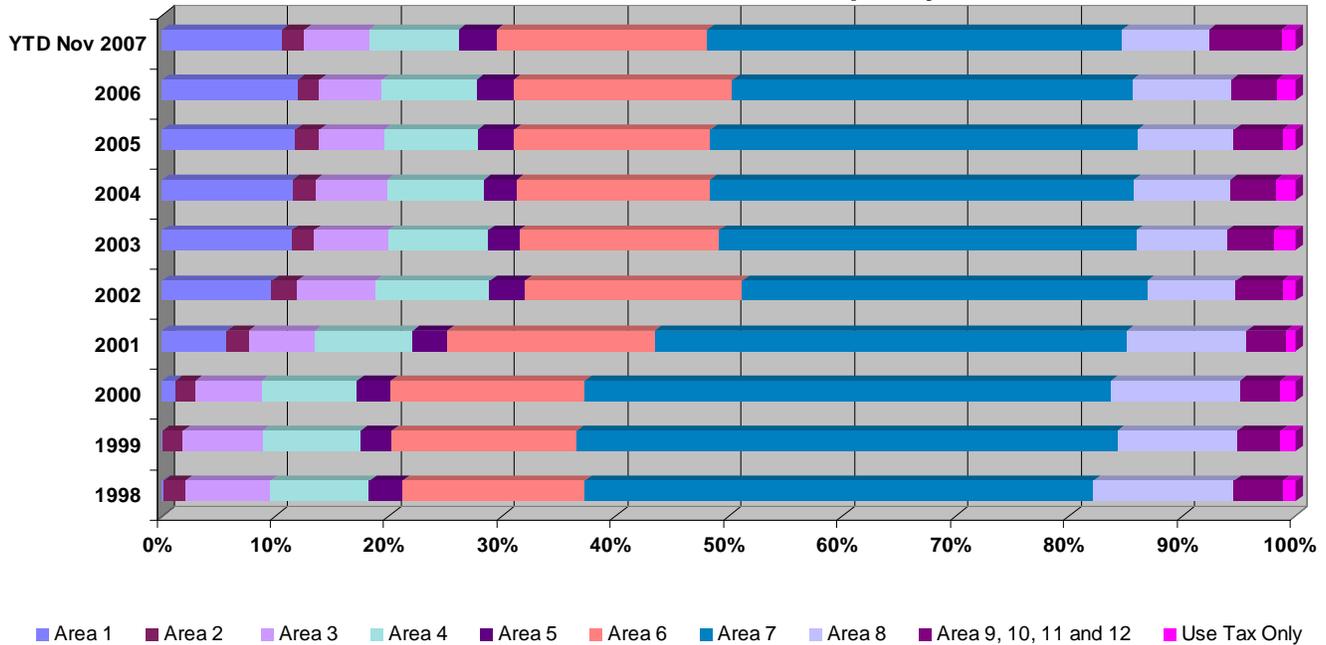
Area 6 - Other City Locations

Area 7 - Outside City Limits

Area 8 - Public Utilities

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1998-2007 Sales and Use Tax Receipts by Area



	1998	1999	2000	2001	2002	2003	2004	2005	2006	YTD Nov 2007
Area 1	0.12%	0.03%	1.18%	5.72%	9.66%	11.40%	11.49%	11.72%	11.96%	10.54%
Area 2	1.93%	1.86%	1.75%	1.93%	2.26%	2.01%	2.08%	2.16%	1.94%	2.03%
Area 3	7.53%	6.96%	5.85%	5.83%	6.88%	6.57%	6.28%	5.67%	5.55%	5.71%
Area 4	8.73%	8.65%	8.41%	8.62%	10.12%	8.81%	8.56%	8.30%	8.30%	7.89%
Area 5	2.91%	2.77%	3.00%	3.07%	3.10%	2.72%	2.89%	3.22%	3.27%	3.35%
Area 6	16.04%	16.29%	17.07%	18.28%	19.16%	17.59%	17.01%	17.27%	19.31%	18.56%
Area 7	44.91%	47.72%	46.46%	41.68%	35.74%	36.87%	37.44%	37.73%	35.26%	36.62%
Area 8	12.39%	10.56%	11.37%	10.54%	7.82%	7.99%	8.48%	8.48%	8.74%	7.67%
Area 9, 10, 11 and 12	4.33%	3.83%	3.53%	3.49%	4.08%	4.11%	4.02%	4.26%	4.02%	6.34%
Use Tax Only	1.11%	1.33%	1.38%	0.84%	1.18%	1.93%	1.75%	1.19%	1.65%	1.29%
Total	100.00%									

Area Descriptions

<p>Area 1 - CityCenter (Formerly Cinderella City)</p> <p>Area 2 - S of Yale, N of Kenyon between Bannock & Sherman (excludes EURA 1)</p> <p>Area 3 - S of Kenyon, N of Chenango between Bannock & Sherman and S of Chenango, N of Bellewood between Logan & Delaware</p> <p>Area 4 - Brookridge Shopping Center (Between Fox and Sherman and North side of Belleview and to the Southern City Limits)</p> <p>Area 5 - Centennial Area W of Santa Fe</p>	<p>Area 6 - All other City locations</p> <p>Area 7 - Outside City limits</p> <p>Area 8 - Public Utilities (Public Service, Qwest)</p> <p>Area 9 - Downtown & Englewood Pkwy</p> <p>Area 10 - Downtown & Englewood Pkwy <u>Use Tax Only</u></p> <p>Area 11 - S of 285, N of Kenyon between Jason and Santa Fe</p> <p>Area 12 - S of 285, N of Kenyon between Jason and Santa Fe <u>Use Tax Only</u></p>
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CITY OF ENGLEWOOD, COLORADO

**Schedules of Future Debt Service Requirements
December 31, 2007**

General Obligation Bonds, Series 2001					General Obligation Bonds, Series 2002			
Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
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>\$ 5,010,000</u>	<u>\$ 2,188,007</u>	<u>\$ 7,198,007</u>		<u>\$ 6,990,000</u>	<u>\$ 2,857,167</u>	<u>\$ 9,847,167</u>

Note Payable - Brownfields - 2001					Special Assessment Bonds - Paving District No. 38			
Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
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>\$ 25,000</u>	<u>\$ 920</u>	<u>\$ 25,920</u>
2010	2.00	96,178	3,885	100,063				
2011	2.00	98,101	1,962	100,063				
		<u>\$ 381,014</u>	<u>\$ 19,238</u>	<u>\$ 400,252</u>				

Capital Lease - 2007				
Fire Truck				
Year	Rate	Principal	Interest	Total
2008	6.530	78,160	40,233	118,393
2009	6.530	81,473	36,920	118,393
2010	6.530	84,928	33,465	118,393
2011	6.530	88,529	29,864	118,393
2012	6.530	92,282	26,111	118,393
2013	6.530	96,195	22,198	118,393
2014	6.530	100,274	18,119	118,393
2015	6.530	104,526	13,867	118,393
2016	6.530	108,957	9,436	118,393
2017	6.530	113,577	4,816	118,393
		<u>\$ 948,901</u>	<u>\$ 235,029</u>	<u>\$ 1,183,930</u>

(Continued)

CITY OF ENGLEWOOD, COLORADO

Schedules of Future Debt Service Requirements

December 31, 2007

(Continued)

Year	General Obligation Water Bonds - 2004				Golf Course Revenue Refunding Bonds - 2003			
	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
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>\$ 2,845,000</u>	<u>\$ 1,272,777</u>	<u>\$ 4,117,777</u>		<u>\$ 2,810,000</u>	<u>\$ 1,941,678</u>	<u>\$ 4,751,678</u>

Storm Water Revenue Bonds - 2001

	Rate	Principal	Interest	Total
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>\$ 1,325,000</u>	<u>\$ 576,119</u>	<u>\$ 1,901,119</u>

(Continued)

CITY OF ENGLEWOOD, COLORADO

Schedules of Future Debt Service Requirements

December 31, 2007

(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
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>\$19,700,000</u>	<u>\$ 6,332,250</u>	<u>\$ 26,032,250</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>\$29,548,222</u>	<u>\$ 17,413,881</u>	<u>\$ 46,962,103</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
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>\$ 4,753,782</u>	<u>\$ (406,454)</u>	<u>\$ (147,475)</u>	<u>\$4,199,853</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>\$ 9,233,471</u>	<u>\$ 2,874,184</u>	<u>\$ 12,107,655</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, 2007

(Continued)

Certificates of Participation, Series 2005 Refunding

Civic Center Project

Englewood Environmental Foundation, Inc.

<u>Year</u>	<u>Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>\$ 18,010,000</u>	<u>\$ 6,970,435</u>	<u>\$ 24,980,435</u>

City of Englewood, Colorado
PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES

	1999	2000	2001	2002	2003	2004	2005	2006	2007	Budget 2008
General Fund (02)										
02-0201 City Manager	4.620	4.310	6.010	5.700	5.680	5.600	5.000	5.500	5.500	5.000
02-0301 City Attorney	4.400	6.400	7.200	6.900	6.900	4.800	5.375	5.380	5.500	5.500
02-0401 Municipal Court	9.010	9.610	12.800	13.800	11.050	10.200	10.990	10.990	11.055	11.055
02-0501 Human Resources - Administration	5.000	5.000	5.000	5.000	5.000	4.620	3.620	4.675	4.675	4.670
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	3.000	3.300	3.000	3.750	2.950	2.950	3.000	3.000	3.000	3.000
02-0603 Finance & Admin Services - Accounting	4.300	4.800	4.800	4.700	6.100	5.300	5.330	5.580	5.330	5.900
02-0604 Finance & Admin Services - Revenue & Budget	8.130	7.870	7.870	8.100	8.000	8.000	8.000	8.000	7.269	7.000
02-0605 Finance & Admin Services - Purchasing	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000
Subtotal - Finance & Administrative Services	19.430	19.970	19.670	20.550	20.050	19.250	19.330	19.580	18.599	18.900
02-0701 Information Technology	7.000	7.000	8.000	10.000	10.000	10.000	8.500	9.600	9.600	9.600
02-0801 Community Development	12.000	12.000	13.000	13.000	13.000	11.500	11.500	12.000	12.000	12.000
02-0801 Housing	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Subtotal - Community Development	13.000	12.000	13.000	13.000	13.000	11.500	11.500	12.000	12.000	12.000
02-1001 Public Works-Administration	2.000	2.000	2.000	2.000	2.000	2.000	3.310	2.000	2.000	2.000
02-1002 Public Works - Engineering Services	6.670	6.670	7.000	5.000	4.340	6.900	2.750	3.334	3.334	3.334
02-1003 Public Works - Streets & Drainage	16.000	16.000	15.000	15.000	14.000	13.900	13.000	13.000	13.000	13.000
02-1004 Public Works - Traffic Maintenance	4.000	4.000	4.000	7.000	7.000	7.000	7.130	6.500	6.500	6.500
02-1005 Public Works - General Operations & Maint	24.000	27.000	27.000	25.000	24.000	25.000	23.000	22.700	22.700	21.700
Subtotal - Public Works	52.670	55.670	55.000	54.000	51.340	54.800	49.190	47.534	47.534	46.534
02-1101 Safety Services - Administration	13.960	11.300	11.950	13.200	11.500	11.600	10.625	10.700	10.600	10.600
02-1102 Fire- Operations	56.380	59.800	53.000	53.000	56.000	55.000	52.000	55.000	57.000	57.000
02-1103 Fire - Support Services	3.000	3.000	7.000	7.000	4.000	4.000	3.000	3.000	0.000	0.000
02-1104 Police - Communications & Records	20.200	19.500	21.620	20.630	19.500	17.000	17.250	19.630	18.130	18.130
02-1105 Police - Operations	49.370	55.900	56.050	56.880	54.880	52.370	62.750	49.950	69.900	68.900
02-1106 Police - Support Services	21.000	22.000	22.000	22.000	21.000	22.900	8.000	20.200	0.000	0.000
02-1107 Building & Safety	7.000	8.000	8.000	8.000	8.000	7.000	7.000	7.000	7.000	7.000
02-1108 Neighborhood & Environmental Services	9.000	9.000	10.000	10.000	10.000	8.000	8.000	6.000	6.000	6.000
Subtotal - Safety Services	179.910	188.500	189.620	190.710	184.880	177.870	168.625	171.480	168.630	167.630
02-1201 Library	17.590	19.270	19.460	19.000	18.810	17.200	15.625	16.380	15.970	15.300
02-1301 Recreation - Administration	3.000	4.000	4.000	4.000	4.000	4.000	5.000	4.000	4.000	4.000
02-1302 Recreation - Rec Center	2.000	2.000	2.000	2.000	2.000	6.200	6.250	7.160	6.269	6.269
02-1303 Malley Center	0.000	0.000	0.000	0.000	0.000	2.000	2.000	2.780	2.780	3.280
02-1304 Recreation Programs	0.000	0.000	0.000	0.000	0.000	9.300	7.000	7.000	8.920	8.920
02-1305 Parks	15.000	19.000	18.000	18.000	18.500	15.000	17.000	17.000	16.500	16.000
02-1308 Pirates Cove	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.250	0.730	0.750
Recreation - Adult Cultural Arts	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Adult Ed, Special Events - Malley	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Adult Spl Int, Ed & Travel	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Before & After School	1.000	1.000	1.000	2.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Youth Programs	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Outdoor & Environment Rec	0.000	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	0.020	0.000	0.000	0.000	0.000	0.000
Recreation - Aquatics Indoor Pool	1.000	1.000	1.000	2.000	1.670	0.000	0.000	0.000	0.000	0.000
Recreation - Aquatics Outdoor Pool	0.000	0.000	0.000	1.000	0.330	0.000	0.000	0.000	0.000	0.000
Recreation - Fitness & Dance	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Playgrounds & Daycamp	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - Marketing & Publications	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Special Events	0.000	0.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - LDC Interchange Maintenance	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - Adult Sports	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Youth Sports	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Recreation - Ballfield Maintenance	0.000	0.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Subtotal - Recreation	31.000	36.000	38.000	43.000	37.520	36.500	37.250	38.190	39.199	39.219
Total General Fund	343.630	363.730	373.760	381.660	364.230	352.340	335.005	341.309	338.262	335.408

City of Englewood, Colorado
PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES

	1999	2000	2001	2002	2003	2004	2005	2006	2007	Budget 2008
Public Improvement Fund (PIF) (30)										
30-1006 Concrete Replacement	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.385	0.385
Water (40), Sewer (41) & Storm Drainage (42)										
40-1601 Source of Supply	4.700	4.730	4.730	4.740	4.740	5.000	5.000	4.450	5.200	5.200
40-1602 Power & Pumping	2.200	3.200	3.200	3.200	3.200	3.000	3.000	3.200	3.200	3.200
40-1603 Purification	8.200	8.200	8.200	8.200	8.200	8.000	9.000	7.200	8.200	8.200
40-1604 Transmission & Distribution	9.200	7.700	7.700	7.700	7.700	8.000	8.000	7.700	7.700	7.700
40-1607 Administration & General	6.120	6.120	6.120	6.120	6.120	14.000	15.670	6.420	6.420	6.200
41-1605 Wastewater Collections	4.000	4.000	4.000	4.500	4.500	4.000	5.000	5.700	5.750	5.750
41-1607 Administration - Sewer	6.580	7.370	7.370	7.370	7.370	0.000	0.000	9.195	8.940	8.720
42-1606 Storm Drainage	0.650	0.650	0.650	0.650	0.650	0.650	0.000	0.450	0.200	0.200
42-1606 Storm Drainage Administration & General	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.450	0.450
Total - Water, Sewer and Storm Drainage	41.650	41.970	41.970	42.480	42.480	42.650	45.670	44.315	46.060	45.620
Golf Course Fund (43)										
43-1306 Golf Course - Operations	3.000	2.000	2.000	3.000	3.000	3.000	2.975	2.750	2.750	3.000
43-1307 Golf Course - Maintenance	6.500	6.500	6.500	6.500	6.500	6.000	7.000	6.000	6.000	6.000
Total - Golf Course	9.500	8.500	8.500	9.500	9.500	9.000	9.975	8.750	8.750	9.000
44-1001 Concrete Utility Fund - Administration	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.916	1.916
44-1006 Concrete Utility Fund - Program	0.000	0.000	0.000	1.000	1.000	1.000	1.000	3.531	1.615	1.615
Total - Concrete Utility	0.000	0.000	0.000	1.000	1.000	1.000	1.000	3.531	3.531	3.531
60-0610 Central Services - Print Shop	1.250	1.000	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	11.000	11.000	10.000	11.000	9.000	10.000	10.000
61-1008 ServiCenter-Administration	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.300	1.300	1.300
Total - ServiCenter	10.000	10.000	10.000	11.000	11.000	10.000	11.000	10.300	11.300	11.300
63-0503 Self-Insurance (Property & Liability)	1.000	1.000	1.000	1.000	1.500	1.500	1.500	1.400	1.400	1.400
64-0505 Self-Insurance (Employee Benefits)	1.800	2.680	2.750	2.600	1.500	2.300	1.500	1.400	1.400	1.400
85-8501 Englewood Environmental Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750	0.500	0.500
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	5.000	5.000	5.000
90-1702 Beneficial Use	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000	5.000
90-1703 Maintenance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	18.000	18.000	18.000
90-1704 Operations	0.000	0.000	0.000	0.000	0.000	0.000	0.000	26.000	25.240	25.240
90-1705 Laboratory	0.000	0.000	0.000	0.000	0.000	0.000	0.000	6.400	6.400	6.400
90-1706 Business Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.730	10.730	10.500
90-1707 Pretreatment	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5.000	6.000	7.000
Total - LEWWTP	60.000	60.000	70.000	72.000	74.000	74.000	74.000	75.130	76.370	77.140
GRAND TOTAL	468.830	488.880	508.980	522.240	506.210	493.790	480.650	487.885	488.958	486.684

*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 (2002), 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	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Police										
Number of law violations	19,492	21,750	22,734	44,086	46,800	45,292	21,754	22,228	38,904	39,911
Number of uniformed officers	66	66	70	70	77	73	73	68	69	68
Fire										
Number of calls	3,451	3,607	3,525	3,663	3,930	4,131	3,802	3,595	4,100	3,844
Number of firefighters	56	57	57	57	59	59	48	52	55	55
Building Division										
Commercial construction value	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	41,143,000
Number of units	16	16	12	9	7	7	8	3	5	8
Residential construction value	935,082	1,470,246	2,076,660	31,280,439	10,957,401	565,844	570,066	638,115	2,846,597	4,927,013
Number of units	18	24	18	482	292	4	3	6	21	25
Building permits value	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	27,051,370
Number of permits	2344	2588	2543	2302	2948	2524	2261	2352	2110	1842
Parks and Recreation										
Englewood Recreation Center Admissions	n/a	n/a	302,000	312,000	307,000	310,000	303,000	313,000	310,000	315,000
Malley Recreation Center Memberships	2627	3262	3,701	3,841	3,972	4,001	4,069	4,281	4,116	2,882
Park Shelter Reservations	n/a	n/a	488	562	559	558	521	509	487	414
Golf Rounds Played:										
9 hole	23,129	23,728	22,454	21,929	21,937	22,413	21,033	19,718	19,672	19,047
18 hole	34,048	35,549	34,017	34,301	33,767	34,534	32,072	28,484	30,113	25,995
Par 3 Course	20,908	21,894	23,730	26,176	26,701	27,344	24,734	22,131	20,469	16,149
Water										
New connections	37	22	46	39	39	23	12	18	11	22
Water Main Breaks	18	29	21	23	16	26	30	30	45	29
Average Daily Consumption (Millions of gallons)	7.293	7.000	8.070	8.875	8.370	8.000	7.430	5.200	7.010	7.093
Peak Daily Consumption (Millions of gallons)	n/a	17.5	18.1	20.5	17.7	16.5	16	15.2	16.2	16.3
Wastewater										
Average Daily Sewage Treated (Millions of gallons)	25.5	27.7	29.7	25.7	26.5	24.3	22.6	22.3	21.4	22.0

n/a - not available

Sources: Various City Departments

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

Function/Program	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Police										
Marked police vehicles	35	35	35	23	23	23	23	23	21	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	118.96	118.96	121.11	121.11	121.48	121.48	121.48	121.63	121.63	121.63
Alleys	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	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	3	3	3	3	3	3	3	3
Acreage	28.87	28.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87
Facility sites	9	9	9	9	9	9	9	9	9	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
Dog Park	-	-	-	-	-	-	-	-	-	1
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	36.3	36.3	36.3	36.3	36.3	36.3

Sources: Various City Departments

City of Englewood, Colorado
2008 Budget
Fund and Division Key

<u>Fund</u>	<u>Fund Description</u>
02	General Fund
03	Conservation Trust Fund
04	Donor's Fund
05	Commercial Revolving Loan Fund
06	Community Development Fund
07	Parks and Recreation Trust Fund
08	Malley Center Trust Fund
09	Special Assessment, Surplus and Deficiency Fund
10	Open Space Fund
20	General Obligation Fund
30	Public Improvement Fund
31	Capital Projects Fund
40	Water Fund
41	Sewer Fund
42	Stormwater Drainage Fund
43	Golf Course Fund
44	Concrete Utility Fund
45	Arapahoe County CDBG Fund
46	Housing Rehabilitation Fund
60	Central Services Fund
61	ServiCenter Fund
62	Capital Equipment Replacement Fund
63	Risk Management Fund
64	Employees Benefit Fund
90	Littleton/Englewood Wastewater Treatment Plant (LEWWTP)

<u>Division</u>	<u>Division Description</u>
0101	City Council
0102	Board of Adjustments and Appeals
0103	Planning and Zoning Commission
0104	Library Board
0105	Parks and Recreation Commission
0106	Code Enforcement and Advisory Commission
0107	Alliance for Commerce in Englewood
0108	Cultural Arts Commission
0109	Transportation Advisory Commission
0110	Keep Englewood Beautiful Commission
0201	City Manager's Office
0301	City Attorney's Office

City of Englewood, Colorado
2008 Budget
Fund and Division Key

Division	Division Description
0401	Municipal Court
0501	Human Resources Administration
0502	Human Resources Operations
0503	Property and Liability
0504	Workers' Compensation
0505	Employee Benefits
0601	Finance and Administrative Services Administration
0602	City Clerk
0603	Accounting
0604	Revenue and Budget
0605	Purchasing
0606	Central Services - Postage
0607	Central Services - Inside Printing
0608	Central Services - Copiers
0609	Central Services - Supplies
0610	Central Services - Administration
0701	Information Technology Administration
0702	Information Technology Operations
0703	Information Technology Applications
0801	Community Development Administration
0802	Business Development
0803	Housing and Neighborhoods
0901	Contingency
1001	Public Works Administration
1002	Engineering
1003	Streets and Drainage
1004	Traffic Engineering
1005	General Operations and Maintenance
1006	Concrete Replacement
1007	ServiCenter Garage
1008	ServiCenter Administration
1101	Safety Services Administration
1102	Fire Operations
1104	Communications and Records
1105	Police Operations
1107	Building and Safety
1108	Neighborhoods and Environmental Services
1201	Library Services
1301	Recreation Services Administration
1302	Recreation Center

City of Englewood, Colorado
2008 Budget
Fund and Division Key

1303	Malley Senior Recreation Center
Division	Division Description
1304	General Recreation Programs and Services
1305	Parks
1306	Golf Course Operations
1307	Colf Course Maintenance
1308	Pirates Cove Acquatic Center
1401	Debt Service
1501	Transfers
1601	Source of Supply
1602	Power and Pumping
1603	Purification
1604	Transmission and Distribution
1605	Wastewater Collections
1606	Stormwater - Field Maintenance
1607	Administration
1608	Special Projects
1701	LEWWTP-Projects and Regulatory Management
1702	LEWWTP-Beneficial Use
1703	LEWWTP-Maintenance
1704	LEWWTP-Operations
1705	LEWWTP-Laboratory
1706	LEWWTP-Business Services
1707	LEWWTP-Industrial Pretreatment
9999	General Revenues

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 fund balance and 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.
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.

City of Englewood, Colorado Glossary Continued

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	<p>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:</p> <ul style="list-style-type: none"> • GOCO receives half of Lottery proceeds capped out at \$35 million a year adjusted for inflation. In Fiscal Year 2000/2001, GOCO is projected to receive approximately \$40 million. • 40% of Lottery proceeds are distributed to the Conservation Trust Fund for allocation to local governments and park and recreation districts for parks, recreation, and open space purposes. • 10% of Lottery proceeds are distributed directly to Colorado State Parks for state parks and outdoor recreation projects. • GOCO offers grant opportunities derived from the four categories outlined in the Colorado Constitution -- outdoor recreation, wildlife, open space and local government. There are five competitive grant cycles: Open Space, Local Government, Legacy, Trails and Planning & Capacity. GOCO also awards grants through the Division of Wildlife and Colorado State Parks
Governmental Funds	Funds 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.

City of Englewood, Colorado Glossary Continued

IGA	Intergovernmental Agreement.
ISTEA	Intermodal Surface Transportation Efficiency Act.
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 or PILOT	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 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

City of Englewood, Colorado Glossary Continued

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.