

**2010**

**BUDGET**



**City of Englewood**  
**COLORADO**

1000 Englewood Parkway  
Englewood, Colorado 80110

[www.engagewoodgov.org](http://www.engagewoodgov.org)

City of Englewood, Colorado

2010  
**Budget**

Prepared for  
Honorable Mayor, Council Members, Citizens, Employees and  
Other Stakeholders of the City of Englewood

Presented by  
City Manager and City Staff

Prepared by  
Finance and Administrative Services Department Staff



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Englewood  
Colorado**

For the Fiscal Year Beginning

**January 1, 2009**

A handwritten signature in black ink, appearing to read "M. L. Post".

President

A handwritten signature in black ink, appearing to read "Jeffrey R. Emery".

Executive Director

## **Budget Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Englewood, Colorado** for the **Annual Budget** beginning **January 1, 2009**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

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

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

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January 1, 2010

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

We are pleased to submit the Budget for 2010. The annual budget serves as the foundation for the City's financial planning and control, and provides a comprehensive plan to provide high quality services to the Englewood community based upon conservative revenue estimates. The Budget was developed in accordance with State and Charter requirements and deadlines and is based on the *modified accrual method*.

## **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. This section also includes a description of the budget process, policies used in the budget development as well as a summary of significant policies and a listing of city-wide capital projects. The **Main Section** consists of a series of tabs that organize the budget by fund type; the governmental funds are presented first followed by the proprietary funds. A separate budget is prepared for each fund; some funds are further broken down by division providing outcome based goals/activity statements and, where applicable, performance indicators are provided. A description of on-going major revenue sources is provided by department, including the history and method of projecting future collections. The **Supplemental Information Section** includes other information of general interest and a glossary of terms.

## **Budget Elements**

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

## **Guidelines**

After discussing the 2009 forecast and the 2010 preliminary and revised budget projections with City Council on April 27, May 26, and June 8, 2009, the 2010 Budget expenditure guidelines were set to offset the impact of reduced revenue sources while maintaining fund balance and service levels. In order to balance revenue with expenditures (and maintain or increase fund balance), the overall expenditure budget increase for 2010 must be

## City of Englewood, Colorado 2010 Budget

held as close to zero as possible compared to the revised 2009 estimate. The following were the general guidelines for the 2010 Budget:

- Departmental budgets may not exceed the 2009 estimated levels without the City Manager's approval.
- Continue to review services and programs that may be eliminated, reduced, or privatized with minimal impact on the City's citizens.
- Explore tapping new revenue sources and review existing charges/fees that may be increased.
- No new programs or personnel may be added without the City Manager's approval.
- All vacant positions must not be filled without prior approval by the City Manager.
- No personal leave will be paid out in 2009 or 2010 for the Managerial/Supervisory/Confidential (MSC) and Department Head employee groups.
- Include salary increases based on market survey results, union contracts, and performance reviews for 2009. The three labor unions have agreed to a salary freeze for 2010; this also extends to the MSC and Department Head, the City Attorney and the City Manager.
- Budget amounts for health, dental, and other insurance premiums will be provided by Human Resources.
- Budget amounts for workers compensation premiums will be provided by Human Resources.
- Budget amounts for property and liability premiums will be provided by Human Resources.
- Required pension contributions will be determined by applicable actuarial studies (defined benefit) or pre-determined contribution levels (defined contribution).
- Capital expenditure requests are submitted separately for consideration in the Multiple Year Capital Plan.

### **“Green City” Initiatives**

The City Manager's Office (CMO) is coordinating staff efforts to continue energy efficiency and further develop a plan for implementing “Green City” initiatives. The City selected a State-approved private energy service company (ESCO) to perform a Technical Energy Audit. The selected ESCO will identify and evaluate energy-saving opportunities through this audit, recommend and install a package of improvements to be paid for through energy savings. The ESCO guarantees savings that meet or exceed annual payments to cover all project costs, usually over a contract term of 10-15 years.

While the CMO will coordinate the efforts of the “Green City” initiatives, this will be a collaborative program in which all departments participate. In addition to the energy assessment of City facilities, other efforts will include review of fleet practices, recycling efforts, and employee and community programs to achieve energy efficiencies.

### **Outcome Based Budget**

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

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

Each department identified outcomes they support by their activities and/or goals. Some departments have developed performance measures essential to evaluate efforts that achieve the desired outcomes and make good business decisions.

**Performance Measure Management** In order to monitor whether the City services and programs support the desired outcomes, City staff continues to identify and report on meaningful performance measures/indicators that provide objective data for the citizens, elected and City officials and department managers. City staff

## City of Englewood, Colorado 2010 Budget

reviews and analyzes the performance measurement data in conjunction with the results of the 2009 Citizen Survey to identify which measures best reflect the community's expectations.

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

### General Fund

The 2010 Budget identifies on-going challenges for the City. The 2010 Budget projects an imbalance between revenues and expenditures that negatively impacts the fund balance. This is a concern for the "out years" as forecasts project deficits due to expenditures growing faster than revenues.

Through extensive staff and Council review and input, we have been able to develop a budget that projects an unreserved/undesignated fund balance greater than ten (10) percent of revenues. This was accomplished by expenditure reductions, revenue increases, and one-time interfund transfers. The proposed General Fund unreserved/undesignated fund balance for 2009 is projected at 10.92 percent of revenues, and the proposed undesignated, reserve for 2010 is projected to be 10.07 percent.

The following highlights department changes for 2010:

- ◆ **Legislation** – The budget includes no new programs or services and delays the Citizen Survey to 2011.
- ◆ **City Manager's Office** – The budget provides for no new programs or services.
- ◆ **City Attorney's Office** – The budget consists of no new programs or services.
- ◆ **Municipal Court** – The budget incorporates no new programs or services.
- ◆ **Human Resources** – The budget accounts for no new programs or services.
- ◆ **Finance and Administrative Services** – The budget plans for the filling of a critical position held vacant during 2009.
- ◆ **Information Technology** – The budget contains no new programs or services.
- ◆ **Community Development** – The budget consists of no new programs or services.
- ◆ **Public Works** – The budget includes no new programs or services.
- ◆ **Police** – The budget provides for the COPS Grant.
- ◆ **Fire** – The budget remains at 2009 levels with no new programs or services.
- ◆ **Library Services** – The budget accounts for no new programs or services.
- ◆ **Parks and Recreation** – The budget incorporates no new programs or services. Program fee increases are scheduled.

The General Fund budget provides for no new programs or services and minimal impacts on existing programs. The budget provides for salary and wages at 2009 levels, employee benefit increases in medical and dental premiums at zero percent, anticipated fuel and energy rate increases and minimal increases for operating and maintenance costs.

**Estimated Revenue** Before interfund transfers, total General Fund revenue is projected at \$38,532,965 for 2010, an increase of 3.1 percent over the 2009 revenue estimate of \$37,368,239. Sales and use tax revenue, which comprise approximately 60 percent of General Fund revenues in 2010, is estimated at \$22,300,000, a 6.19 percent increase over estimated 2009 sales and use taxes, but similar to actual 2008 revenue. The sales and use tax estimate is based on historical collections data as well as information from the Community Development Department regarding new businesses anticipated to open or existing businesses expected close in 2009 and in 2010.

### **Other Revenue Budget Information**

- Property tax revenue is estimated at \$2,993,000 and \$3,046,000 for 2009 and 2010 respectively. This change is due to Arapahoe County's property assessment conducted in 2009. The next property assessment carried out by the Arapahoe County Assessor's Office is scheduled for 2011.

## City of Englewood, Colorado 2010 Budget

**Expenditure Appropriations** With 2010 revenues projected at \$38,532,965 and proposed expenditures of \$40,616,941, the unfavorable variance between revenues and expenditures is projected to be \$2,083,976.

**Net Transfers** No Transfers-Out from the General Fund are anticipated for 2010. The Transfers-In to the General Fund are estimated at \$1,844,433.

<u>General Fund Transfers-In Estimate</u>	
Public Improvement Fund	\$ 747,956
ServiCenter Fund	200,000
Capital Equipment Replacement Fund	446,477
Risk Management Fund	450,000
Total	<u>\$ 1,844,433</u>

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

- The inter-fund transfer from the Public Improvement Fund to the General Fund is \$747,956. This amount represents the annual debt service for the Brownfields Loan (\$100,063), the Selbe Lease (\$15,000), the Fire Trucks Lease (\$118,393) and the capital lease for various Police, Fire and General Government equipment (\$197,000). An amount of \$317,500 for General Fund operations will also be transferred.
- The ServiCenter Fund, Capital Equipment Replacement Fund and the Risk Management Fund will also transfer to the General Fund amounts in excess of required fund balance of \$200,000, \$446,477 and \$450,000 respectively.

The projected operating deficit for 2010 is \$239,543 which takes into account net transfers to the General Fund of \$1,844,433.

**Fund Balance** The General Fund's 2010 estimated fund balance is \$8,279,038. The fund balance consists of two components: the reserves and the unreserved/undesignated amounts.

**Fund Balance Reserves** The 2010 General Fund reserves as noted below total \$4,400,143.

- **Reserve for TABOR Emergencies** Emergency reserves have been provided for as required by Article X, Section 20 of the Constitution of the State of Colorado. The amount set aside for 2010 is \$1,290,000.
- **Reserve for Contractual provisions** The amount reserved for contractual provisions represents funds that are legally restricted under contractual commitments. The 2010 contractual amount for the Community Oriented Policing Services (COPS) Grant is \$298,512. The funding for this reserve is from the Long Term Asset Reserve.
- **Long Term Asset Reserve (LTAR)** The reserve represents funds from the sale, lease, or earnings from long-term assets. These funds should be used in a careful, judicious and strategic manner. The funds restricted in this account may only be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The 2010 estimated balance in LTAR is \$2,821,631. This amount does not take into account the lease agreement the Englewood/McLellan Reservoir Foundation (EMRF) entered into with a Tenant during the last quarter of 2009. The Tenant agrees to pay the EMRF Construction Rent in an annual amount of roughly \$214,000. The Construction Rent is paid until the Base Rent Start Date which is the earlier of the date the Tenant opens for business to the public or April 1, 2011. The Base Rent annual lease amount is approximately \$429,000. The amounts received by the EMRF from the Tenant will be transferred to the LTAR for Council designation and appropriation.

**Fund Balance Unreserved/Undesignated** The estimated 2010 General Fund unreserved/ undesignated fund balance is \$3.9 million or 10.07 percent of General Fund total revenue.

In order to mitigate for 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 need to closely monitor

## City of Englewood, Colorado 2010 Budget

expenditures and revenues to maintain the required 10 percent unreserved/undesignated fund balance. In addition, looking toward 2010 and beyond, the City needs to actively look for ways to reduce operating expenditures and take advantage of new sources of revenues, in order to limit the need for periodic transfers. While this will not be an easy task, it does provide the City with opportunities to develop and utilize new long term revenue sources and, perhaps, find innovative ways to deliver services to our citizens. Collectively, we will be able to meet the financial challenges of the future.

### Special Revenue Funds

- The Conservation Trust Fund will provide for parks, recreation and open space projects budgeted at \$488,000 for 2010.
- The Community Development Fund will continue to account for the Art Shuttle program. Funding will be shared between RTD and the City. The 2010 budget funding provides for \$107,000 from the Community Development Department's budget, which is approximately 1/3 of the total cost of the program with the balance paid by RTD.
- The Open Space Fund will provide for a variety of parks and open space projects totaling \$715,800 and the funding of one park maintenance position at \$60,955.
- Additional funds budgeted for and monitored by the City are the Malley Center Trust Fund and the Parks and Recreation Trust Fund.

### Debt Service Fund

- The General Obligation Bond Fund will provide debt service for existing debt that provided the funding for the expansion projects of the Englewood Recreation Center, the Malley Senior Recreation Center and the development of Pirates Cove.

### Capital Projects Funds

The General Fund will not have excess reserves to transfer funds to the Capital Projects Funds in 2010.

- The Capital Projects Fund will account for projects totaling \$255,676 and will transfer \$64,455 to the PIF.
- The Public Improvement Fund (PIF) will provide \$1.1 million for essential infrastructure maintenance projects and equipment. The PIF will also transfer \$747,956 to the General Fund.

### Enterprise Funds

- The Water Fund's 2010 budget includes the second of three annual rate increases. Resolution No. 78 of Series 2008 establishes the effective date for the rate increase of 7%, 7% and 6% as January 1, 2009, January 1, 2010 and January 1, 2011 respectively.
- The Sewer Fund's 2009 budget includes the second of three annual rate increases. Ordinance No. 71 of Series 2008 establishes the effective date for the rate increase of 8%, 8% and 8% as January 1, 2009, January 1, 2010 and January 1, 2011 respectively.
- No 2010 rate increase is anticipated for the Storm Water Drainage Fund services.
- The City's redeveloped golf course, Broken Tee Englewood has not included a fee increases in the 2010 budget.
- The Concrete Utility Fund's 2009 budget contains the first of two annual rate increases. Resolution 79 of Series 2008 establishes the effective date for the rate increase of 25.6% and 25.5% as January 1, 2009 and January 1, 2010 respectively. The rate increase schedule for 2010 has been delayed until 2011.

### Internal Service Funds

- The Central Services fund will provide printing and mail services for the City government at 2009 levels, adjusted for anticipated increases in energy/fuel costs.

## City of Englewood, Colorado 2010 Budget

The Public Works Director and the Deputy City Manager monitor the fleet size and usage on a regular basis. The fleet size will be adjusted to meet the City's needs. This in turn will hopefully result in cost savings of acquiring and maintaining the City's "rolling stock."

- The ServiCenter Fund is proposing a status quo operating budget for the City government's fleet maintenance services. In 2010, the ServiCenter Fund will transfer to the General Fund \$200,000 an amount in excess of required fund balance.
- The Capital Equipment Replacement Fund (CERF) is proposing a status quo budget adjusted for inflation for the City government's 2010 fleet replacement. The CERF will transfer \$446,477 to the General Fund in 2010.

City staff continues to find ways to negotiate lower insurance premiums for employee benefits as well as for City property.

- The Risk Management Fund has held the 2010 property and liability insurance and workers' compensation insurance premiums at 2009 levels for all Departments. The Risk Management Fund will make a one-time transfer of \$450,000 to the General Fund in 2010.
- The Employee Benefits Fund is expecting no increase in medical health and dental insurance premiums in 2010.

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

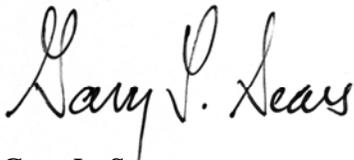
### Budget Award and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Englewood, Colorado for the **Annual Budget** beginning **January 1, 2009**. 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 the 2010 budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

I appreciate the considerable effort from the City Council and the department directors on the budget preparation. I believe City employees utilize creative and cost effective solutions to maintain the many high quality services and amenities our citizens enjoy at a very reasonable price. I would especially like to thank Deputy City Manager, Mike Flaherty and the staff of the Finance and Administrative Services Department for their work in the preparation and compilation of the 2010 budget.

Respectfully submitted,



Gary L. Sears  
City Manager

# **Introduction**

**City of Englewood, Colorado 2010 Budget  
Principal Officials**

**Elected Officials**

**City Council**

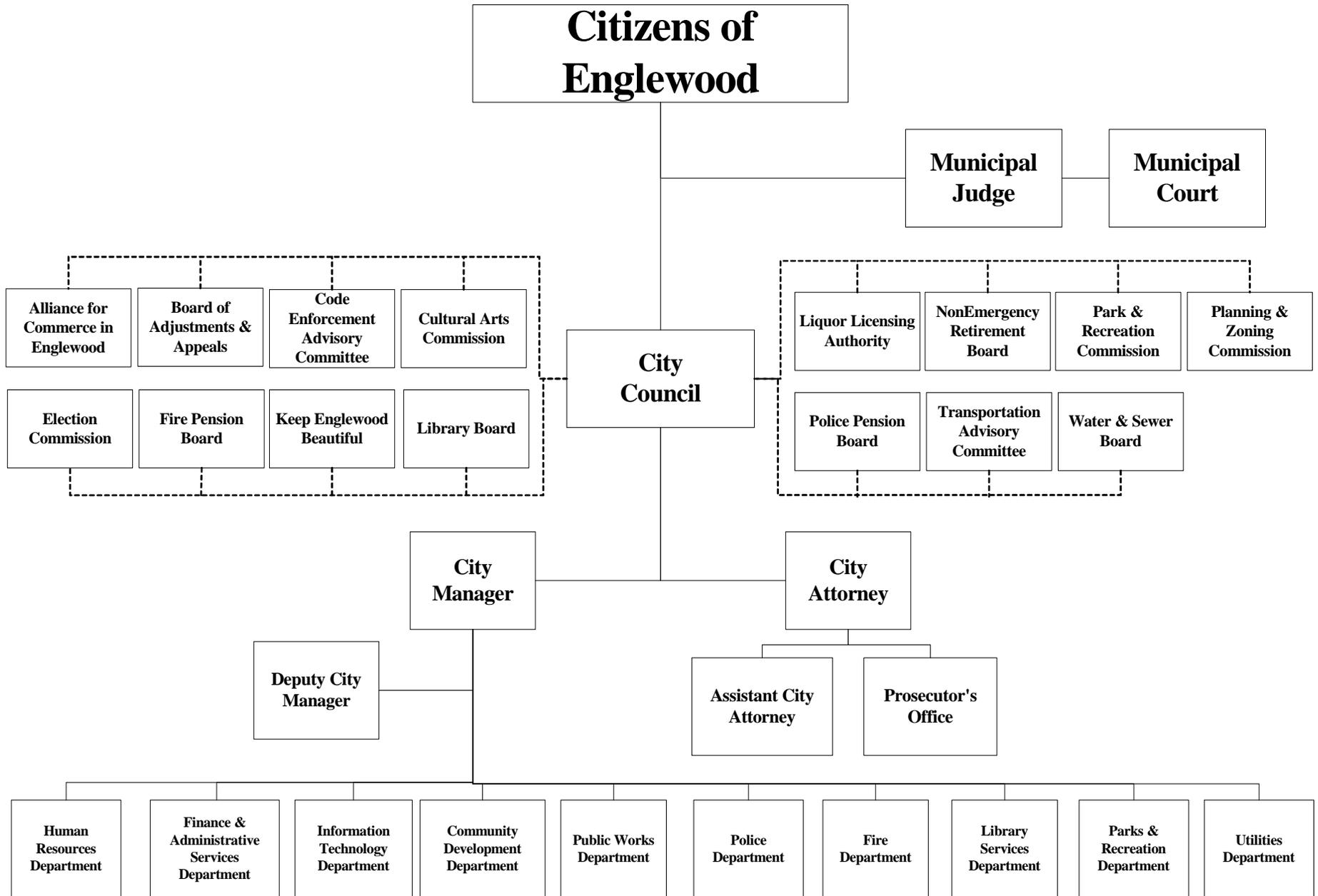
Mayor..... Jim Woodward, At-Large  
Mayor Pro-Tem ..... Jill Wilson, At-Large  
Council Member ..... Joe Jefferson, District 1  
Council Member ..... Linda Olson, District 2  
Council Member ..... Randy Penn, District 3  
Council Member ..... Rick Gillit, District 4  
Council Member ..... Bob McCaslin, At-Large

**Municipal Judge**..... Vincent Atencio

**City Officials**

City Manager..... Gary Sears  
Deputy City Manager..... Michael Flaherty  
City Attorney..... Daniel L. Brotzman  
Municipal Court Administrator..... Tamara Wolfe  
Human Resources Director ..... Susan Eaton  
Finance and Administrative Services Director ..... Frank Gryglewicz  
Information Technology Director ..... Jeff Konishi  
Community Development Director..... Alan White  
Public Works Director. .... Rick Kahm  
Police Chief ..... Tom Vandermee  
Fire Chief ..... Michael Pattarozzi  
Library Services Director..... Hank Long  
Parks and Recreation Director ..... Jerrell Black  
Utilities Director ..... Stewart Fonda

**City of Englewood, Colorado 2010 Budget  
Organizational Chart**



# City of Englewood, Colorado 2010 Budget

## Historic Overview

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

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

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

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

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

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

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

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

On March 7, 1968, Cinderella City, the largest shopping mall west of the Mississippi (at the time) opened for business in Englewood. Although the mall closed in 1997, CityCenter Englewood, built on the old Cinderella City site, is a 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 this statement about his work: "A tree grows and blooms with branches and leaves. In much the same manner a city branches out with streets and blooms with industry and homes. The circle represents order and protection. Just as a city is never perfect or complete, an imperfect "E" is contained in the mark. The logo's **green** color confirms life."

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

# City of Englewood, Colorado 2010 Budget

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

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

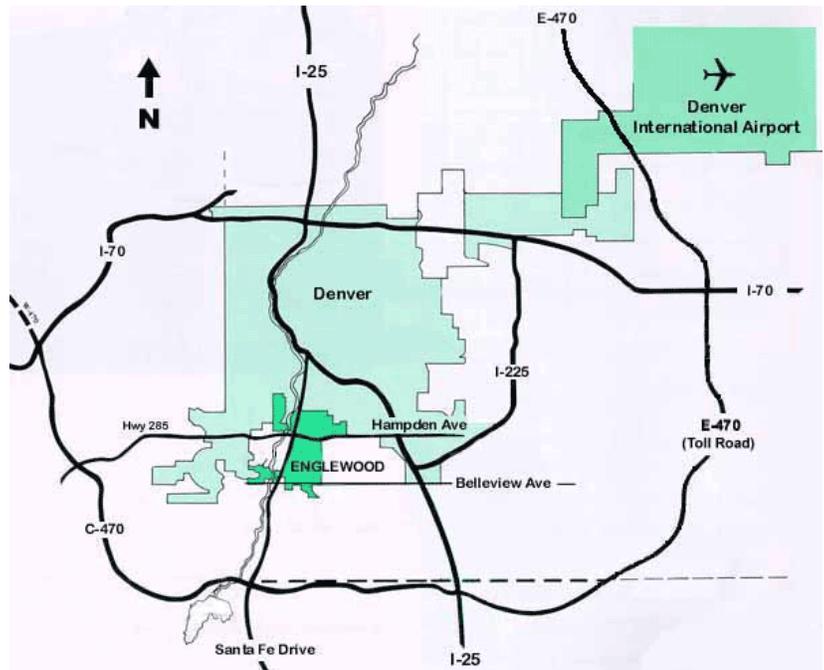
In addition to recreational opportunities, the City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets and other infrastructure, library services and general government services. The City operates and maintains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

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

Several boards and commissions, made up of council members, residents, local businesspeople, and others who are interested in their community, provide advisory support to City Council and staff in matters affecting the City. Members are interviewed and appointed by City Council, and provide guidance for many of Englewood's programs and services.

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

Englewood residents have direct light rail access to two college campuses. To the south, Arapahoe Community College offers comprehensive courses leading to both the Associate of Arts and the Associates of Science degrees. To the north, the Auraria campus is home to three colleges/universities: 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.



# City of Englewood, Colorado 2010 Budget

## At a Glance

Year of Incorporation .....	1903
Elevation above sea level .....	5,371ft (1,637m)
City Area in Square Miles (Square Kilometers).....	6.9 (17.871)
Population .....	32,191
Households.....	14,617
Housing Units.....	16,033
Median Age .....	36.2
Employment .....	25,407
Police Station.....	1
Fire Stations.....	3
<b>Englewood School District No. 1</b>	
Student Enrollment (K-12) .....	3,427
Early Childhood Schools .....	2
Elementary Schools .....	5
Middle Schools .....	2
High Schools.....	2
<b>Parks and Recreation Facilities</b>	
Broken Tee Golf Course (18-Hole, 9-Hole, Par 3 and Driving Range).....	1
Englewood Recreation Center (includes one in-door swimming pool).....	1
Malley Senior Recreation Center.....	1
Pirates Cove Aquatic Park (includes one out-door swimming pool).....	1
Parks.....	12
Dog Park .....	1
<b>Public Works</b>	
Miles of Streets .....	121.63
Miles of Alleys.....	39.5
Number of Bridges.....	14
<b>Water</b>	
Miles of Water Mains .....	155
Water Fee - first 400,000 gallons.....	\$3.11 per 1000 gallons
Water Fee - over 400,000 gallons.....	\$1.93 per 1000 gallons
<b>Wastewater</b>	
Miles of Sanitary Sewer Mains.....	530
Wastewater Fee.....	\$2.65 per 1000 gallons

### 2009 Property Tax Mill Levy (Payable in 2010)

City of Englewood	
Operations Basic Rate- General Fund	<b>5.880</b>
Debt Service-Debt Service Fund	<b>2.031</b>
Arapahoe County*	<b>15.609</b>
Urban Drainage & Flood Control District*	<b>0.591</b>
<b>Sub Total Mill Levy for all residents</b>	<b>24.111</b>
Valley Sanitation District*	<b>2.493</b>
Englewood School District No. 1*	<b>37.195</b>
Sheridan School District No. 2*	<b>37.794</b>
Littleton School District No. 6*	<b>46.650</b>
Cherry Creek School District No. 5*	<b>49.569</b>

### Sales Tax Rate Composition

City of Englewood	
City	<b>3.50%</b>
State	<b>2.90%</b>
Regional Transportation District	<b>1.00%</b>
Scientific & Cultural Facilities District	<b>0.10%</b>
Metropolitan Football Stadium District	<b>0.10%</b>
Arapahoe County Open Space	<b>0.25%</b>
<b>Total Sales Tax Rate</b>	<b>7.85%</b>

\* 2008 Mill Levy collected in 2009 is the latest number available at time of publication. The districts overlap the City's geographic boundaries. The rates for the various districts apply to property owners whose property is located within that district's geographic boundaries. **Source: Arapahoe County**

## City of Englewood, Colorado 2010 Budget

### Economic Outlook

**Colorado** The 2010 forecast is taken from the *2010 Colorado Business Economic Outlook* report prepared by the Business Research Division of the University of Colorado Leeds School of Business. The *2010 Colorado Business Economic Outlook* expects a slow economic recovery and anticipates continual contraction in the Colorado employment for 2010. “The effect of the national recession that began in December 2007 will be felt well beyond 2010.” The report provides that the Colorado’s economy will be directly affected by the following:

- The growth of the global and national economies.
- Whether Colorado will be one of the states leading the recovery--there are mixed reviews by the experts.
- Employment from renewable energy companies and its offset due to the pricing and policy decisions linked to traditional energy sources.
- Long-term investment opportunities in the housing and commercial markets continue to be an attractive alternative for investors.
- The additional decline in revenue sources for the State and local governments.
- Advanced technology will continue to play an integral and evolving role in the state.
- Once the country has recovered from the recession, the state will have a better idea if its intellectual firepower is sustainable.
- The projected population growth of above 1.5%, indicates that Colorado is still a popular place to live.

During this past decade (2000-2010), Colorado’s population increased by approximately 870,000 to almost 5.2 million and 117,900 workers were added to the job market. Unemployment is expected to rise to 8.1% or approximately two percentage points below the national level, which is projected to be in the 9.5% to 10.5% range. This upward trend in unemployment is expected to continue after total employment turns positive due to the estimated job growth not able to meet the demand of the increased numbers of individuals returning to the workforce and new entrants into the job market.

According to report, non-farm wage and salary is expected to decrease .1% in 2010. This represents a loss of approximately 3,200 jobs. This decline represents the eighth time since 1939 that Colorado has experienced a reduction in employment; three of those declines happened during this past decade (2000-2010).

Another noticeable change in the Colorado economy during this past decade is a shift from a goods-producing to a service-producing economy. At the start of 1990, approximately 16.5% of all employees were in the goods-producing sectors (Natural Resources and Mining, Construction and Manufacturing). By 2010, it is estimated that 12.5% Colorado workers will work in the good-producing industries. The goods-producing sector may expect a reduction of 13,300 workers in 2010. The majority of the losses will be felt by the Construction industry; Manufacturing will show a 10<sup>th</sup> consecutive annual loss, and the Natural Resources and Mining supersectors will show a slight decline. On the other hand, the service-producing sectors will add a net of 10,100 jobs. The Education and Health supersectors will gain 6,600 workers; while the Professional and Business Services industries will add 6,500 jobs.

Even though there are benefits with all types of jobs, loss of competitive advantage in innovation and thought leadership may arise due to the shift to a service-producing economy from a goods-producing economy. Goods-producing industries are often a product of “innovation and typically have higher wages, a larger supply chain, and a greater multiplier effect than service industries.”



**Metro Denver** The 2009 economic update for the Denver Metro Area is from the **September 2009 Economic and Revenue Forecast** report prepared by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research to the Colorado General Assembly. The report period is from January through July 2009. The Metro-Denver region accounts for 60% of the employment and consumer spending in the state. The economy has struggled through the first two quarters of 2009. Comparing the second quarter

## City of Englewood, Colorado 2010 Budget

of 2009 to the same period in 2008, employment and retail sales growth continue to be weaker, the unemployment rate is still rising, there is a significant decline in new housing starts and nonresidential construction has fallen.

Year-to-date through July 2009 nonfarm **employment** fell by 3.7%, compared to the .9% increase and the 2.2% increase for the years 2008 and 2007 respectively. The nonfarm job losses through July are in Manufacturing (-6.1%), Professional and Business Services (-5.8%), Wholesale Trade (-5.2%), Financial Activities (-5.0%), Retail Trade (-5.0%), Trade, Transportation and Utilities (-4.9%), Information (-4.6%), and Leisure and Hospitality (-3.7%). On the flip side, job growth was strongest in the education and health services sector and government sectors which grew by 3.5% and 1.4% respectively. The 2009 **unemployment** rate through July was 7.8% (slightly higher than the statewide average), compared to 4.9% and 3.8% for the years 2008 and 2007 respectively.

**Retail trade sales** for the Denver Metro area decreased 16% year to date through May 2009, with a comparative decrease of 1.0% for 2008 and 6.4% increase for 2007. The 2009 decline is slightly higher than the statewide average.

The **housing sector** is showing some signs of improvement even though the construction sector is not as favorable. According to the Metrolist data, metro area home sales increased 37.3% to 11,204 in the second quarter of 2009 compared with 8,159 in the first quarter. It is unclear the impact speculators have had on the home sales due to their investment in foreclosures and distressed properties. The Standard and Poor's Case-Schiller Home-Price Index provides that for the fourth consecutive month, metro area home prices rose in June 2009. However, home prices for June 2009 are down 3.6% compared with June 2008. Denver's housing market has outperformed the markets in many other cities nationwide during the last two years. Since the start of the recession, home prices in Denver have not fallen as sharply as they have nationwide.

**Englewood** A key characteristic of a City's economic profile is its base of primary employers. Primary employers are defined as companies that produce goods and services in excess of what can be consumed in the local marketplace. As this excess supply is sold to customers outside of the community, the result is a flow of new dollars into the community, effectively increasing the community's wealth. The 2009 Englewood Community Profile provides an analysis of the City's economy in terms of its employment base and shows that the top four employment sectors account for over 70% of all employment in the City.

### Englewood Employment Base

Industry	Employment	Employment as a % of Total	Businesses	Businesses as a % of Total	Average Annual Wage	Average Hourly Wage
Medical	5,455	21%	197	12%	\$50,959	\$24.50
Services	5,023	20%	565	33%	\$37,477	\$18.02
Construction	4,114	16%	261	15%	\$44,185	\$21.24
Manufacturing	3,431	14%	158	9%	\$40,666	\$19.55
Retail	2,811	11%	193	11%	\$31,017	\$14.91
Food & Entertainment	1,317	5%	90	5%	\$13,032	\$6.27
Government	681	3%	10	1%	\$30,867	\$14.84
All Other	2,575	10%	225	13%	\$44,541	\$21.41
<b>Total/Average</b>	<b>25,407</b>	<b>100%</b>	<b>1,699</b>	<b>100%</b>	<b>\$40,799</b>	<b>\$19.61</b>

*Sources: Colorado Department of Labor and Employment; Development Research Partners, 2006*

## City of Englewood, Colorado 2010 Budget

While the retail sector is only 11% of the total employment base, this sector accounts for approximately three quarters of the City's tax revenue. A preliminary void analysis of the City's retail sector indicates sales leakages in the following sales categories: building materials, apparel, furniture, restaurants and entertainment. Englewood will continue efforts to attract new retail establishments that fill in the City's retail mix gaps.

The City's 8.2 million square feet of industrial property makes up 34% of the southwest regional sub-market and accounts for 30% of the City's employment base. These industrial and office facilities are most attractive to smaller companies that often play a supporting role to the larger, dominant firms in an industry group.

Although industrial manufacturing will continue to be a key component in the City's economic structure, it is imperative that Englewood continue its efforts to redevelop key properties that attract new growth industries. The best prospects for attracting new industrial and commercial investment are in areas located near the City's existing and planned light rail transit stations which offer high speed connections to downtown Denver.

The medical sector employs 21% of the City employment base and provides the highest hourly and annual wages of all sectors. The City has experienced demand for specialized medical facilities and offices, as highly skilled medical professionals' desire proximity to the Swedish Medical Center and Craig Hospital. The City continues to explore the prospects for attracting related medical manufacturing and service companies to take advantage of proximity to the City's healthcare concentration.

**Sales and use tax** makes up approximately sixty percent of total General Fund revenue. Sales and use taxes are the most important (and volatile) revenue sources for the City. This tax is levied on the retail price of taxable goods. Sales/Use tax is calculated by multiplying the retail price of taxable goods times the sales/use tax rate of 3.5%. 2009 Sales and use tax revenue is down more than eleven percent (11.07 %) through November as compared to last year. Year to date sales and use tax revenue through November 2009 was \$19,055,369 compared to \$21,434,887 and \$20,623,567 for the same period in 2008 and 2007 respectively. November 2009 was the first month during the past twelve months to report positive receipts as compared to the November 2008. The estimate for Sales and Use Tax revenue for 2009 was revised to \$20.6 million from the original budget of \$23.6 million, a decrease of approximately 13%.

**Housing market** trends in Englewood are similar to that of Arapahoe County and the Denver Metro area. As provided by Community Development in the "Englewood Real Estate Report Quarter Three 2009" brochure, the median home price from the third quarter 2008 to the third quarter 2009 increased 1.5%. The chart below compares the third quarter of 2008 to the third quarter of 2009 and shows that the median home price raised to \$190,000 from \$187,250. The median single-family home price (attached and detached) in Englewood, Arapahoe County, and Metro Denver increased over-the-year for the second consecutive quarter in third quarter 2009. The increase from third quarter 2008 to third quarter 2009 was larger across Metro Denver (1.9%) than in Englewood (1.5%) or Arapahoe County (1.8%), but all of the markets continued to show signs of price recovery. The third quarter increase in the median price in Englewood followed a 3.7% over-the-year increase from second quarter 2008 to second quarter 2009. The increase in Arapahoe County was 4.2%, with no change in Metro Denver over the same period. Median single-family home prices in Englewood for the second and third quarters were the highest since fourth quarter 2008.

	Median Housing Prices								
	Englewood			Arapahoe County			Denver		
	\$	QTD %	YTD %	\$	QTD %	YTD %	\$	QTD %	YTD %
<b>3Q 2007</b>	<b>\$205,000</b>	<b>7.3%</b>	<b>-4.2%</b>	<b>\$213,500</b>	<b>1.7%</b>	<b>-2.5%</b>	<b>\$240,000</b>	<b>0.0%</b>	<b>-1.2%</b>
4Q 2007	\$199,000	-2.9%	-0.5%	\$187,500	-12.2%	-10.7%	\$217,500	-9.4%	-7.4%
1Q 2008	\$180,250	-9.4%	-7.2%	\$194,400	3.7%	-7.4%	\$209,900	-3.5%	-8.7%
2Q 2008	\$188,500	4.6%	-1.3%	\$190,000	-2.3%	-9.5%	\$214,900	2.4%	-10.5%
<b>3Q 2008</b>	<b>\$187,250</b>	<b>-0.7%</b>	<b>-8.7%</b>	<b>\$189,900</b>	<b>-0.1%</b>	<b>-11.1%</b>	<b>\$212,900</b>	<b>-0.9%</b>	<b>-11.3%</b>
4Q 2008	\$171,000	-8.7%	-14.1%	\$179,000	-5.7%	-4.5%	\$192,900	-9.4%	-11.3%
1Q 2009	\$170,000	-0.6%	-5.7%	\$177,150	-1.0%	-8.9%	\$182,900	-5.2%	-12.9%
2Q 2009	\$195,400	14.9%	3.7%	\$198,000	11.8%	4.2%	\$215,000	17.6%	0.0%
<b>3Q 2009</b>	<b>\$190,000</b>	<b>-2.8%</b>	<b>1.5%</b>	<b>\$193,400</b>	<b>-2.3%</b>	<b>1.8%</b>	<b>\$217,000</b>	<b>0.9%</b>	<b>1.9%</b>

## City of Englewood, Colorado 2010 Budget

Single-family home sales in the City of Englewood, including attached and detached units, continued the decreasing trend that began following the third quarter 2004 when sales peaked at 231 sales. The chart below shows that sales in Englewood decreased 5.3% from second quarter 2009 to third quarter 2009 and fell 12.3% from third quarter 2008 to third quarter 2009. Sales in Arapahoe County and Metro Denver also declined from second quarter 2009 to third quarter 2009. Sales in Metro Denver in third quarter 2009 were roughly 60% of their peak of 20,114 sales in third quarter 2004. In the second and third quarters, over-the-year declines in sales have accompanied over-the-year median price increases. The visible increases from first quarter to second quarter reflect a typical seasonal pattern. The current price increases may be due to a change in the mix and quantity of homes on the market as opposed to more robust demand. However, there are many factors aimed at luring more buyers into the market including low interest rates and the first-time homebuyer tax credit. The hope is that buyers will respond to these incentives and purchase more homes and potentially firm up prices.

### Housing Sales

	Englewood			Arapahoe County			Denver		
	#	QTD %	YTD %	#	QTD %	YTD %	#	QTD %	YTD %
<b>3Q 2007</b>	<b>135</b>	<b>-8%</b>	<b>-13%</b>	<b>2,899</b>	<b>-8%</b>	<b>-3%</b>	<b>15,253</b>	<b>-1%</b>	<b>-1%</b>
4Q 2007	109	-19%	12%	2,172	-25%	-3%	10,853	-29%	-5%
1Q 2008	68	-38%	-21%	1,950	-10%	1%	8,901	-18%	-11%
2Q 2008	113	66%	-23%	2,833	45%	-10%	13,705	54%	-11%
<b>3Q 2008</b>	<b>122</b>	<b>8%</b>	<b>-10%</b>	<b>2,948</b>	<b>4%</b>	<b>2%</b>	<b>14,124</b>	<b>3%</b>	<b>-7%</b>
4Q 2008	101	-17%	-7%	2,212	-25%	2%	10,756	-24%	-1%
1Q 2009	61	-40%	-10%	1,750	-21%	-10%	7,479	-30%	-16%
2Q 2009	113	85%	0%	2,227	27%	-21%	11,230	50%	-18%
<b>3Q 2009</b>	<b>107</b>	<b>-5%</b>	<b>-12%</b>	<b>2,138</b>	<b>-4%</b>	<b>-27%</b>	<b>11,867</b>	<b>6%</b>	<b>-16%</b>

Comparing the third quarter to the second quarter of 2009, the following chart depicts an eight percent increase in average monthly apartment rental amounts to \$845 from \$784. The vacancy rate for the same period increased from 8.4% to 13.7%.

### Average Monthly Apartment Lease Payment Amounts and Vacancy Rates

	Englewood			Arapahoe County			Denver		
	Amount	%	Rate	Amount	%	Rate	Amount	%	Rate
<b>3Q 2007</b>	<b>\$ 831</b>		<b>5.5</b>	<b>NA</b>		<b>5.0</b>	<b>NA</b>		<b>5.3</b>
4Q 2007	\$ 823	-1.0%	5.4	\$ 814		6.0	\$ 860		6.1
1Q 2008	\$ 808	-1.8%	5.1	\$ 827	1.6%	6.5	\$ 861	0.1%	5.9
2Q 2008	\$ 818	1.2%	4.4	\$ 838	1.3%	5.9	\$ 886	2.9%	6.2
<b>3Q 2008</b>	<b>\$ 824</b>	<b>0.7%</b>	<b>5.1</b>	<b>\$ 851</b>	<b>1.6%</b>	<b>6.9</b>	<b>\$ 892</b>	<b>0.7%</b>	<b>6.5</b>
4Q 2008	\$ 818	-0.7%	7.4	\$ 865	1.6%	8.3	\$ 889	-0.3%	7.9
1Q 2009	\$ 805	-1.6%	7.4	\$ 859	-0.7%	9.7	\$ 882	-0.8%	8.4
2Q 2009	\$ 784	-2.6%	8.4	\$ 828	-3.6%	10.7	\$ 870	-1.4%	9.0
<b>3Q 2009</b>	<b>\$ 845</b>	<b>7.8%</b>	<b>13.7</b>	<b>\$ 862</b>	<b>4.1%</b>	<b>8.5</b>	<b>\$ 881</b>	<b>1.3%</b>	<b>7.4</b>

### Development / Redevelopment Projects

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.

- **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 has negotiated to locate a light rail station on the site as part of FasTracks by early 2017. Douglas County supports a transit oriented

## City of Englewood, Colorado 2010 Budget

development at this location. Sale of this property to RTD was completed in early 2008. The City negotiated a long-term lease with a tenant during the last quarter of 2009. 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.

- **Burt Automotive** - Burt Automotive sold the Toyota and Subaru dealerships and accompanying property to Groove Automotive. At this time, Groove has no specific plans for a major expansion or remodel project.
- **Swedish Medical Center/HealthONE / Old Hampden Corridor** - Swedish Medical Center/HealthONE commenced a renovation and expansion project in 2007. 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.
- **Masons Square (3500 South Sherman Street)** - The Masonic Lodge plans to demolish and replace its building. This project is currently on hold.
- **Englewood Housing Authority Senior Housing (S. Pennsylvania & US 285)** - The Englewood Housing Authority to construct a 57,000 square foot building containing 62 apartments for seniors. The five story structure with parking on the first floor and additional parking located on the west side of Pennsylvania Street. Construction began during the fall of 2007 and was completed in December 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. This multi-phased project is currently on hold.
- **Flood Middle School (3650 South Broadway)** - The Englewood School District is seeking development proposals for the 4.45 acre Flood Middle School property. The development property is adjacent to Englewood Colorado's historic downtown and Swedish/Craig Medical complex. Development of the entire property is preferred, however, development proposals that utilize part of the property will be considered. For additional information on the proposed development, please visit [www.EnglewoodSchools.org](http://www.EnglewoodSchools.org).

**City of Englewood, Colorado 2010 Budget**  
**Surveys, Performance Measurement Management and Outcomes**

**2009 Citizen Survey**

The Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics. The Citizen Survey was administered by the National Research Center, Inc. The Citizen Survey was last completed in 2007. The survey results are available on the City’s website [www.Englewoodgov.org](http://www.Englewoodgov.org). *The responses from Englewood's 2009 Citizen Survey identify Englewood's strengths as well as its challenges.*

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

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

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

**Performance Measurement Management**

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

**Outcomes Outlined**

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

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

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

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

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

◆ **Promote asset management**

- |  |   |
|--|---|
| ◆ Maintain replacement schedules             | ◆ Consistent approach to repair and replacement                             |
| ◆ Build capital reserves when times are good | ◆ Proactive maintenance programs that maintains appropriate staffing levels |
| ◆ Continue funding sinking funds             | ◆ Maintain facilities   |
| ◆ Create sinking fund for IT assets          | ◆ Curb/gutter repair programs   |
| ◆ Overall plan for managing our assets       | ◆ Infrastructure acquisition  |

◆ **Pursue funding options**

- |   |                                     |
|---|-------------------------------------|
| ◆ Full utilization of grant opportunities | ◆ Enhanced franchise fee revenues   |
| ◆ Leverage all available funds            | ◆ Appropriate fee and tax structure |

# City of Englewood, Colorado 2010 Budget

## *A City that provides and maintains quality infrastructure*

### ◆ **Technology deployment and utilization**

- ◆ Add technology infrastructure to the definition of City infrastructure
- ◆ Better usage of technology for managing assets

## *A safe, clean, healthy, and attractive City*

### ◆ **Provide appropriate public safety resources to meet community expectations.**

- ◆ Crime/Fire Analysis
  - Integrated GIS for response/analysis
  - Easy access to data/statistics
  - Inter-jurisdictional data sharing
  - Analysis of 911 call data
  - Technology training
- ◆ Reinforce community policing philosophy
- ◆ Staffing levels based on standards
- ◆ Officers in schools
- ◆ Fair and responsive court system
  - Fair and responsive to community concerns
  - Youth diversion program
- ◆ Continuity of government
  - City-wide disaster planning
  - Emergency response training

### ◆ **Encourage healthy citizens and environment**

- ◆ Invest in public facilities and land areas promoting healthy lifestyles: Pirates Cove, Englewood Recreation Center, Malley Senior Recreation Center, Golf Course, Parks and Open Space
- ◆ Health and wellness activities
- ◆ Recreation programming
- ◆ Bike lanes
- ◆ Safe water and wastewater
- ◆ Safe streets
- ◆ Expand recreation and cultural events

### ◆ **Improve transportation safety and choices**

- ◆ Traffic management based on regional standards
- ◆ Traffic enforcement
- ◆ State of the art traffic control
- ◆ Light rail
- ◆ Traffic calming
- ◆ Sidewalks

### ◆ **Provide consistent code enforcement response**

- ◆ Establish standards for response
- ◆ Pursue additional web content
- ◆ Hold home maintenance courses
- ◆ Reduce nuisance complaints
- ◆ Improve home maintenance
- ◆ Enforce Codes

### ◆ **Promote residential and commercial beautification**

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

## *A progressive City that provides responsive and cost efficient services*

### ◆ **Provide accessible government**

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

### ◆ **Responsive to needs of citizens**

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

### ◆ **Hire and retain well trained and productive staff**

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

### ◆ **Monitor and adjust as needed work processes**

## City of Englewood, Colorado 2010 Budget

### *A progressive City that provides responsive and cost efficient services*

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

#### ◆ **Encourage and promote citizen volunteerism**

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

### *A City that is business friendly and economically diverse*

#### ◆ **Outreach to businesses**

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

#### ◆ **Provide economic development tools and data collection**

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

#### ◆ **Promote redevelopment**

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

#### ◆ **Develop beneficial branding for the community**

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

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

#### ◆ **Enhance library, recreation and entertainment opportunities**

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

#### ◆ **Identify funding options**

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

# City of Englewood, Colorado 2010 Budget

## Budget Process

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

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

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

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

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

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

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

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

The 2009 Budget, Appropriation and Mill Levy ordinances were introduced on first reading (October 5, 2009) and read and passed on final reading (October 19, 2009).

<b>Ordinance No.</b>	<b>Ordinance Title Series of 2009</b>
44	An Ordinance fixing the tax levy in mills upon each dollar of the assessed valuation of all taxable property within the City of Englewood, Colorado
45	An Ordinance adopting the budget of the City of Englewood, Colorado, for the fiscal year 2010.
46	An Ordinance appropriating monies for all municipal purposes in the City of Englewood, Colorado, for the fiscal year beginning January 1, 2010, and ending December 31, 2010, constituting what is termed the annual appropriation bill for the fiscal year 2010.

# City of Englewood, Colorado 2010 Budget

## 2010 BUDGET CALENDAR

Save the Date	Task	Responsible Department
February-March 6, 2009	Meet as needed with Departments to Discuss the 2008 ICMA Survey and Department Performance Measures for 2010 Budget	Participating Departments
January - April, 2009	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
February, 2009	Begin Updating Department Service Enhancement Forms	All Departments
April 27, 2009	City Council and Executive Management Staff Budget Workshop	All Departments
Week of May 11, 2009	Distribute Divisional Budget workbooks, budget pages in network folders.	FAS
Week of May 11, 2009	Budget Training on Completing the Excel Budget Workbooks and the Word Budget Pages	FAS
June 19, 2009	Information Technology Service Enhancement related forms due to IT Director	All Departments
July 6, 2009	Service Enhancement forms returned to Revenue and Budget Office	All Departments
July 6, 2009	Departments submit proposed budgets and Divisional Budget pages to Budget Office.	All Departments
July 27, 2009	Study Session-6 month update revenue, expenditures	FAS
Week of August 3, 2009 and Week of August 10, 2009	Departments review budgets workbooks and budget pages with CMO	All Departments
August 24, 2009	CMO finalizes PROPOSED BUDGET	CMO/FAS
August 31, 2009	Finalize Budget Pages for Proposed Budget	All Departments
Aug - Sep 7, 2009	Proposed Budget document prepared, Budget-in-Brief prepared. Provide City Attorney's Office DRAFT Ordinances for Budget, Appropriation and Mill Levy	FAS
<b><i>September 10, 2009 (Council's Packet)</i></b>	<b><i>Proposed budget to Council</i></b> (legally required by September 15 - EMC Article X Part I Budget §82)	<b><i>FAS</i></b>
<b><i>September 4, 2009</i></b>	<b><i>Publish on Official City Website the time &amp; place of Budget Hearing</i></b> (EMC Article X Part I Budget §87)	<b><i>FAS</i></b>
<b><i>September 4, 11 and 18, 2009</i></b>	<b><i>Publish in the Herald the time &amp; place of Budget Hearing</i></b> (EMC Article X Part I Budget §87)	<b><i>FAS</i></b>
<b><i>September 21, 2009</i></b>	<b><i>Public Hearing</i></b> (EMC Article X Part I Budget §87)	<b><i>CMO</i></b>
September 26, 2009	Budget Workshop	All Departments
Oct 1 - Dec 31, 2009	Produce and Distribute Budget Document (including the Colorado Department of Local Government)	FAS
October 5, 2009	Introduce bills for ordinances-Mill Levy, Budget and Appropriations	FAS
October 19, 2009	Second Reading	FAS
Dec 8, 2009	Final Assessed Valuation from Arapahoe County	FAS
Dec 15, 2009	Certify Mill Levy to Arapahoe County	FAS

CMO – City Manager’s Office

FAS – Finance and Administrative Services

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

# City of Englewood, Colorado 2010 Budget

## Summary of Significant Policies

### Budget Policies

The preparation and submission of the City's Budget adheres to the provisions of the Local Government Budget Law of Colorado as described in Colorado Revised Statutes (CRS) section 29-1-103 and the City's Home-Rule Charter (Charter) as outlined in 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 revenue and fund balance.*

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

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

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

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

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

### Measurement Focus, Basis of Budget

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

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

### Use of estimates

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

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.

## City of Englewood, Colorado 2010 Budget

- 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 on a cost-reimbursement basis for printing fees, vehicle use and maintenance fees, capital replacement fees, and insurance provided to other City departments.

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

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

## City of Englewood, Colorado 2010 Budget

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 premiums and related 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.

## City of Englewood, Colorado 2010 Budget

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

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

### **Encumbrances**

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

### **Financial Policies**

#### **Fiscal Management**

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

#### **Reserves**

Reserves are restrictions of net assets or fund balance (total assets less total liabilities) by creditors, grantors, contributors, or laws or regulations of other governments or imposed by law through constitutional provision or enabling legislation. Pursuant to the City Charter, the net assets of the City's utilities: water, sewer, storm drainage and concrete, are entirely restricted to their own purpose.

Unrestricted Net Assets or fund balance represents assets that do not have any third party limitations on their use. While City management may have categorized and segmented portions for various purposes, the City Council has the unrestricted authority to revisit or alter these managerial decisions.

## City of Englewood, Colorado 2010 Budget

In the fund financial statements, governmental funds report reservation of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

**Reserve for TABOR Emergencies** Emergency reserves have been provided for as required by Article X, Section 20 of the Constitution of the State of Colorado.

**Reserve for Debt service** The reserve for debt service represents the portion of fund balance that is legally restricted to payment of principal and interest on long-term debt maturing in future years.

**Reserve for Contractual provisions** The amount reserved for contractual provisions represents funds that are legally restricted under contractual commitments.

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

### **Tax, Spending and Debt Limitations**

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

Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving fewer than 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 qualify for this exclusion.

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

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

TABOR requires local governments to establish Emergency Reserves. These reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases.

### **Debt Capacity**

The entire section (Section 104) of the City's Home Rule Charter establishes the following debt margin:

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

## City of Englewood, Colorado 2010 Budget

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.

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

### Debt Service Requirement Schedules for All Funds

Year	<i>Governmental Funds</i>		<i>Proprietary Funds</i>				<i>All Funds</i>
	General Fund	Debt Service Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Golf Course Fund	Total
2010	\$ 1,800,212	\$ 1,092,895	\$ 1,476,249	\$ 5,259,257	\$ 136,343	\$ 215,245	\$ 9,980,201
2011	\$ 1,803,450	\$ 1,078,647	\$ 1,474,163	\$ 5,267,951	\$ 137,818	\$ 212,605	\$ 9,974,634
2012	\$ 1,699,890	\$ 1,098,635	\$ 1,474,650	\$ 5,001,959	\$ 133,977	\$ 214,815	\$ 9,623,926
2013	\$ 1,699,018	\$ 1,096,838	\$ 1,480,623	\$ 4,322,416	\$ 135,057	\$ 216,663	\$ 8,950,615
2014	\$ 1,694,956	\$ 1,093,525	\$ 1,467,824	\$ 4,320,799	\$ 135,807	\$ 293,162	\$ 9,006,073
2015	\$ 1,695,381	\$ 1,098,400	\$ 1,478,309	\$ 4,322,932	\$ 136,217	\$ 290,512	\$ 9,021,751
2016	\$ 1,692,612	\$ 1,095,800	\$ 1,472,449	\$ 4,318,315	\$ 136,325	\$ 291,600	\$ 9,007,101
2017	\$ 1,692,706	\$ 1,101,257	\$ 1,465,783	\$ 4,279,155	\$ 136,125	\$ 292,112	\$ 8,967,138
2018	\$ 1,575,650	\$ 1,094,280	\$ 1,188,812	\$ 4,282,658	\$ 135,612	\$ 292,050	\$ 8,569,062
2019	\$ 1,574,513	\$ 1,100,272	\$ 347,859	\$ 4,280,286	\$ 134,782	\$ 291,413	\$ 7,729,125
2020	\$ 1,566,012	\$ 1,098,468	\$ 496,980	\$ 4,280,259	\$ 133,630	\$ 290,200	\$ 7,865,549
2021	\$ 1,569,925	\$ 1,094,127	\$ 496,814	\$ 4,282,410	\$ 137,150	\$ 292,900	\$ 7,873,326
2022	\$ 1,570,912	\$ 1,092,550	\$ 500,735	\$ 4,281,222	\$ -	\$ 294,700	\$ 7,740,119
2023	\$ 1,564,087	\$ 618,025	\$ 498,729	\$ 4,282,045	\$ -	\$ 290,600	\$ 7,253,486
2024	\$ 15,000	\$ -	\$ 490,973	\$ 4,279,360	\$ -	\$ 545,900	\$ 5,331,233
2025	\$ 15,000	\$ -	\$ 497,323	\$ 4,280,795	\$ -	\$ -	\$ 4,793,118
2026	\$ 15,000	\$ -	\$ 273,098	\$ -	\$ -	\$ -	\$ 288,098
2027	\$ 15,000	\$ -	\$ 488,480	\$ -	\$ -	\$ -	\$ 503,480
2028	\$ 15,000	\$ -	\$ 492,838	\$ -	\$ -	\$ -	\$ 507,838
2029	\$ 15,000	\$ -	\$ 491,100	\$ -	\$ -	\$ -	\$ 506,100
2030-2065	\$ 526,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 526,250
Total	\$ 23,815,574	\$ 14,853,719	\$ 18,053,791	\$ 71,341,819	\$ 1,628,843	\$ 4,324,477	\$ 134,018,223

### 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

## City of Englewood, Colorado 2010 Budget

### Custodial credit risk – deposits:

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

## City of Englewood, Colorado 2010 Budget

### **Property, Liability and Workers' Compensation**

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

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

#### **Colorado Intergovernmental Risk Sharing Agency (CIRSA)**

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

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

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

### **Employee Health Benefits**

#### **Medical, accidental death and disability and life insurance**

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

#### **Dental insurance**

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

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

### **Capital Investment**

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

## City of Englewood, Colorado 2010 Budget

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

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

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

### Infrastructure:

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

### **Equipment and Vehicles**

The City accounts for the replacement of capital equipment and vehicles in its Capital Equipment Replacement Fund (CERF). Equipment replacement is based on its average useful life. A vehicle must achieve its average useful life and have 40,000 miles or 4,000 hours of use before it is replaced. Administrative vehicles must have 60,000 miles. If a vehicle has over 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, in part determine how capital assets are acquired.

**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.

## City of Englewood, Colorado 2010 Budget

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

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

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

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

- 1) Provide an economically viable environment that builds and maintains a diverse base of businesses.
  - Actively engage in outreach activities to retain and assist existing businesses.
  - Actively engage in expanding existing Englewood businesses and attracting new businesses to the City.
  - Create a balance mix of businesses that complement each other.
- 2) Build, attract and retain a quality workforce.
  - Foster job education and training opportunities to enhance the skill level of Englewood's labor force.
  - Create and maintain workforce housing meeting the needs of both employers and employees.
  - Focus business attraction efforts towards employers providing a living wage.
- 3) Promote economic growth by building on Englewood's strong sense of community image, identity and quality of life.
  - Promote and enhance educational, recreational, cultural and civic amenities and activities.
  - Provide a safe, healthy and attractive business environment.
  - Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.
  - Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas and other communities.
- 4) Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.
  - Continue to provide a high level of critical public services including water, wastewater, public safety and various other municipal services.
  - Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.
  - Support the development of technology infrastructure to enhance Englewood's business community.
- 5) Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.
  - Encourage the development of mixed-use projects in order to achieve a vibrant community.
  - Increase the value and appeal of Englewood's retail and industrial corridors in order to stimulate economic growth.
  - Facilitate the improvement of the commercial and industrial building stock.

## City of Englewood, Colorado 2010 Budget

**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.

**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-

## City of Englewood, Colorado 2010 Budget

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

The table on the following page summarizes the capital projects and acquisitions requested for 2010 through 2014. The amounts listed in 2010 are the only approved items in the MYCP. The "out" years are informational and are subject to change, approval and appropriation for the specified year.

**City of Englewood, Colorado 2010 Budget**  
**Multi-Year Capital Plan – All Funds**  
**Summary Schedule**

	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
<b>Governmental Funds</b>						
<i>Special Revenue Funds</i>						
Conservation Trust Fund	488,000	556,500	187,500	102,500	112,500	1,447,000
Open Space Fund	776,755	533,000	289,000	329,000	290,000	2,217,755
<i>Capital Projects Funds</i>						
Public Improvement Fund	1,846,956	2,063,456	1,813,393	1,803,393	330,393	7,857,591
Capital Projects Fund	255,676	1,233,537	1,193,949	294,540	167,237	3,144,940
Governmental Funds Total	3,367,387	4,386,493	3,483,842	2,529,433	900,130	14,667,286
<b>Proprietary Funds</b>						
<i>Enterprise Funds</i>						
Water Fund	2,639,550	1,250,000	3,750,000	250,000	-	7,889,550
Sewer Fund	953,500	1,100,000	970,000	1,100,000	100,000	4,223,500
Storm Water Drainage Fund	100,000	100,000	100,000	100,000	-	400,000
Golf Course Fund	276,020	508,760	168,858	225,802	153,054	1,332,494
Concrete Utility Fund	338,979	-	-	-	-	338,979
<i>Internal Service Funds</i>						
Central Services	13,766	-	-	-	-	13,766
ServiCenter Fund	53,000	117,000	-	-	-	170,000
Capital Equipment Replacement Fund	661,304	-	-	-	-	661,304
Proprietary Funds Total	5,036,119	3,075,760	4,988,858	1,675,802	253,054	15,029,593
All Funds Total	8,403,506	7,462,253	8,472,700	4,205,235	1,153,184	29,696,879

The following pages list budgeted acquisitions and projects by fund, with projected expenditure requests through 2014. The items listed in 2010 are the only approved items in the MYCP. The “out” years are informational and are subject to change, approval and appropriation for the specified year. The key for abbreviations used in this section is as follows:

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

## City of Englewood, Colorado 2010 Budget

### SPECIAL REVENUE FUNDS

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

#### Conservation Trust Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PR	Contingency	75,000	75,000	75,000	75,000	75,000	375,000
PR	erc cabinets replace	-	8,000	-	-	-	8,000
PR	ERC guard chairs	4,500	-	-	-	-	4,500
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 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 track surface	-	75,000	-	-	-	75,000
PR	farm improvements	10,000	-	-	-	-	10,000
PR	malley ballroom acoustic tile	9,000	-	-	-	-	9,000
PR	Jpirates Cove diamond brite-pool floor	-	50,000	-	-	-	50,000
PR	PC paint river	-	10,000	-	-	-	10,000
PR	Master Plan Implementation	75,000	-	-	-	-	75,000
PR	Pirates Cove expansion fund	200,000	200,000	-	-	-	400,000
PR	ERC Security Camera System	15,000	-	-	-	-	15,000
PR	Pirates Cove expansion plan	50,000	100,000	-	-	-	150,000
PR	Train Track Repair	20,000	-	10,000	-	10,000	40,000
	<b>Totals</b>	<b>488,000</b>	<b>556,500</b>	<b>187,500</b>	<b>102,500</b>	<b>112,500</b>	<b>1,447,000</b>

#### Open Space Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PR	Tree replacement program	-	10,000	-	-	-	10,000
PR	Orphan Parcel matching funds	24,800	-	-	-	-	24,800
PR	Parks flowerbed program	17,000	18,000	19,000	19,000	20,000	93,000
PR	Open Space land bank	50,000	100,000	100,000	100,000	100,000	450,000
PR	Parks landscape improvements	50,000	50,000	50,000	50,000	50,000	250,000
PR	Tennis/Basketball Court Renovations	-	40,000	-	40,000	-	80,000
PR	Aerial Bucket Trailer	-	30,000	-	-	-	30,000
PR	Belleview maintenance building	-	100,000	-	-	-	100,000
PR	Boom truck	70,000	-	-	-	-	70,000
PR	Brent Mayne Field lights	250,000	-	-	-	-	250,000
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	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
PR	Contingency	25,000	25,000	25,000	25,000	25,000	125,000
PR	Duncan Park Purchase	100,000	-	-	-	-	100,000
PR	Riverside Park Architectural	-	50,000	-	-	-	50,000
	<b>Totals</b>	<b>776,755</b>	<b>533,000</b>	<b>289,000</b>	<b>329,000</b>	<b>290,000</b>	<b>2,217,755</b>

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

## City of Englewood, Colorado 2010 Budget

### CAPITAL PROJECTS FUNDS

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

#### Public Improvement Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
FAS	Transfer to General Fund-Debt Service	747,956	430,456	330,393	330,393	330,393	2,169,591
PR	Pirates Cove expansion fund	-	150,000	-	-	-	150,000
PW	Miscellaneous Infrastructure Repairs	-	25,000	25,000	25,000	-	75,000
PW	Road and Bridge	630,000	850,000	850,000	850,000	-	3,180,000
PW	Concrete Program-Handicap ramp construction	-	50,000	50,000	50,000	-	150,000
PW	Concrete Utility-City's share of Utility	224,000	268,000	268,000	268,000	-	1,028,000
PW	GIS Enhancement Project	-	10,000	10,000	10,000	-	30,000
PW	ISTEA Design	-	5,000	5,000	5,000	-	15,000
PW	Pavement Management System-PMS data entry/software	-	10,000	10,000	10,000	-	30,000
PW	Sidewalks-Missing Links	-	20,000	20,000	20,000	-	60,000
PW	Bridge Repairs	70,000	10,000	10,000	-	-	90,000
PW	Transportation Action Plan	-	10,000	10,000	10,000	-	30,000
PW	Transportation System Upgrade	175,000	225,000	225,000	225,000	-	850,000
	<b>Totals</b>	<b>1,846,956</b>	<b>2,063,456</b>	<b>1,813,393</b>	<b>1,803,393</b>	<b>330,393</b>	<b>7,857,591</b>

#### Capital Projects Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
FAS	Financial & HR System	33,075	34,729	36,465	38,288	-	142,557
FAS	1% Art in Public Places	2,531	12,213	11,821	2,916	1,656	31,138
Fire	Hazardous Materials Monitoring Equipment	-	1,000	1,000	1,000	1,000	4,000
Fire	Mobile Data Terminal System Upgrades	-	9,213	9,213	9,213	9,213	36,852
Fire	One Touch Dispatching	-	2,000	2,000	2,000	2,000	8,000
Fire	Exhaust Extraction System	-	8,000	8,000	8,000	8,000	32,000
IT	Network Development	125,600	195,000	315,000	-	-	635,600
IT	Telecommunications Systems	-	15,000	15,000	-	-	30,000
IT	Financial & HR System	-	55,000	30,000	-	-	85,000
IT	Library System	-	32,000	17,000	-	-	49,000
IT	Court System	-	30,000	15,000	-	-	45,000
IT	Permit Tracking System	-	15,000	30,000	-	-	45,000
IT	Web Page Development & Expansion	-	19,000	-	-	-	19,000
IT	Departmental PC Replacement	-	60,000	180,000	-	-	240,000
IT	EDMS - Automated Archival & Retrieval System	-	60,000	30,000	-	-	90,000
IT	Automated Land Based (GIS) System	-	115,000	88,000	-	-	203,000
IT	Software - Microsoft	-	43,221	43,221	-	-	86,441
IT	Software - Microsoft Office	-	42,407	42,407	-	-	84,813
IT	Websense, Helpdesk, Smartnet	-	26,864	26,864	26,864	26,864	107,455
Police	Radio CERF	-	30,000	30,000	30,000	-	90,000
Police	Computer Assist Dispatch/MIS System	-	30,000	30,000	30,000	-	90,000
Police	Furniture Replacement	-	10,000	10,000	10,000	-	30,000
Police	Lease/Purchase Optical Records System	-	10,000	10,000	10,000	-	30,000
PR	Senior Center Training Room Equipment	-	4,739	4,739	4,739	-	14,217
PW	OUTDOOR ARTS	470	490	500	520	540	2,520
PW	CPF/BUILDING MAINTENANCE - LIBRARY	6,000	6,550	6,800	7,050	7,330	33,730
PW	CPF/BUILDING MAINTENANCE - HAMPDEN HALL	1,200	1,300	1,350	1,400	1,450	6,700
PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	2,000	1,622	1,690	1,760	1,830	8,902
PW	CPF/BUILDING MAINTENANCE - TEJON STATION	5,800	6,090	8,200	8,500	8,840	37,430
PW	CPF/BUILDING MAINTENANCE - ACOMA STATION	4,800	5,050	7,000	7,300	7,590	31,740
PW	CPF/BUILDING MAINTENANCE - JEFFERSON	6,300	6,700	8,800	9,100	9,460	40,360
PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 -	2,600	2,800	2,900	3,000	3,100	14,400
PW	CPF/BUILDING MAINTENANCE - MILLER BUILDING	300	330	350	360	375	1,715
PW	CPF/BUILDING MAINTENANCE - MALLEY	15,500	16,500	17,100	17,800	18,500	85,400
PW	CPF/BUILDING MAINTENANCE - RECREATION	-	-	-	-	-	-
PW	CENTER	19,000	20,020	20,820	21,650	22,500	103,990
PW	CPF/BUILDING MAINTENANCE SAFETY SERVICES	-	-	-	-	-	-
PW	BUILDING	10,500	11,300	11,750	12,220	12,700	58,470
PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	20,000	21,600	22,460	23,360	24,290	111,710
PW	STAIRWAY WALL SCONCES - CIVIC CENTER	-	-	35,000	-	-	35,000
PW	LIBRARY DOOR REPLACEMENT	-	39,000	-	-	-	39,000
PW	LIBRARY RESTROOM AUTOMATIC DOORS	-	7,500	-	-	-	7,500
PW	CPM09-3 BACKFLOW DEVICE	-	-	-	-	-	-
PW	UPGRADE/REPLACEMENT	-	10,800	-	-	-	10,800

Capital Projects Fund continued on next page.

## City of Englewood, Colorado 2010 Budget

### Capital Projects Fund continued from previous page.

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PW	LOTS	-	30,000	-	-	-	30,000
PW	CPM09-5 CARPET FOR SAFETY SERVICE BUILDING	-	88,000	-	-	-	88,000
PW	CPM09-6 Interior Painting all Fire Stations	-	-	38,000	-	-	38,000
PW	Tejon Station	-	-	15,000	-	-	15,000
PW	CPM09-8 Replace Carpeting in all Fire Stations	-	35,000	-	-	-	35,000
PW	Jefferson Station	-	-	-	7,500	-	7,500
PW	CPM09-11 Ceiling Exhaust Fans - Acoma Station Truck Bay	-	-	10,500	-	-	10,500
PW	CPM09-12 Install Card Readers - Civic Center Human	-	10,500	-	-	-	10,500
PW	CPM09-14 PA System for Civic Center	-	52,000	-	-	-	52,000
<b>Totals</b>		<b>255,676</b>	<b>1,233,537</b>	<b>1,193,949</b>	<b>294,540</b>	<b>167,237</b>	<b>3,144,940</b>

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

### ENTERPRISE FUNDS

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

### Water Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
UT	Pipe Projects on City Ditch	100,000	100,000	100,000	100,000	-	400,000
UT	New Hach Turbidity meters for 2-6 filters	30,000	-	-	-	-	30,000
UT	Riprap Replacement on raw water reservoirs	25,000	-	-	-	-	25,000
UT	Nevada Ditch Stormwater Abatement	300,000	-	-	-	-	300,000
UT	Up to 10 ea. Piezometers at McLellan Dam	50,000	-	-	-	-	50,000
UT	Rehab Painting of Sherman Tank Exterior	300,000	-	-	-	-	300,000
UT	Replace Pipe Gallery Heaters (2)	15,000	-	-	-	-	15,000
UT	Startup of new Preventative Maint for Pro	15,000	-	-	-	-	15,000
UT	Rehab Zone 1 #2 Pump	50,000	-	-	-	-	50,000
UT	New Tarps for dewatered sludge	10,000	-	-	-	-	10,000
UT	Blinds for Allen Plant office and control room	10,000	-	-	-	-	10,000
UT	UV Disinfection System plan for 2012 construction	-	1,000,000	2,500,000	-	-	3,500,000
UT	New Roof at Allen Plant	-	-	500,000	-	-	500,000
UT	Revise piping on the two 3mg tanks	500,000	-	500,000	-	-	1,000,000
UT	Distribution System Main Replacements	150,000	150,000	150,000	150,000	-	600,000
UT	50% of Line Union Ave 16" Main	500,000	-	-	-	-	500,000
UT	New Crane replacement of work truck replace	18,000	-	-	-	-	18,000
UT	Quick Attachment for backhoe replacement	55,000	-	-	-	-	55,000
UT	Replace Water Main In Hampden at Swedish.	500,000	-	-	-	-	500,000
UT	GIS Related Improvements	2,000	-	-	-	-	2,000
UT	Field Laptops	9,550	-	-	-	-	9,550
<b>Totals</b>		<b>2,639,550</b>	<b>1,250,000</b>	<b>3,750,000</b>	<b>250,000</b>	<b>-</b>	<b>7,889,550</b>

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

### Sewer Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
UT	Sewer Collection System Main Replacements	100,000	100,000	100,000	100,000	-	400,000
UT	Laptop Computers for Distribution Crew	6,000	-	-	-	-	6,000
UT	Building 11 Computer Room	25,000	-	-	-	-	25,000
UT	LEW WTP Capital Contributions	820,000	1,000,000	870,000	1,000,000	100,000	3,790,000
UT	GIS and its Field Applications	2,500	-	-	-	-	2,500
<b>Totals</b>		<b>953,500</b>	<b>1,100,000</b>	<b>970,000</b>	<b>1,100,000</b>	<b>100,000</b>	<b>4,223,500</b>

### Storm Drainage Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
UT	Annual Repair & Maintenance of the Stormwater Collection System	100,000	100,000	100,000	100,000	-	400,000
<b>Totals</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>400,000</b>

## City of Englewood, Colorado 2010 Budget

### Golf Course Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
GC	Learning Center Renovation	-	200,000	-	-	-	200,000
GC	Restaurant Equipment	25,000	-	-	-	-	25,000
GC	Restaurant Lights	8,500	-	-	-	-	8,500
GC	Annual replacement of golf carts	72,000	62,000	65,000	68,250	71,662	338,912
GC	Landscaping improvements to golf course.	21,000	45,000	45,000	45,000	45,000	201,000
GC	Other improvements	9,000	9,000	9,000	9,000	9,000	45,000
GC	Player Asst. Cart	-	13,000	-	-	-	13,000
GC	Rotary Mower	-	41,790	-	-	-	41,790
GC	Sprinkler System	15,000	15,000	15,000	15,000	15,000	75,000
GC	Top Dresser	-	9,000	-	22,300	-	31,300
GC	Utility Cart	5,330	-	-	15,290	-	20,620
GC	Tee Mower	43,868	-	-	30,098	-	73,966
GC	Greens Mower	59,504	23,000	23,500	-	-	106,004
GC	Utility Vehicle	16,818	-	-	-	-	16,818
GC	Fairway Aerator	-	37,000	-	-	-	37,000
GC	Trap Rake	-	15,000	-	-	-	15,000
GC	Walk Greens Mower	-	7,770	8,158	8,200	-	24,128
GC	Aerator (Vert.)	-	23,000	-	-	9,192	32,192
GC	DR Ball Picker	-	-	-	3,464	-	3,464
GC	Ball Picker Drums	-	1,000	-	-	-	1,000
GC	Aerator Tines	-	3,200	3,200	3,200	3,200	12,800
GC	Core Harvester	-	4,000	-	-	-	4,000
GC	Lely Fertilizer Spreader	-	-	-	6,000	-	6,000
<b>Totals</b>		<b>276,020</b>	<b>508,760</b>	<b>168,858</b>	<b>225,802</b>	<b>153,054</b>	<b>1,332,494</b>

### Concrete Utility Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PW	Annual Curb and Gutter Replacement	338,979	-	-	-	-	338,979
<b>Totals</b>		<b>338,979</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>338,979</b>

### INTERNAL SERVICE FUNDS

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

### Central Services Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
FAS	Printing Equipment	13,766	-	-	-	-	13,766
<b>Totals</b>		<b>13,766</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,766</b>

### ServiCenter Fund

Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PW	COMPLETE REROOF OF ANIMAL SHELTER RADIANT TUBE TYPE HEATERS - NORTH MTCE BAYS	53,000	-	-	-	-	53,000
PW	- SERVICENTER AUTOMATIC GARAGE DOOR OPENERS - NORTH	-	48,500	-	-	-	48,500
PW	MTCE. BAYS @ SERVICENTER	-	10,500	-	-	-	10,500
PW	SERVICENTER BACK UP GENERATOR	-	58,000	-	-	-	58,000
<b>Totals</b>		<b>53,000</b>	<b>117,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,000</b>

### Capital Equipment Replacement Fund

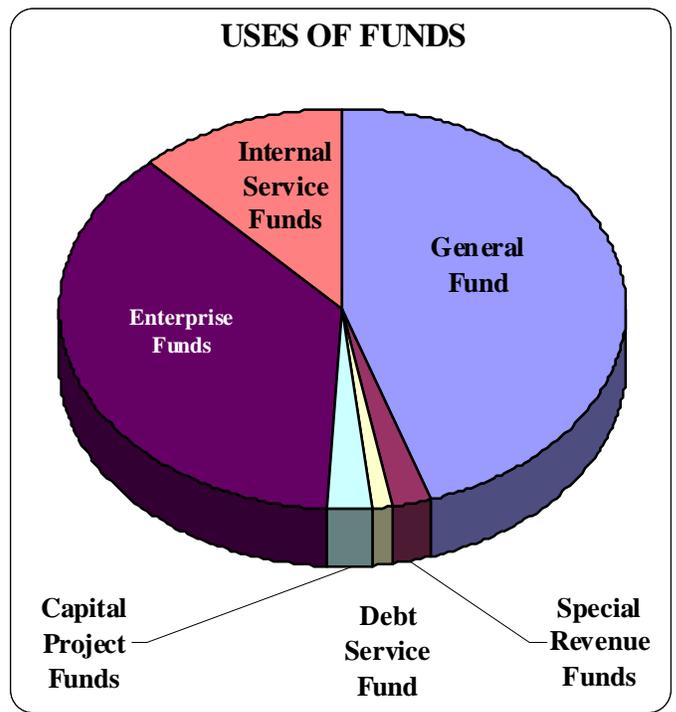
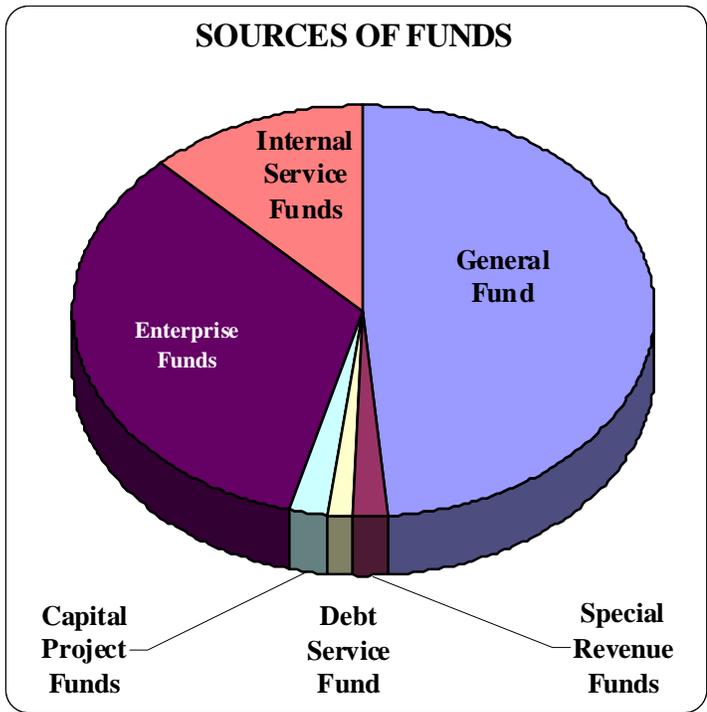
Department	Description	2010 Approved	2011 Requested	2012 Requested	2013 Requested	2014 Requested	Total
PW	Annual Capital Equipment Replacement	661,304	-	-	-	-	661,304
<b>Totals</b>		<b>661,304</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>661,304</b>

**City of Englewood, Colorado 2010 Budget**  
**2010 Combined Summary Statement of**  
**Revenues, Expenditures and Changes in Funds Available Balance**

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Total Governmental Funds	Enterprise Funds	Internal Service Funds*	Total Proprietary Funds	Total All Funds
<b>Estimated Beginning Funds Available</b>	\$ 8,518,581	\$ 1,221,603	\$ 57,087	\$ 345,667	\$ 10,142,938	\$ 11,739,155	\$ 3,013,831	\$ 14,752,986	\$ 24,895,924
<b>Sources of Funds</b>									
<b>Revenues</b>									
Taxes	28,605,564	-	1,050,000	1,600,000	31,255,564	-	-	-	31,255,564
Licenses & Permits	573,300	-	-	-	573,300	-	-	-	573,300
Intergovernmental	1,185,204	1,442,000	-	-	2,627,204	300,000	-	300,000	2,927,204
Charges for Services	5,958,308	2,000	-	-	5,960,308	26,384,419	9,961,285	36,345,704	42,306,012
Fines & Forfeitures	1,426,801	-	-	-	1,426,801	-	-	-	1,426,801
Net Investment Income	372,611	59,000	6,000	-	437,611	877,065	146,912	1,023,977	1,461,588
Other	411,177	126,107	-	1,63,000	700,284	415,000	-	415,000	1,115,284
Assessments	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>38,532,965</b>	<b>1,629,107</b>	<b>1,056,000</b>	<b>1,763,000</b>	<b>42,981,072</b>	<b>27,976,484</b>	<b>10,108,197</b>	<b>38,084,681</b>	<b>81,065,753</b>
Other Financing Sources	1,844,433	-	-	64,455	1,908,888	-	-	-	1,908,888
<b>Total Sources of Funds</b>	<b>40,377,398</b>	<b>1,629,107</b>	<b>1,056,000</b>	<b>1,827,455</b>	<b>44,889,960</b>	<b>27,976,484</b>	<b>10,108,197</b>	<b>38,084,681</b>	<b>82,974,641</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
General Government									
Legislation	359,314	2,800	-	-	362,114	-	-	-	362,114
City Manager's Office	668,633	-	-	-	668,633	-	-	-	668,633
City Attorney's Office	767,546	-	-	-	767,546	-	-	-	767,546
Municipal Court	1,005,723	-	-	-	1,005,723	-	-	-	1,005,723
Human Resources	504,898	-	-	-	504,898	-	6,605,067	6,605,067	7,109,965
Finance and Administrative Services	1,684,000	-	-	35,606	1,719,606	-	407,721	407,721	2,127,327
Information Technology	1,342,948	-	-	125,600	1,468,548	-	-	-	1,468,548
Community Development	1,457,667	290,000	-	-	1,747,667	-	-	-	1,747,667
Police	10,481,933	75,000	-	-	10,556,933	-	-	-	10,556,933
Fire	7,394,951	3,000	-	-	7,397,951	-	-	-	7,397,951
Public Works	5,497,881	-	-	1,193,470	6,691,351	-	2,745,269	2,745,269	9,436,620
Culture & Recreation									
Parks and Recreation	6,034,770	1,419,755	-	-	7,454,525	-	-	-	7,454,525
Library Services	1,352,221	16,350	-	-	1,368,571	-	-	-	1,368,571
Debt Service	2,004,456	-	1,103,995	-	3,108,451	-	-	-	3,108,451
Water Distribution System	-	-	-	-	-	10,676,241	-	10,676,241	10,676,241
Sewer Collection System	-	-	-	-	-	17,953,874	-	17,953,874	17,953,874
Stormwater Drainage System	-	-	-	-	-	357,341	-	357,341	357,341
Golf Course	-	-	-	-	-	2,329,428	-	2,329,428	2,329,428
Concrete Utility	-	-	-	-	-	697,612	-	697,612	697,612
Housing Rehabilitation	-	-	-	-	-	1,500,000	-	1,500,000	1,500,000
<b>Total Expenditures</b>	<b>40,556,941</b>	<b>1,806,905</b>	<b>1,103,995</b>	<b>1,354,676</b>	<b>44,822,517</b>	<b>33,514,496</b>	<b>9,758,057</b>	<b>43,272,553</b>	<b>88,095,070</b>
Other Financing Uses	60,000	-	-	812,411	872,411	-	1,096,477	1,096,477	1,968,888
<b>Total Uses of Funds</b>	<b>40,616,941</b>	<b>1,806,905</b>	<b>1,103,995</b>	<b>2,167,087</b>	<b>45,694,928</b>	<b>33,514,496</b>	<b>10,854,534</b>	<b>44,369,030</b>	<b>90,063,958</b>
<b>Net Sources (Uses) of Funds</b>	<b>(239,543)</b>	<b>(177,798)</b>	<b>(47,995)</b>	<b>(339,632)</b>	<b>(804,968)</b>	<b>(5,538,012)</b>	<b>(746,337)</b>	<b>(6,284,349)</b>	<b>(7,089,317)</b>
<b>Estimated Ending Funds Available</b>	<b>8,279,038</b>	<b>1,043,805</b>	<b>9,092</b>	<b>6,035</b>	<b>9,337,970</b>	<b>6,201,143</b>	<b>2,267,494</b>	<b>8,468,637</b>	<b>17,806,607</b>
<b>Less Reserves / Restrictions:</b>									
Emergency Reserve	1,280,000	-	-	-	1,280,000	-	-	-	1,280,000
LTAR	2,821,631	-	-	-	2,821,631	-	-	-	2,821,631
Other	298,512	-	-	-	298,512	-	-	-	298,512
Debt Service	-	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-
<b>Estimated Unreserved Funds Available</b>	<b>\$ 3,878,895</b>	<b>\$ 1,043,805</b>	<b>\$ 9,092</b>	<b>\$ 6,035</b>	<b>\$ 4,937,827</b>	<b>\$ 6,201,143</b>	<b>\$ 2,267,494</b>	<b>\$ 8,468,637</b>	<b>\$ 13,406,464</b>

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

**City of Englewood, Colorado 2010 Budget  
2010 Total Sources and Uses of Funds  
All Funds**



<b>Fund Sources</b>	<b>\$</b>	<b>%</b>
General Fund	\$ 40,377,398	49%
Special Revenue Funds	1,629,107	2%
Debt Service Fund	1,056,000	1%
Capital Project Funds	1,827,455	2%
Enterprise Funds	27,976,484	34%
Internal Service Funds	10,108,197	12%
<b>Total Sources of Funds</b>	<b>\$ 82,974,641</b>	<b>100%</b>

<b>Fund Uses</b>	<b>\$</b>	<b>%</b>
General Fund	\$ 40,616,941	45%
Special Revenue Funds	1,806,905	2%
Debt Service Fund	1,103,995	1%
Capital Project Funds	2,167,087	2%
Enterprise Funds	33,514,496	37%
Internal Service Funds	10,854,534	12%
<b>Total Uses of Funds</b>	<b>\$ 90,063,958</b>	<b>100%</b>

This chart depicts the City's funds in relation to each other in terms of sources and uses of funds. The General Fund accounts for approximately fifty percent of the City's finances.

**City of Englewood, Colorado 2010 Budget  
Combined Statement of Fund Sources and Uses  
Governmental Funds**

	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Actual 2007</b>	<b>Actual 2008</b>	<b>Budget 2009</b>	<b>Estimate 2009</b>	<b>Budget 2010</b>
<b>General Fund</b>								
Total Revenue	33,978,243	34,574,501	35,366,263	38,011,402	38,579,517	39,050,721	37,368,239	38,532,965
Other Financing Sources	1,021,027	477,200	950,200	2,902,197	2,572,932	1,481,717	1,668,456	1,844,433
<b>Total Sources of Funds</b>	<b>34,999,270</b>	<b>35,051,701</b>	<b>36,316,463</b>	<b>40,913,599</b>	<b>41,152,449</b>	<b>40,532,438</b>	<b>39,036,695</b>	<b>40,377,398</b>
Total Expenditure	34,017,747	34,735,712	35,822,637	38,120,598	39,015,198	41,445,148	40,643,866	40,616,941
Other Financing Uses	-	20,000	163,500	561,876	408,915	-	977,011	-
<b>Total Uses of Funds</b>	<b>34,017,747</b>	<b>34,755,712</b>	<b>35,986,137</b>	<b>38,682,474</b>	<b>39,424,113</b>	<b>41,445,148</b>	<b>41,620,877</b>	<b>40,616,941</b>
<b>Net Sources (Uses) of Funds</b>	<b>981,523</b>	<b>295,989</b>	<b>330,326</b>	<b>2,231,125</b>	<b>1,728,336</b>	<b>(912,710)</b>	<b>(2,584,182)</b>	<b>(239,543)</b>
<b>Special Revenue Funds</b>								
Total Revenue	1,031,729	1,409,213	1,741,674	2,239,241	1,879,376	1,477,600	2,275,195	1,522,107
Other Financing Sources	75,000	352,633	26,287	11,876	158,000	95,000	95,000	107,000
<b>Total Sources of Funds</b>	<b>1,106,729</b>	<b>1,761,846</b>	<b>1,767,961</b>	<b>2,251,117</b>	<b>2,037,376</b>	<b>1,572,600</b>	<b>2,370,195</b>	<b>1,629,107</b>
Total Expenditure	824,055	853,621	1,345,177	2,025,220	2,067,528	2,012,237	4,293,048	1,806,905
Other Financing Uses	40,108	17,657	18,956	15,323	-	25,000	-	-
<b>Total Uses of Funds</b>	<b>864,163</b>	<b>871,278</b>	<b>1,364,133</b>	<b>2,040,543</b>	<b>2,067,528</b>	<b>2,037,237</b>	<b>4,293,048</b>	<b>1,806,905</b>
<b>Net Sources (Uses) of Funds</b>	<b>242,566</b>	<b>890,568</b>	<b>403,828</b>	<b>210,574</b>	<b>(30,152)</b>	<b>(464,637)</b>	<b>(1,922,853)</b>	<b>(177,798)</b>
<b>Debt Service Funds</b>								
Total Revenue	1,100,255	1,128,199	1,080,160	1,175,717	1,187,153	995,000	996,570	1,056,000
Other Financing Sources	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,100,255</b>	<b>1,128,199</b>	<b>1,080,160</b>	<b>1,175,717</b>	<b>1,187,153</b>	<b>995,000</b>	<b>996,570</b>	<b>1,056,000</b>
Total Expenditure	1,030,197	1,060,023	1,112,093	1,134,526	1,108,646	1,110,320	1,105,620	1,103,995
Other Financing Uses	-	-	-	11,844	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,030,197</b>	<b>1,060,023</b>	<b>1,112,093</b>	<b>1,146,370</b>	<b>1,108,646</b>	<b>1,110,320</b>	<b>1,105,620</b>	<b>1,103,995</b>
<b>Net Sources (Uses) of Funds</b>	<b>70,058</b>	<b>68,176</b>	<b>(31,933)</b>	<b>29,347</b>	<b>78,507</b>	<b>(115,320)</b>	<b>(109,050)</b>	<b>(47,995)</b>
<b>Capital Projects Funds</b>								
Total Revenue	3,305,975	3,216,832	7,319,251	4,974,750	3,581,164	2,273,000	3,052,814	1,763,000
Other Financing Sources	652,500	492,835	877,726	2,035,205	865,450	79,370	256,381	64,455
<b>Total Sources of Funds</b>	<b>3,958,475</b>	<b>3,709,667</b>	<b>8,196,977</b>	<b>7,009,955</b>	<b>4,446,614</b>	<b>2,352,370</b>	<b>3,309,195</b>	<b>1,827,455</b>
Total Expenditure	6,687,091	2,941,343	2,627,932	4,321,525	4,686,342	1,959,200	4,743,812	1,354,676
Other Financing Uses	1,589,043	952,378	1,169,543	4,300,235	2,428,324	498,052	427,826	812,411
<b>Total Uses of Funds</b>	<b>8,276,134</b>	<b>3,893,721</b>	<b>3,797,475</b>	<b>8,621,760</b>	<b>7,114,666</b>	<b>2,457,252</b>	<b>5,171,638</b>	<b>2,167,087</b>
<b>Net Sources (Uses) of Funds</b>	<b>(4,317,659)</b>	<b>(184,054)</b>	<b>4,399,502</b>	<b>(1,611,805)</b>	<b>(2,668,052)</b>	<b>(104,882)</b>	<b>(1,862,443)</b>	<b>(339,632)</b>
<b>Total Governmental Funds</b>								
Total Revenue	39,416,202	40,328,745	45,507,348	46,401,110	45,227,210	43,796,321	43,692,818	42,874,072
Other Financing Sources	1,748,527	1,322,668	1,854,213	4,949,278	3,596,382	1,656,087	2,019,837	2,015,888
<b>Total Sources of Funds</b>	<b>41,164,729</b>	<b>41,651,413</b>	<b>47,361,561</b>	<b>51,350,388</b>	<b>48,823,592</b>	<b>45,452,408</b>	<b>45,712,655</b>	<b>44,889,960</b>
Total Expenditure	42,559,090	39,590,699	40,907,839	45,601,869	46,877,714	46,526,905	50,786,346	44,882,517
Other Financing Uses	1,629,151	990,035	1,351,999	4,889,278	2,837,239	523,052	1,404,837	812,411
<b>Total Uses of Funds</b>	<b>44,188,241</b>	<b>40,580,734</b>	<b>42,259,838</b>	<b>50,491,147</b>	<b>49,714,953</b>	<b>47,049,957</b>	<b>52,191,183</b>	<b>45,694,928</b>
<b>Net Sources (Uses) of Funds</b>	<b>(3,023,512)</b>	<b>1,070,679</b>	<b>5,101,723</b>	<b>859,241</b>	<b>(891,361)</b>	<b>(1,597,549)</b>	<b>(6,478,528)</b>	<b>(804,968)</b>

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City of Englewood, Colorado 2010 Budget

Continued from previous page

**Combined Statement of Fund Sources and Uses  
Proprietary Funds and Total All Funds**

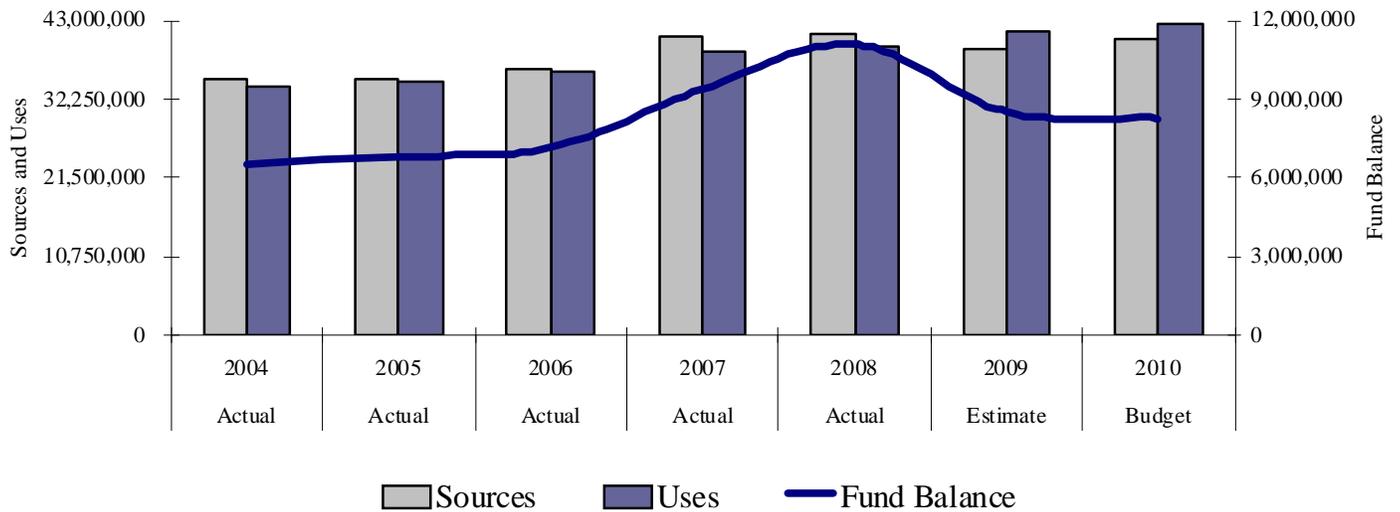
	<b>Actual 2004</b>	<b>Actual 2005</b>	<b>Actual 2006</b>	<b>Actual 2007</b>	<b>Actual 2008</b>	<b>Budget 2009</b>	<b>Estimate 2009</b>	<b>Budget 2010</b>
<b>Enterprise Funds</b>								
Total Revenue	19,683,495	21,147,120	21,713,992	21,658,878	24,285,918	26,459,482	27,976,484	27,976,484
Other Financing Sources	54,181,340	-	416,606	1,111,247	652,805	1,800,000	-	-
<b>Total Sources of Funds</b>	<b>73,864,835</b>	<b>21,147,120</b>	<b>22,130,598</b>	<b>22,770,125</b>	<b>24,938,723</b>	<b>28,259,482</b>	<b>27,976,484</b>	<b>27,976,484</b>
Total Expenditure	26,586,520	39,737,324	42,070,593	33,117,978	29,294,389	29,724,719	29,316,981	33,514,496
Other Financing Uses	-	-	-	-	-	-	100,000	-
<b>Total Uses of Funds</b>	<b>26,586,520</b>	<b>39,737,324</b>	<b>42,070,593</b>	<b>33,117,978</b>	<b>29,294,389</b>	<b>29,724,719</b>	<b>29,416,981</b>	<b>33,514,496</b>
Net Sources (Uses) of Funds	47,278,315	(18,590,204)	(19,939,995)	(10,347,853)	(4,355,666)	(1,465,237)	(1,440,497)	(5,538,012)
<b>Internal Service Funds</b>								
Total Revenue	7,600,788	8,253,351	8,502,701	9,273,223	9,534,198	10,029,860	9,887,966	10,108,197
Other Financing Sources	300,000	-	300,000	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>7,900,788</b>	<b>8,253,351</b>	<b>8,802,701</b>	<b>9,273,223</b>	<b>9,534,198</b>	<b>10,029,860</b>	<b>9,887,966</b>	<b>10,108,197</b>
Total Expenditure	7,393,554	8,453,717	7,623,518	8,525,833	8,995,771	10,897,321	10,107,138	9,758,057
Other Financing Uses	419,376	-	936,714	60,000	160,000	550,000	550,000	1,096,477
<b>Total Uses of Funds</b>	<b>7,812,930</b>	<b>8,453,717</b>	<b>8,560,232</b>	<b>8,585,833</b>	<b>9,155,771</b>	<b>11,447,321</b>	<b>10,657,138</b>	<b>10,854,534</b>
Net Sources (Uses) of Funds	87,858	(200,366)	242,469	687,390	378,427	(1,417,461)	(769,172)	(746,337)
<b>Total Proprietary Funds</b>								
Total Revenue	27,284,283	29,400,471	30,216,693	30,932,101	33,820,116	36,489,342	37,864,450	38,084,681
Other Financing Sources	54,481,340	-	716,606	1,111,247	652,805	1,800,000	-	-
<b>Total Sources of Funds</b>	<b>81,765,623</b>	<b>29,400,471</b>	<b>30,933,299</b>	<b>32,043,348</b>	<b>34,472,921</b>	<b>38,289,342</b>	<b>37,864,450</b>	<b>38,084,681</b>
Total Expenditure	33,980,074	48,191,041	49,694,111	41,643,811	38,290,160	40,622,040	39,424,119	43,272,553
Other Financing Uses	419,376	-	936,714	60,000	160,000	550,000	650,000	1,096,477
<b>Total Uses of Funds</b>	<b>34,399,450</b>	<b>48,191,041</b>	<b>50,630,825</b>	<b>41,703,811</b>	<b>38,450,160</b>	<b>41,172,040</b>	<b>40,074,119</b>	<b>44,369,030</b>
Net Sources (Uses) of Funds	47,366,173	(18,790,570)	(19,697,526)	(9,660,463)	(3,977,239)	(2,882,698)	(2,209,669)	(6,284,349)
<b>Total All Funds</b>								
Total Revenue	66,700,485	69,729,216	75,724,041	77,333,211	79,047,326	80,285,663	81,557,268	80,958,753
Other Financing Sources	56,229,867	1,322,668	2,570,819	6,060,525	4,249,187	3,456,087	2,019,837	2,015,888
<b>Total Sources of Funds</b>	<b>122,930,352</b>	<b>71,051,884</b>	<b>78,294,860</b>	<b>83,393,736</b>	<b>83,296,513</b>	<b>83,741,750</b>	<b>83,577,105</b>	<b>82,974,641</b>
Total Expenditure	76,539,164	87,781,740	90,601,950	87,245,680	85,167,874	87,148,945	90,407,965	88,155,070
Other Financing Uses	2,048,527	990,035	2,288,713	4,949,278	2,997,239	1,073,052	2,054,837	1,908,888
<b>Total Uses of Funds</b>	<b>78,587,691</b>	<b>88,771,775</b>	<b>92,890,663</b>	<b>92,194,958</b>	<b>88,165,113</b>	<b>88,221,997</b>	<b>92,462,802</b>	<b>90,063,958</b>
Net Sources (Uses) of Funds	44,342,661	(17,719,891)	(14,595,803)	(8,801,222)	(4,868,600)	(4,480,247)	(8,885,697)	(7,089,317)

## **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.

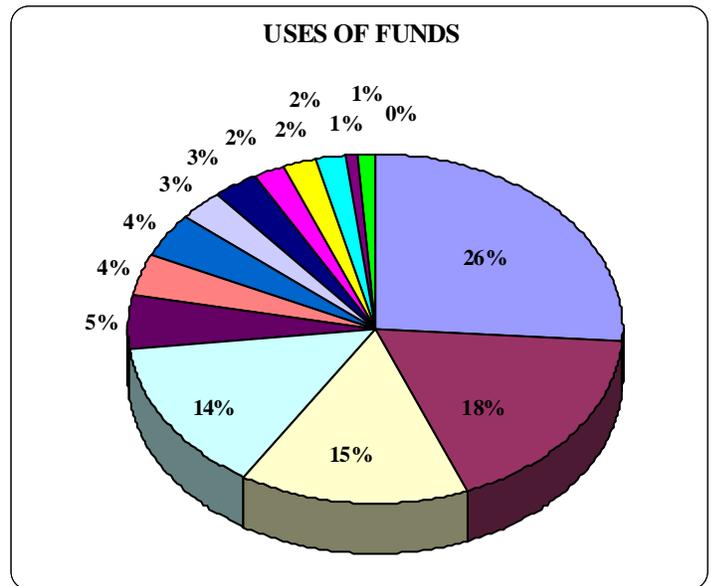
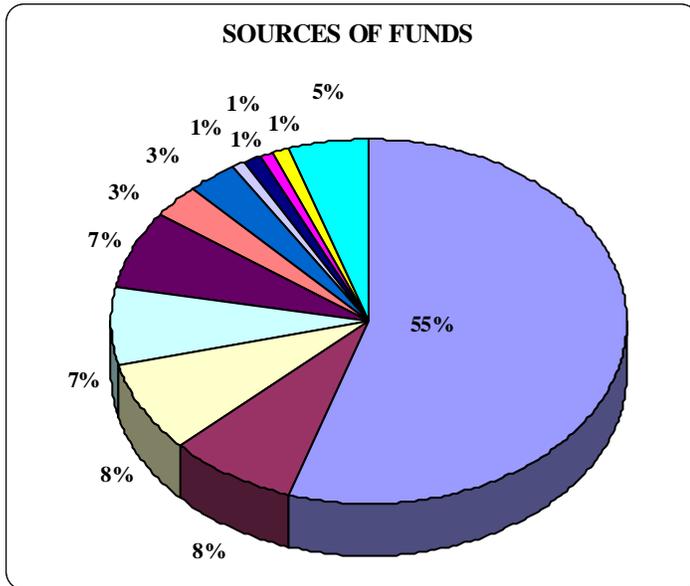
**City of Englewood, Colorado 2010 Budget**  
**General Fund**  
**Summary Statement of Sources and Uses of Funds**  
**And Changes in Fund Balance**

	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Original Budget	2009 Current Budget	2009 Estimated Actual	2010 Original Budget
<b>Beginning Fund Balance</b>	\$ 5,535,464	\$ 6,516,987	\$ 6,812,976	\$ 7,143,302	\$ 9,374,427	\$ 10,362,859	\$ 11,102,763	\$ 11,102,763	\$ 8,518,581
<b>Sources of Funds</b>									
Total Revenue	33,978,243	34,574,501	35,366,263	38,011,402	38,579,517	39,050,721	39,050,721	37,368,239	38,532,965
Other Financing Sources	1,021,027	477,200	950,200	2,902,197	2,572,932	1,481,717	1,481,717	1,668,456	1,844,433
<b>Total Sources of Funds</b>	<b>34,999,270</b>	<b>35,051,701</b>	<b>36,316,463</b>	<b>40,913,599</b>	<b>41,152,449</b>	<b>40,532,438</b>	<b>40,532,438</b>	<b>39,036,695</b>	<b>40,377,398</b>
<b>Uses of Funds</b>									
Total Expenditures	34,017,747	34,735,712	35,822,637	38,120,598	39,015,198	41,445,148	41,445,148	40,643,866	40,616,941
Other Financing Uses	-	20,000	163,500	561,876	408,915	-	977,011	977,011	-
<b>Total Uses of Funds</b>	<b>34,017,747</b>	<b>34,755,712</b>	<b>35,986,137</b>	<b>38,682,474</b>	<b>39,424,113</b>	<b>41,445,148</b>	<b>42,422,159</b>	<b>41,620,877</b>	<b>40,616,941</b>
<b>Net Sources (Uses) of Funds</b>	<b>981,523</b>	<b>295,989</b>	<b>330,326</b>	<b>2,231,125</b>	<b>1,728,336</b>	<b>(912,710)</b>	<b>(1,889,721)</b>	<b>(2,584,182)</b>	<b>(239,543)</b>
<b>Ending Fund Balance</b>	<b>\$ 6,516,987</b>	<b>\$ 6,812,976</b>	<b>\$ 7,143,302</b>	<b>\$ 9,374,427</b>	<b>\$ 11,102,763</b>	<b>\$ 9,450,149</b>	<b>\$ 9,213,042</b>	<b>\$ 8,518,581</b>	<b>\$ 8,279,038</b>
<b>Percentage Change</b>		4.54%	4.85%	31.23%	18.44%	-14.88%	-2.51%	-7.54%	-2.81%



# City of Englewood, Colorado 2010 Budget

## General Fund 2010 Budget



General Fund Sources		\$	%
<b>Revenue</b>			
Sales & Use Taxes		\$ 22,300,000	55%
Charges for Services		3,333,114	8%
Property Tax		3,046,000	8%
Franchise Fees		2,650,851	7%
Cultural & Recreation Program Fees		2,645,194	7%
Fines & Forfeitures		1,406,801	3%
Intergovernmental Revenue		1,185,204	3%
Specific Ownership & Cigarette Taxes		600,000	1%
Licenses & Permits		573,300	1%
Other		419,890	1%
Interest		372,611	1%
<b>Total Revenue</b>		<b>38,532,965</b>	
Other Financing Sources		1,844,433	5%

General Fund Uses		\$	%
<b>Expenditure</b>			
Police Services		\$ 10,481,933	26%
Fire Services		7,394,951	18%
Parks & Recreation Services		6,034,770	15%
Public Works		5,497,881	14%
Debt Service		2,004,456	5%
Finance & Administrative Services		1,684,000	4%
Community Development		1,457,667	4%
Information Technology		1,342,948	3%
Library Services		1,352,221	3%
Municipal Court		1,005,723	2%
City Attorney's Office		767,546	2%
City Manager's Office		668,633	2%
Human Resources		504,898	1%
Legislation		359,314	1%
Contingencies		60,000	0%
<b>Total Expenditure</b>		<b>40,616,941</b>	
Other Financing Uses		-	
<b>Total Uses of Funds</b>		<b>\$ 40,616,941</b>	<b>100%</b>

Total Sources of Funds **\$ 40,377,398** 100%

### Net Sources (Uses) of Funds

Estimated Fund Balance - January 1, 2010

Estimated Fund Balance Before Reserves

### Reserves

Estimated Unreserved Fund Balance - December 31, 2010

**\$ (239,543)**

**8,518,581**

**8,279,038**

**(4,400,143)**

**\$ 3,878,895**

Sales and use tax provide approximately sixty percent of the General Fund's sources of funds, and property tax accounts for roughly eight percent. Seventy-three percent of the General Fund's uses of funds are spent on direct services for Police Services (26%), Fire Services (18%), Parks and Recreation Services (15%) and Public Works (14%).

# City of Englewood, Colorado 2010 Budget

## General Fund

### Statement of Revenues, Expenditures and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	<b>\$ 5,535,464</b>	<b>\$ 6,516,987</b>	<b>\$ 6,812,976</b>	<b>\$ 7,143,302</b>	<b>\$ 9,374,427</b>	<b>\$ 10,362,859</b>	<b>\$ 11,102,763</b>	<b>\$ 11,102,763</b>	<b>\$ 8,518,581</b>
<b>Sources of Funds</b>									
Property Tax	2,417,673	2,493,832	2,559,369	2,623,118	2,995,990	2,993,000	2,993,000	2,993,000	3,046,000
Specific Ownership Tax	346,888	334,768	333,018	341,423	316,242	350,000	350,000	350,000	350,000
Sales & Use Taxes	20,591,394	20,886,855	20,688,258	22,753,820	22,617,767	23,632,500	23,632,500	21,000,000	22,300,000
Cigarette Tax	354,876	313,731	293,776	278,785	261,743	250,000	250,000	250,000	250,000
Franchise Fees	2,096,425	2,294,972	2,362,000	2,356,385	2,588,214	2,620,851	2,620,851	2,620,851	2,650,851
Hotel/Motel Tax	9,076	8,337	9,554	9,722	10,078	8,713	8,713	8,713	8,713
Licenses & Permits	628,363	609,971	623,945	1,168,977	671,609	576,907	577,100	573,300	573,300
Intergovernmental Revenue	1,277,490	1,156,221	1,193,863	1,106,280	1,079,285	991,448	991,462	1,273,115	1,185,204
Charges for Services	3,015,792	2,727,995	3,053,106	3,113,550	3,476,583	3,058,177	3,250,376	3,245,383	3,333,114
Recreation Program Fees	1,721,107	2,060,758	2,099,202	2,235,938	2,364,758	2,334,265	2,334,265	2,278,465	2,625,194
Library Fines	22,450	25,115	23,569	21,691	22,746	25,000	25,000	25,000	20,000
Fines & Forfeitures	1,240,756	1,361,727	1,543,353	1,423,950	1,438,354	1,559,349	1,364,150	1,406,801	1,406,801
Interest Income	84,295	168,370	353,575	411,516	520,325	372,611	372,611	372,611	372,611
Other	171,658	131,849	229,675	166,247	215,823	277,900	280,693	971,000	411,177
<b>Total Revenue</b>	<b>33,978,243</b>	<b>34,574,501</b>	<b>35,366,263</b>	<b>38,011,402</b>	<b>38,579,517</b>	<b>39,050,721</b>	<b>39,050,721</b>	<b>37,368,239</b>	<b>38,532,965</b>
<b>Other Financing Sources</b>	<b>1,021,027</b>	<b>477,200</b>	<b>950,200</b>	<b>2,902,197</b>	<b>2,572,932</b>	<b>1,481,717</b>	<b>1,481,717</b>	<b>1,668,456</b>	<b>1,844,433</b>
<b>Total Sources of Funds</b>	<b>34,999,270</b>	<b>35,051,701</b>	<b>36,316,463</b>	<b>40,913,599</b>	<b>41,152,449</b>	<b>40,532,438</b>	<b>40,532,438</b>	<b>39,036,695</b>	<b>40,377,398</b>
<b>Uses of Funds</b>									
Legislation	326,145	308,201	306,360	323,964	350,254	379,853	379,853	374,893	359,314
City Manager's Office	574,645	603,493	618,649	673,949	674,322	707,145	707,145	682,140	668,633
City Attorney's Office	537,166	553,078	586,588	694,358	698,563	799,937	799,937	768,607	767,546
Municipal Court	771,456	813,660	831,859	890,152	915,303	1,026,917	1,026,917	1,009,617	1,005,723
Human Resources	479,130	465,687	516,302	557,855	579,136	560,898	560,898	530,898	504,898
Finance & Administrative Services	1,423,015	1,524,994	1,589,900	1,568,074	1,626,571	1,764,772	1,764,772	1,653,472	1,684,000
Information Technology	1,178,076	1,151,847	1,103,732	1,254,364	1,280,156	1,448,147	1,448,147	1,402,043	1,342,948
Community Development	1,431,757	1,364,742	1,366,545	1,412,444	1,464,725	1,639,615	1,639,615	1,507,415	1,457,667
Public Works	4,694,738	4,675,019	5,024,251	5,421,774	5,189,173	5,523,010	5,523,010	5,346,255	5,497,881
Safety Services	14,433,427	14,789,807	15,588,534	16,497,359					
Police					9,974,925	10,538,437	10,538,437	10,580,375	10,481,933
Fire					7,215,444	7,487,169	7,487,169	7,470,149	7,394,951
Library Services	1,102,281	1,158,670	1,265,511	1,259,525	1,261,112	1,398,558	1,398,558	1,377,958	1,352,221
Parks & Recreation Services	4,782,644	5,206,431	5,534,106	5,566,094	5,916,449	6,117,008	6,117,008	6,001,588	6,034,770
<b>Departments Expenditures Subtotal</b>	<b>31,734,480</b>	<b>32,615,629</b>	<b>34,332,337</b>	<b>36,119,912</b>	<b>37,146,133</b>	<b>39,391,466</b>	<b>39,391,466</b>	<b>38,705,410</b>	<b>38,552,485</b>
Contingencies	35,249	89,565	230,692	130,925	59,759	60,000	60,000	130,000	60,000
Debt Service-Civic Center	1,579,598	1,578,135	965,578	1,578,281	1,574,000	1,575,000	1,575,000	1,575,000	1,574,000
Debt Service-Other	668,420	452,383	294,030	291,480	235,306	418,682	418,682	233,456	430,456
<b>Other Expenditures Subtotal</b>	<b>2,283,267</b>	<b>2,120,083</b>	<b>1,490,300</b>	<b>2,000,686</b>	<b>1,869,065</b>	<b>2,053,682</b>	<b>2,053,682</b>	<b>1,938,456</b>	<b>2,064,456</b>
<b>Total Expenditures</b>	<b>34,017,747</b>	<b>34,735,712</b>	<b>35,822,637</b>	<b>38,120,598</b>	<b>39,015,198</b>	<b>41,445,148</b>	<b>41,445,148</b>	<b>40,643,866</b>	<b>40,616,941</b>
<b>Other Financing Uses</b>	<b>-</b>	<b>20,000</b>	<b>163,500</b>	<b>561,876</b>	<b>408,915</b>	<b>-</b>	<b>977,011</b>	<b>977,011</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>34,017,747</b>	<b>34,755,712</b>	<b>35,986,137</b>	<b>38,682,474</b>	<b>39,424,113</b>	<b>41,445,148</b>	<b>42,422,159</b>	<b>41,620,877</b>	<b>40,616,941</b>
<b>Net Sources (Uses) of Funds</b>	<b>981,523</b>	<b>295,989</b>	<b>330,326</b>	<b>2,231,125</b>	<b>1,728,336</b>	<b>(912,710)</b>	<b>(1,889,721)</b>	<b>(2,584,182)</b>	<b>(239,543)</b>
<b>Fund Balance Before Reserves</b>	<b>6,516,987</b>	<b>6,812,976</b>	<b>7,143,302</b>	<b>9,374,427</b>	<b>11,102,763</b>	<b>9,450,149</b>	<b>9,213,042</b>	<b>8,518,581</b>	<b>8,279,038</b>
<b>Less Reserves:</b>									
TABOR Emergency Reserve	1,015,000	1,020,000	1,040,000	1,290,000	1,280,000	1,290,000	1,280,000	1,280,000	1,280,000
LTAR				2,428,312	3,485,143	3,913,178	3,033,178	3,120,143	2,821,631
Contractual	336,703	252,613	171,200	124,800	80,800	39,200	39,200	39,200	298,512
<b>Unreserved Fund Balance</b>	<b>\$ 5,165,284</b>	<b>\$ 5,540,363</b>	<b>\$ 5,932,102</b>	<b>\$ 5,531,315</b>	<b>\$ 6,256,820</b>	<b>\$ 4,207,771</b>	<b>\$ 4,860,664</b>	<b>\$ 4,079,238</b>	<b>\$ 3,878,895</b>

Unreserved Fund Balance as a percentage of Total Revenue	15.20%	16.02%	16.77%	14.55%	16.22%	10.78%	12.45%	10.92%	10.07%
Fund Balance Before Reserves as a percentage of Total Revenue	19.18%	19.71%	20.20%	24.66%	28.78%	24.20%	23.59%	22.80%	21.49%

## City of Englewood, Colorado 2010 Budget

### General Fund ~ Major Revenue Categories

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

**Property taxes:** These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's share in the 2008 mill levy collected in 2009 is 7.827 mills. The 2008 mill levy for general operations is 5.880 mills. A voter approved additional mill levy for principal and interest payments on the City's general obligation debt (parks and recreation projects) is 1.947 mills for 2008 collected in 2009. The City's portion of the 2009 mill levy collected in 2010 is 7.911; the mill levy for general operations and debt service is 5.880 mills and 2.031 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.

**Sales and Use Tax:** Sales and use taxes are the most important revenue sources for the City. Sales and use taxes generated 75 percent of all taxes and 60 percent of total revenues collected in 2007. 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. Retailers receive a .25 percent Vendor Fee for collecting and timely remitting the taxes to the City by the due date. Effective January 1, 2010, the Vendor Fee is reduced from .5 percent to .25 percent. Taxes for the current month are due to the City by the 20<sup>th</sup> day of the following month.

**Cigarette Taxes:** The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past 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 Program Fees:** This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department.

**Library Fines:** This revenue source includes library fines.

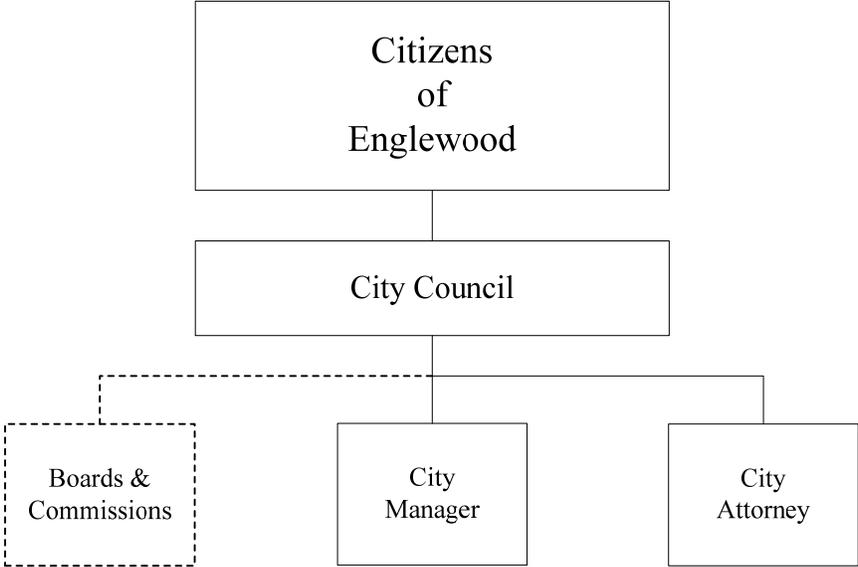
**Fines and Forfeitures:** This revenue source includes court, traffic violation, and other fines.

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

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

City of Englewood, Colorado 2010 Budget

Department Legislation  
Fund General

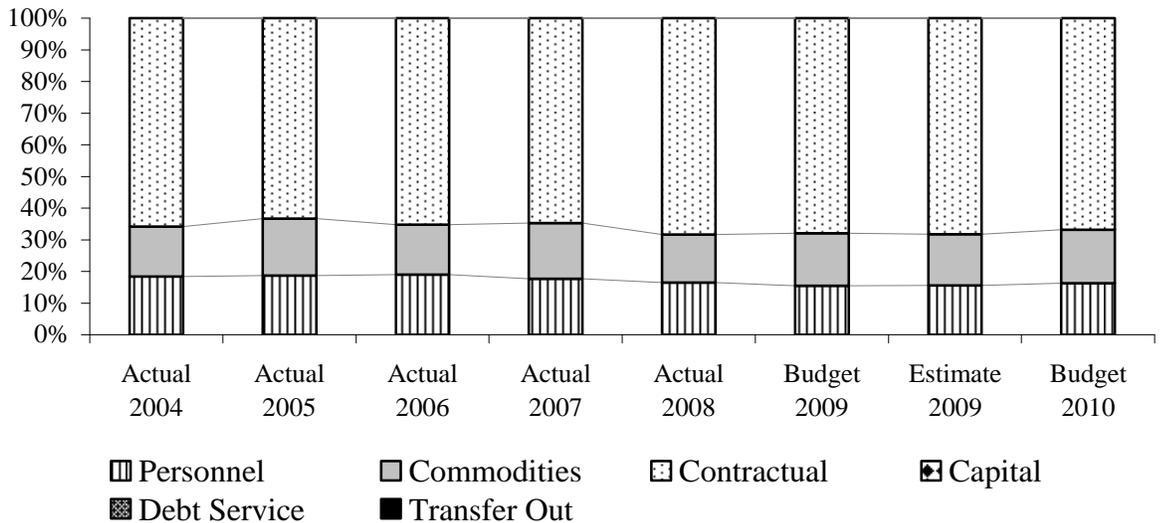
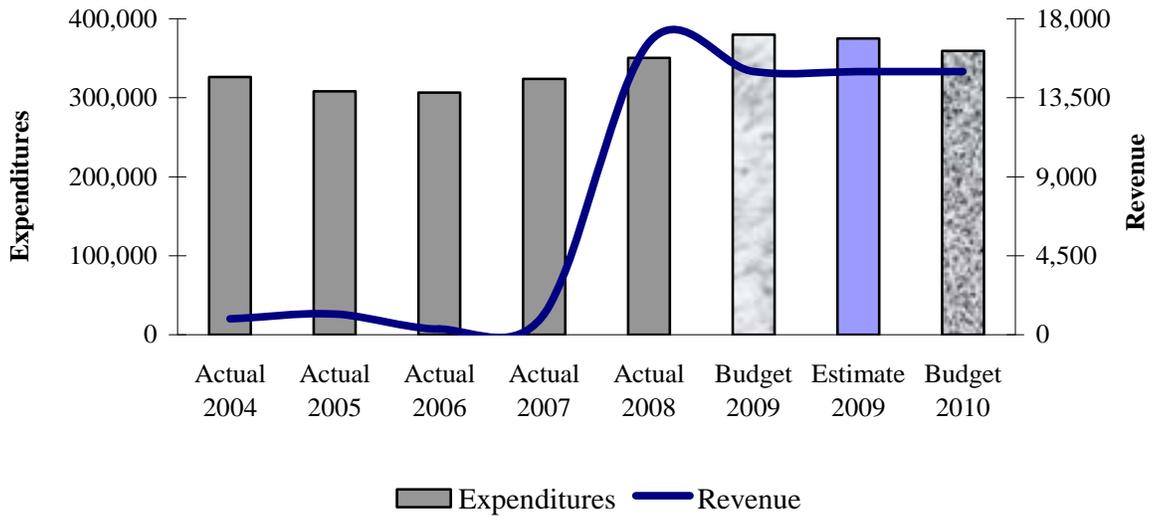


**Mission** Strive to assure economic and community vitality that will support essential services and provide the quality of life expected by the community.

## City of Englewood, Colorado 2010 Budget

**Department** Legislation  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	900	1,175	330	1,175	16,645	15,000	15,000	15,000
<b>Percent Change</b>		<b>30.56%</b>	<b>-71.91%</b>	<b>256.06%</b>	<b>1316.60%</b>	<b>-9.88%</b>	<b>0.00%</b>	<b>0.00%</b>
Expenditures								
Personnel	60,000	57,714	58,156	57,229	57,782	58,570	58,185	58,620
Commodities	51,446	55,329	48,344	57,177	53,109	63,053	60,713	60,489
Contractual	214,698	195,158	199,860	209,558	239,363	257,980	255,745	240,205
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	326,144	308,201	306,360	323,964	350,254	379,853	374,893	359,314
<b>Percent Change</b>		<b>-5.50%</b>	<b>-0.60%</b>	<b>5.75%</b>	<b>8.12%</b>	<b>8.45%</b>	<b>-1.31%</b>	<b>-4.16%</b>
<b>Council Members</b>	7	7	7	7	7	7	7	7
<b>Percent Change FTE</b>		0	0	0	0	0	0	0



## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

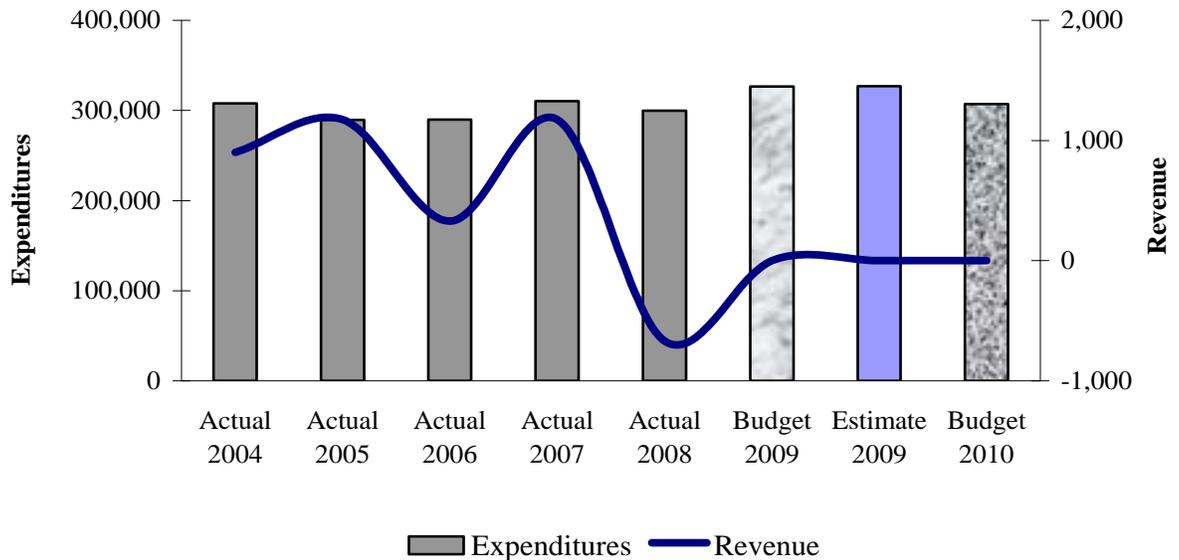
**Division** City Council

**Account** 02.0101

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	900	1,175	330	1,175	(670)	-	-	-
<b>Percent Change</b>		<b>30.56%</b>	<b>-71.91%</b>	<b>256.06%</b>	<b>-157.02%</b>	<b>-100.00%</b>	----	----
Expenditures								
Personnel	57,304	56,582	56,611	56,421	57,122	57,179	57,179	57,179
Commodities	41,815	40,640	37,750	47,614	42,384	49,675	49,675	47,575
Contractual	208,734	192,245	195,486	206,289	200,310	219,863	219,953	202,463
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>307,853</b>	<b>289,467</b>	<b>289,847</b>	<b>310,324</b>	<b>299,816</b>	<b>326,717</b>	<b>326,807</b>	<b>307,217</b>
<b>Percent Change</b>		<b>-5.97%</b>	<b>0.13%</b>	<b>7.06%</b>	<b>-3.39%</b>	<b>8.97%</b>	<b>0.03%</b>	<b>-5.99%</b>
<b>Council Members</b>	7	7	7	7	7	7	7	7
<b>Percent Change FTE</b>		0	0	0	0	0	0	0



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

**Division** City Council

**Account** 02.0101

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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

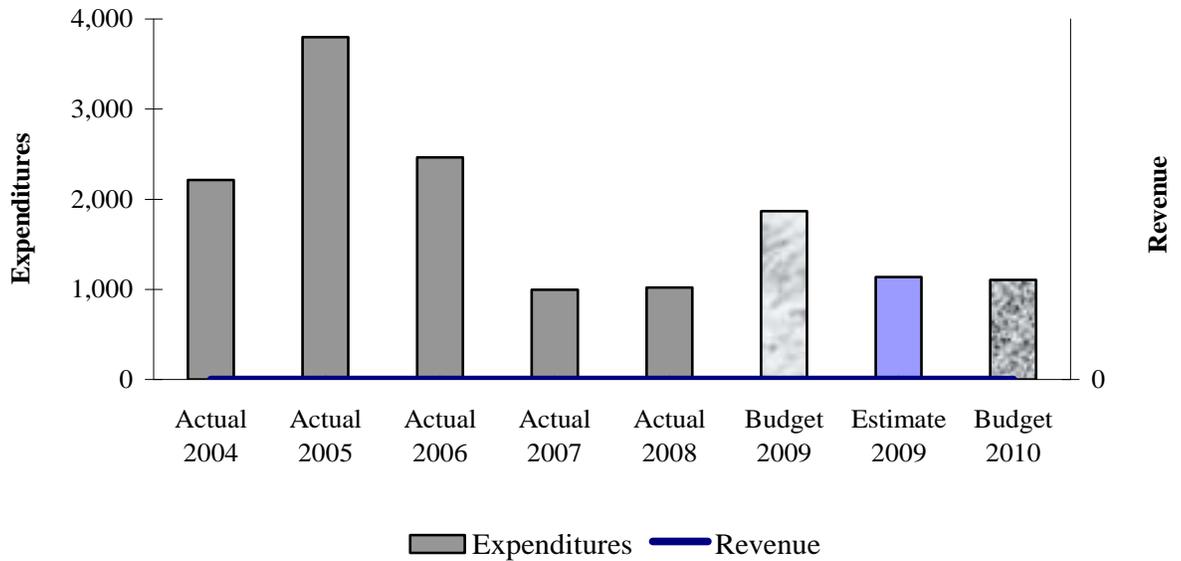
**Division** Board of Adjustments and Appeals

**Account** 02.0102

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	432	190	607	155	270	331	331	331
Commodities	982	3,142	1,621	736	514	800	400	400
Contractual	798	466	236	103	237	735	405	375
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,212</b>	<b>3,798</b>	<b>2,464</b>	<b>994</b>	<b>1,021</b>	<b>1,866</b>	<b>1,136</b>	<b>1,106</b>
<b>Percent Change</b>		<b>71.70%</b>	<b>-35.12%</b>	<b>-59.66%</b>	<b>2.72%</b>	<b>82.76%</b>	<b>-39.12%</b>	<b>-2.64%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

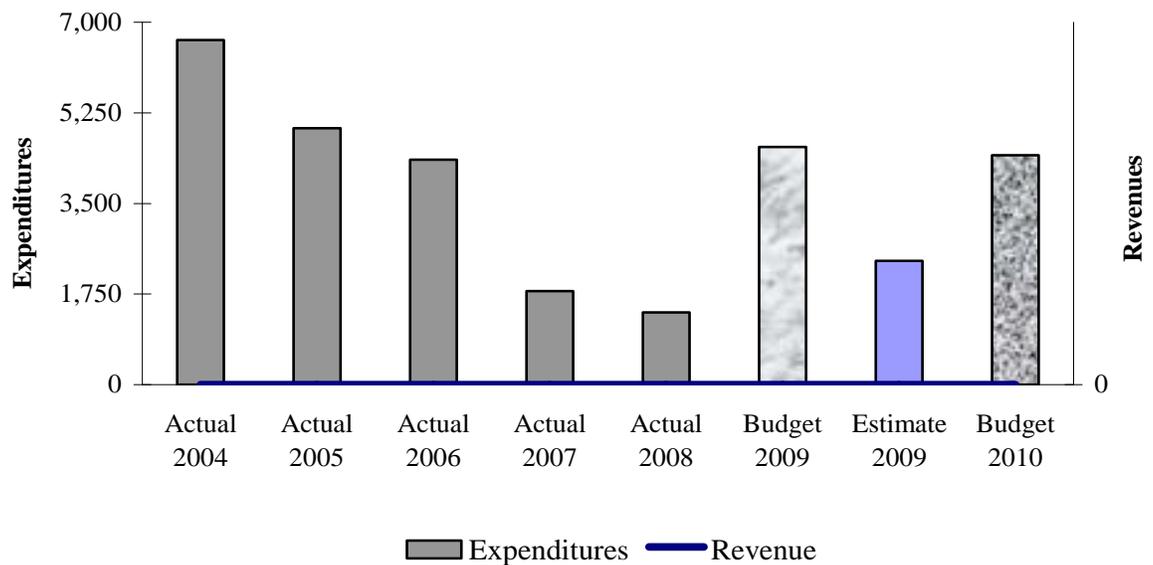
**Division** Planning and Zoning

**Account** 02.0103

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	1,743	365	503	95	-	660	275	660
Commodities	2,320	2,939	1,733	776	644	1,490	870	1,300
Contractual	2,590	1,651	2,111	936	754	2,440	1,245	2,470
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	6,653	4,955	4,347	1,807	1,398	4,590	2,390	4,430
<b>Percent Change</b>		-25.52%	-12.27%	-58.43%	-22.63%	228.33%	-47.93%	85.36%
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

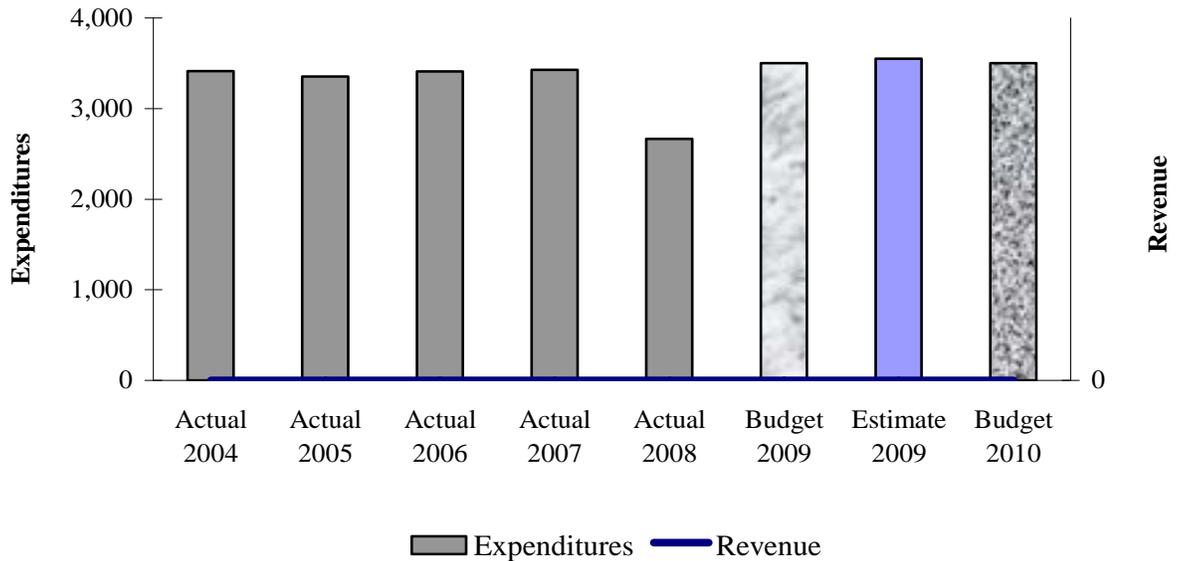
**Division** Library Board

**Account** 02.0104

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	521	577	435	558	390	400	400	450
Commodities	1,057	2,031	2,220	2,729	2,223	1,680	1,729	1,625
Contractual	1,837	745	755	140	54	1,420	1,420	1,425
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,415</b>	<b>3,353</b>	<b>3,410</b>	<b>3,427</b>	<b>2,667</b>	<b>3,500</b>	<b>3,549</b>	<b>3,500</b>
<b>Percent Change</b>		<b>-1.82%</b>	<b>1.70%</b>	<b>0.50%</b>	<b>-22.18%</b>	<b>31.23%</b>	<b>1.40%</b>	<b>-1.38%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

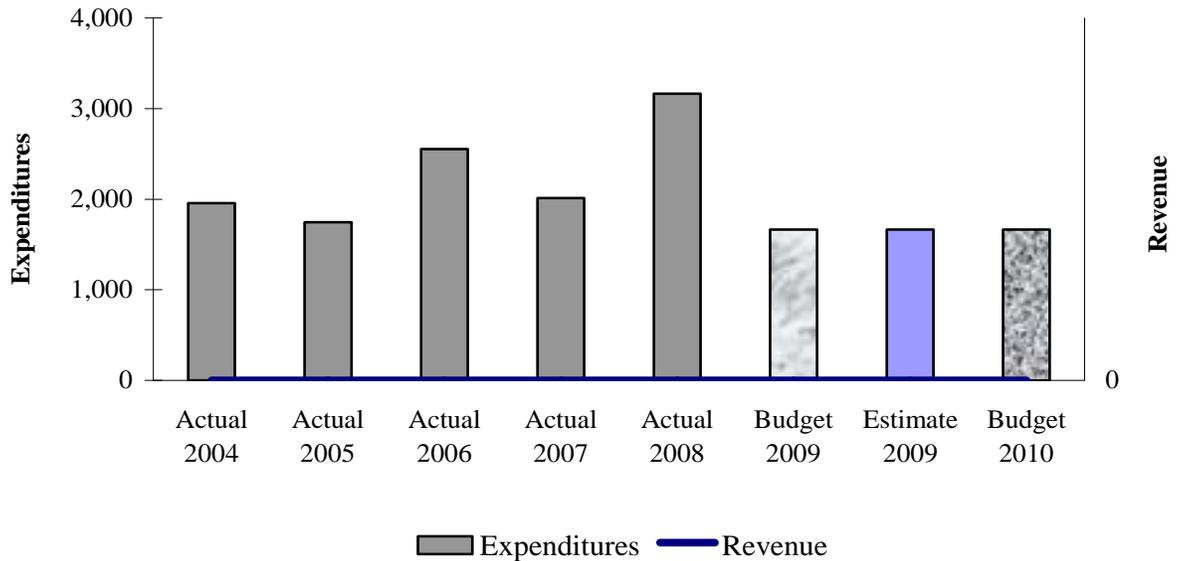
**Division** Parks and Recreation Commission

**Account** 02.0105

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	1,507	1,746	2,317	2,011	2,384	1,203	1,203	1,203
Contractual	450	-	236	-	780	461	461	461
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,957</b>	<b>1,746</b>	<b>2,553</b>	<b>2,011</b>	<b>3,164</b>	<b>1,664</b>	<b>1,664</b>	<b>1,664</b>
<b>Percent Change</b>		<b>-10.78%</b>	<b>46.22%</b>	<b>-21.23%</b>	<b>57.33%</b>	<b>-47.41%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

**Division** Code Enforcement Advisory Board

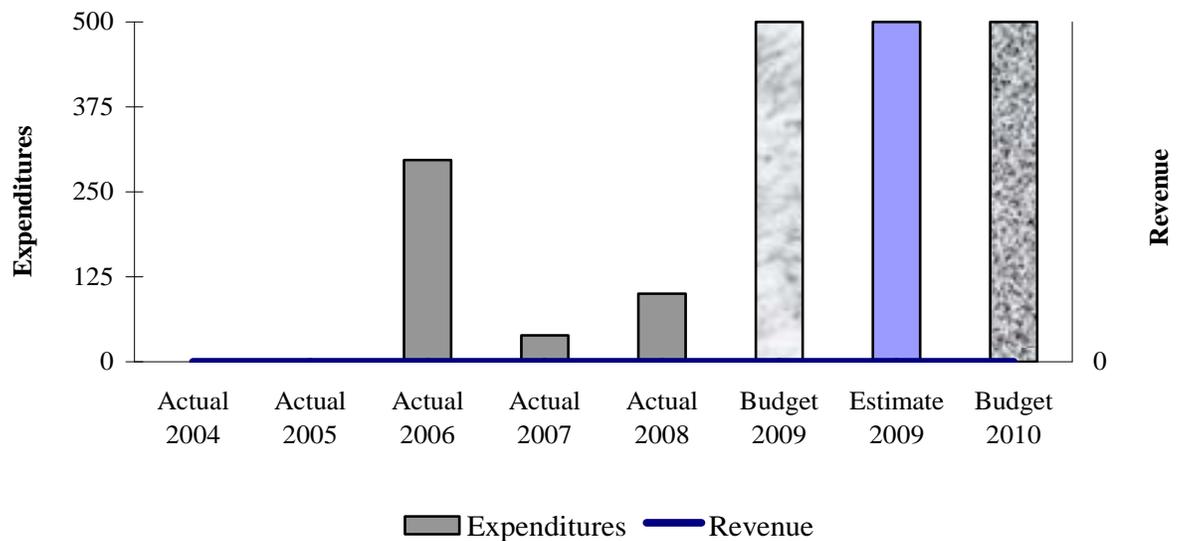
**Account** 02.0106

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	297	39	50	500	500	500
Contractual	-	-	-	-	50	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	297	39	100	500	500	500
<b>Percent Change</b>		----	----	-86.87%	156.41%	400.00%	0.00%	0.00%
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

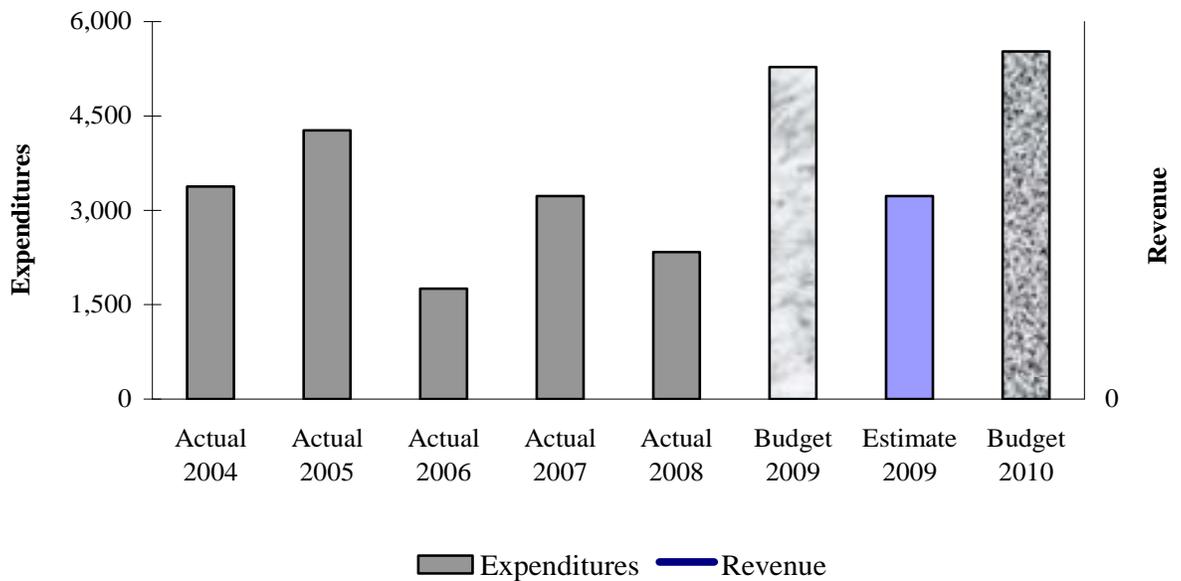
**Division** Alliance for Commerce in Englewood

**Account** 02.0107

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	3,086	4,219	1,453	2,136	2,142	3,225	1,975	3,525
Contractual	289	51	300	1,090	195	2,050	1,250	2,000
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,375</b>	<b>4,270</b>	<b>1,753</b>	<b>3,226</b>	<b>2,337</b>	<b>5,275</b>	<b>3,225</b>	<b>5,525</b>
<b>Percent Change</b>		<b>26.52%</b>	<b>-58.95%</b>	<b>84.03%</b>	<b>-27.56%</b>	<b>125.72%</b>	<b>-38.86%</b>	<b>71.32%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

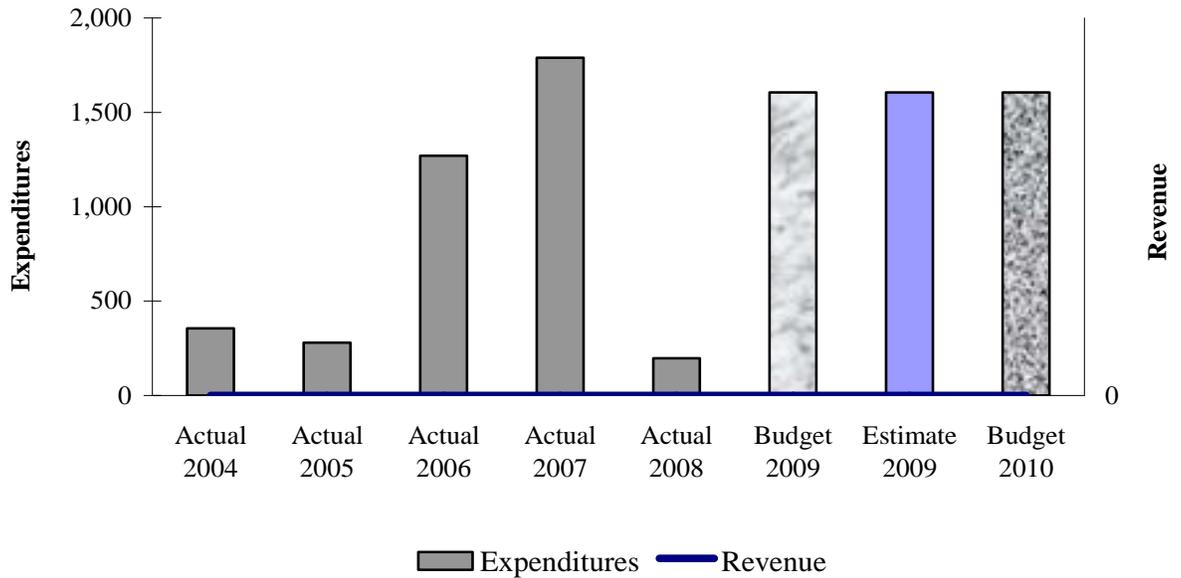
**Division** Cultural Arts Commission

**Account** 02.0108

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	355	279	534	789	147	1,405	1,405	1,405
Contractual	-	-	736	1,000	50	200	200	200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>355</b>	<b>279</b>	<b>1,270</b>	<b>1,789</b>	<b>197</b>	<b>1,605</b>	<b>1,605</b>	<b>1,605</b>
<b>Percent Change</b>		<b>-21.41%</b>	<b>355.20%</b>	<b>40.87%</b>	<b>-88.99%</b>	<b>714.72%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

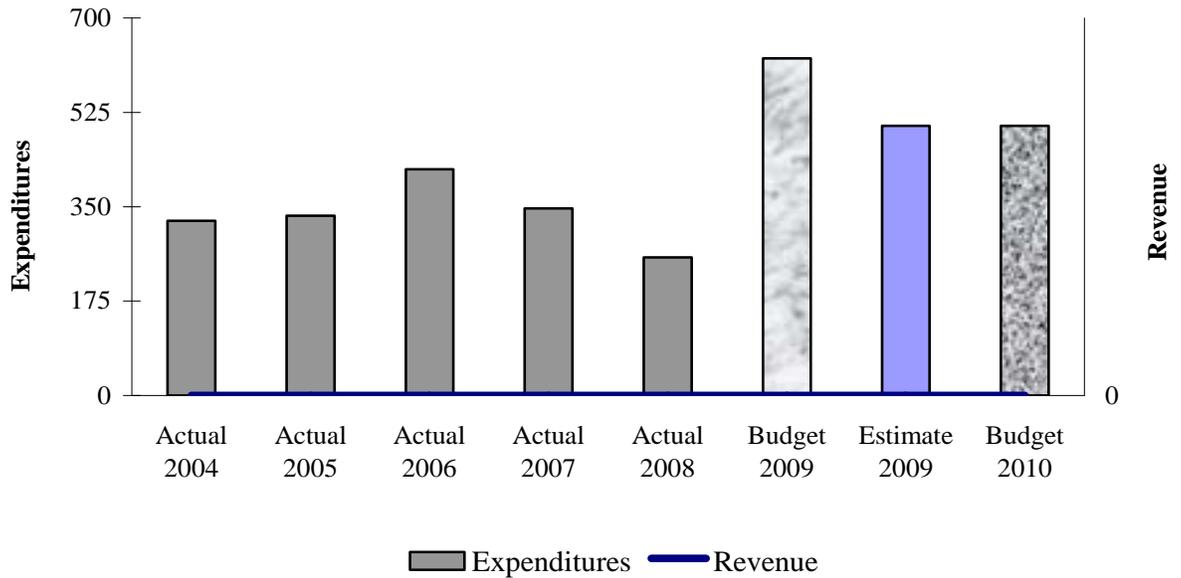
**Division** Transportation Advisory Committee

**Account** 02.0109

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	324	333	419	347	256	625	500	500
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>324</b>	<b>333</b>	<b>419</b>	<b>347</b>	<b>256</b>	<b>625</b>	<b>500</b>	<b>500</b>
<b>Percent Change</b>		<b>2.78%</b>	<b>25.83%</b>	<b>-17.18%</b>	<b>-26.22%</b>	<b>144.14%</b>	<b>-20.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Legislation

**Fund** General

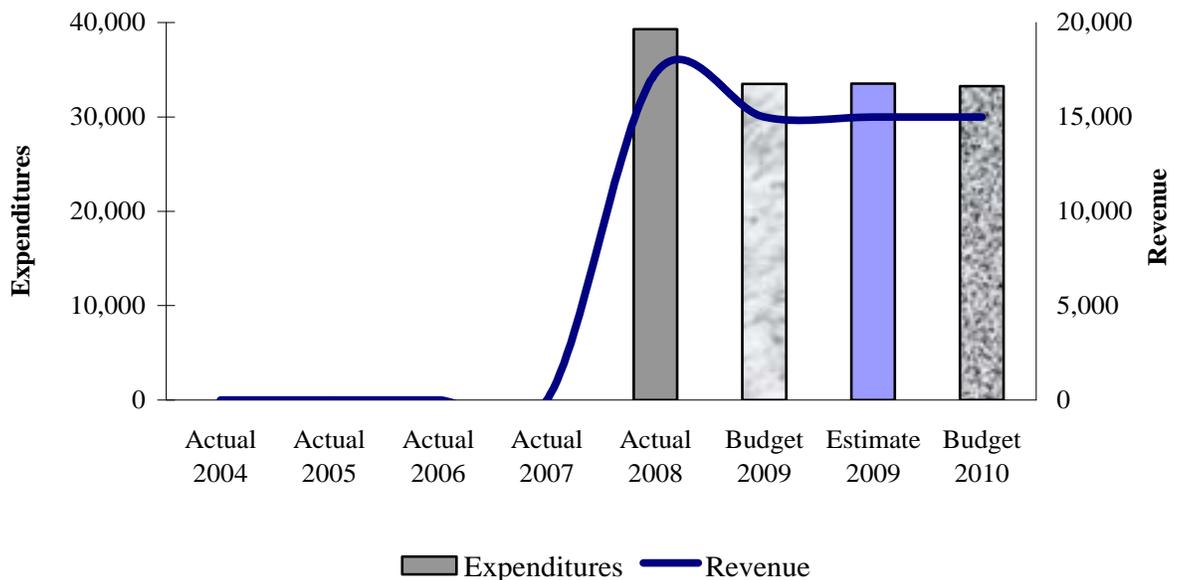
**Division** Keep Englewood Beautiful Commission

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	17,315	15,000	15,000	15,000
<b>Percent Change</b>		----	----	----	----	<b>-13.37%</b>	<b>0.00%</b>	<b>0.00%</b>
Expenditures								
Personnel	-	-	-	-	-	250	250	-
Commodities	-	-	-	-	2,365	2,450	2,456	2,456
Contractual	-	-	-	-	36,933	30,811	30,811	30,811
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	39,298	33,511	33,517	33,267
<b>Percent Change</b>		----	----	----	----	<b>-14.73%</b>	<b>0.02%</b>	<b>-0.75%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----

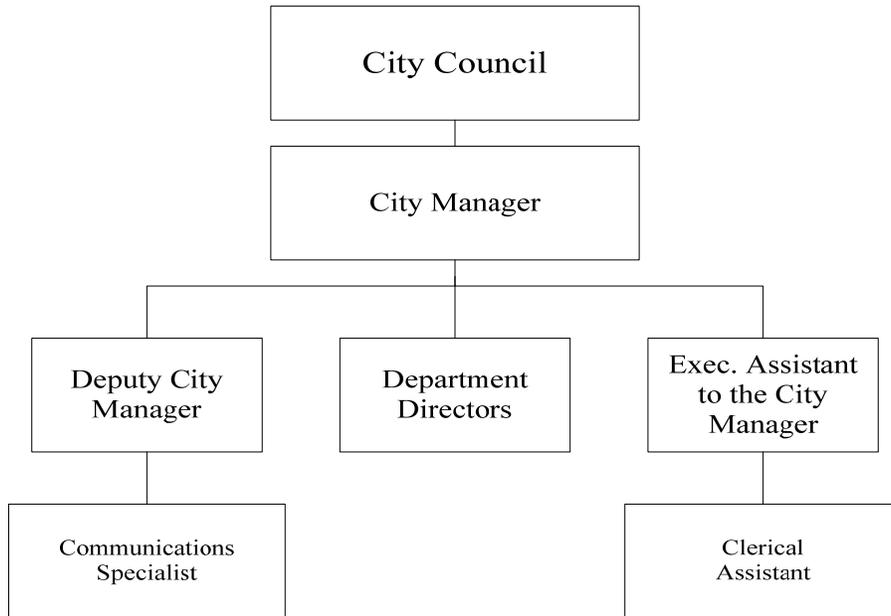


Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

## City of Englewood, Colorado 2010 Budget

**Department** City Manager's Office

**Fund** General



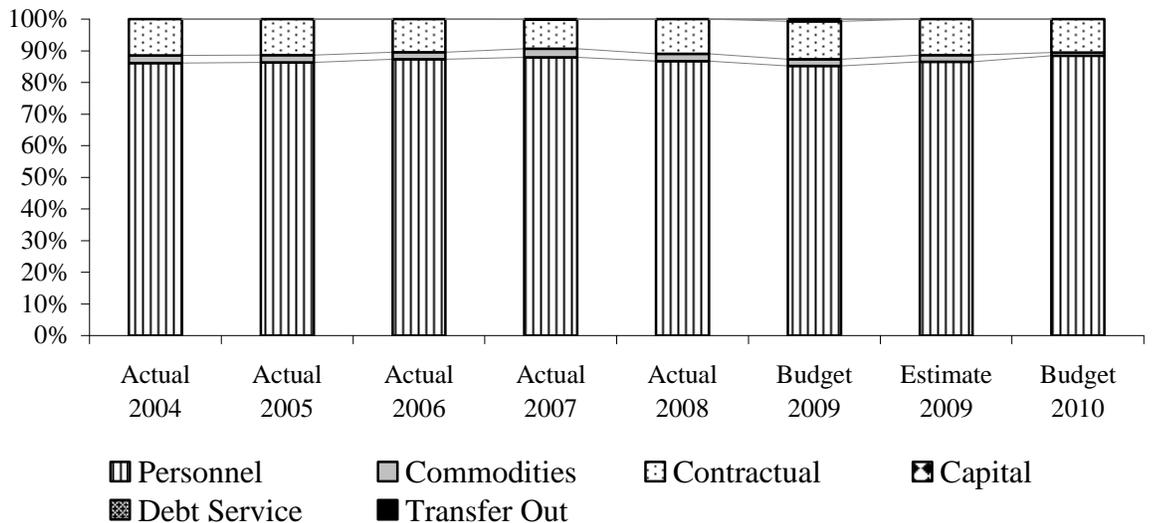
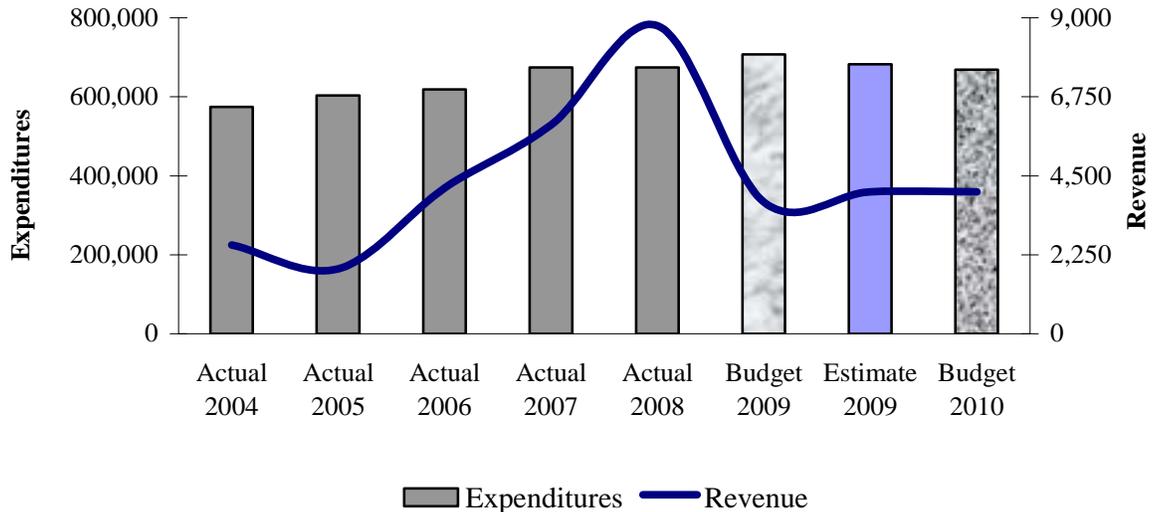
**Mission** The City Manager's Office strives to provide positive leadership in implementing Council goals, to ensure that City services are managed and delivered in an efficient, effective, and economical fashion; and to facilitate communication between the organization and the community.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	•
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado 2010 Budget

**Department** City Manager's Office  
**Fund** General  
**Account** 02.0201  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	2,525	1,850	4,150	5,944	8,776	3,750	4,039	4,039
<b>Percent Change</b>		<b>-26.73%</b>	<b>124.32%</b>	<b>43.23%</b>	<b>47.64%</b>	<b>-57.27%</b>	<b>7.71%</b>	<b>0.00%</b>
Expenditures								
Personnel	494,875	521,010	540,010	592,692	585,163	602,852	589,971	591,340
Commodities	13,950	14,169	14,216	18,195	15,328	14,475	14,728	7,025
Contractual	65,821	68,314	64,424	62,588	73,831	84,818	77,441	70,268
Capital	-	-	-	474	-	5,000	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>574,646</b>	<b>603,493</b>	<b>618,650</b>	<b>673,949</b>	<b>674,322</b>	<b>707,145</b>	<b>682,140</b>	<b>668,633</b>
<b>Percent Change</b>		<b>5.02%</b>	<b>2.51%</b>	<b>8.94%</b>	<b>0.06%</b>	<b>4.87%</b>	<b>-3.54%</b>	<b>-1.98%</b>
<b>Employees FTE</b>	5.600	5.000	5.500	5.500	5.380	5.380	5.000	5.000
<b>Percent Change FTE</b>		<b>-10.71%</b>	<b>10.00%</b>	<b>0.00%</b>	<b>-2.18%</b>	<b>0.00%</b>	<b>-7.06%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** City Manager's Office  
**Fund** General  
**Account** 02.0201

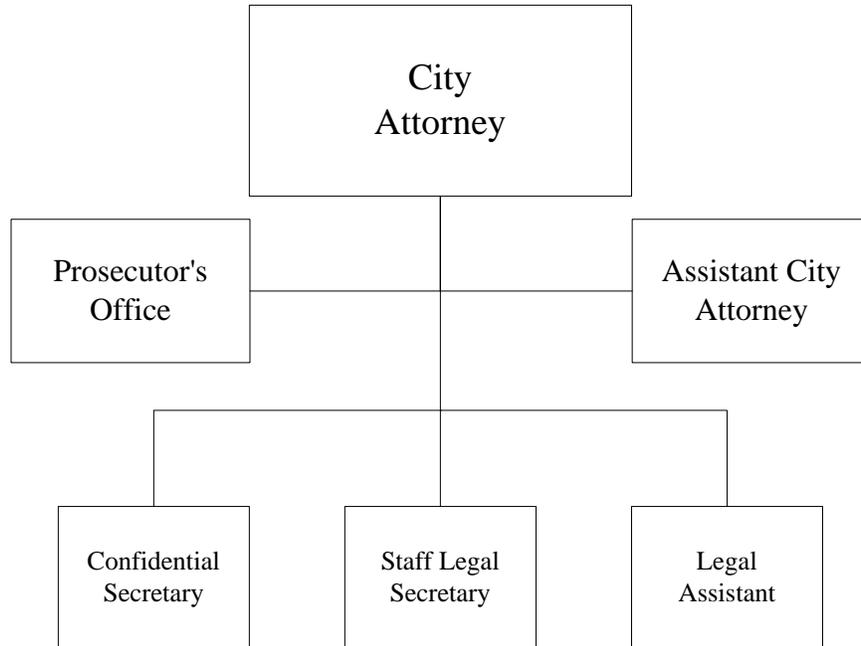
Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>1. Public Works and Utilities coordination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

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** City Attorney's Office

**Fund** General



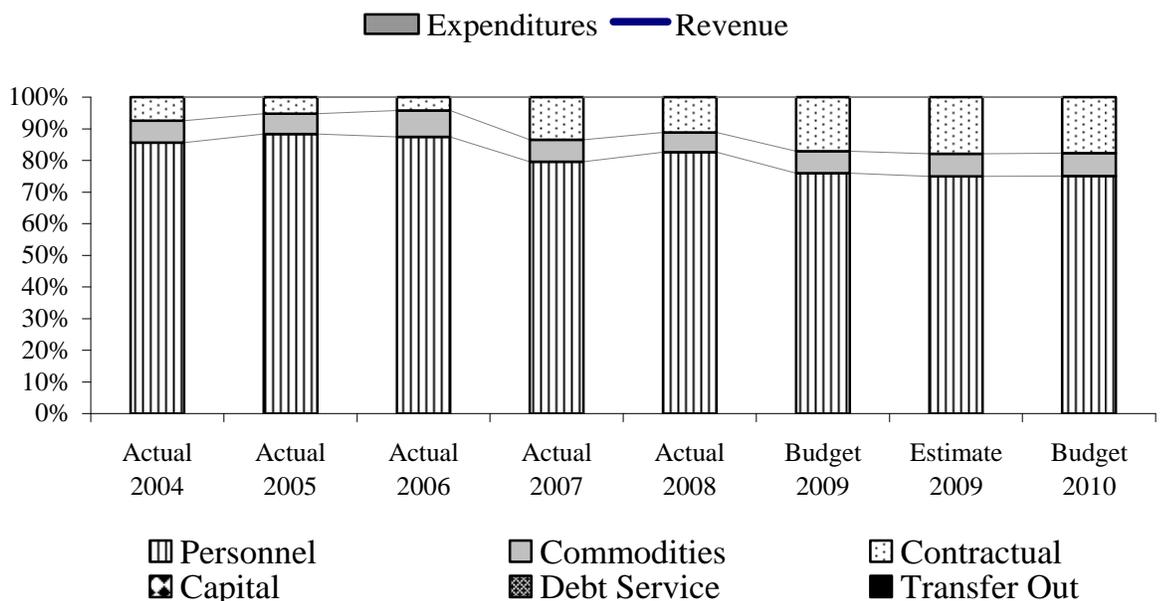
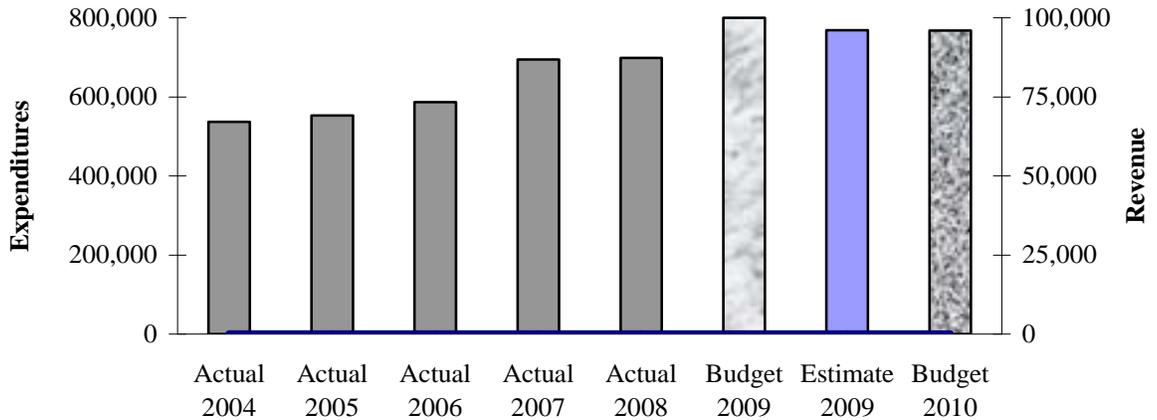
**Mission** The City Attorney is the legal representative of the City, and shall provide effective and efficient legal services to the City Council and City Officials. Within the provision of the Constitution of the United States and the State of Colorado and the Charter of the City of Englewood those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

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	•
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado 2010 Budget

**Department** City Attorney's Office  
**Fund** General  
**Account** 02.0301

History and Budget	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	459,862	488,641	513,180	552,884	576,865	607,951	576,274	576,548
Commodities	37,424	35,326	48,399	47,818	43,527	54,988	54,988	54,988
Contractual	39,880	29,111	25,009	93,656	78,171	136,998	137,345	136,010
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>537,166</b>	<b>553,078</b>	<b>586,588</b>	<b>694,358</b>	<b>698,563</b>	<b>799,937</b>	<b>768,607</b>	<b>767,546</b>
<b>Percent Change</b>		<b>2.96%</b>	<b>6.06%</b>	<b>18.37%</b>	<b>0.61%</b>	<b>14.51%</b>	<b>-3.92%</b>	<b>-0.14%</b>
<b>Employees FTE</b>	4.800	5.375	5.380	5.500	5.500	5.500	5.500	5.500
<b>Percent Change FTE</b>		11.98%	0.09%	2.23%	0.00%	0.00%	0.00%	----



## City of Englewood, Colorado 2010 Budget

**Department** City Attorney's Office

**Fund** General

**Account** 02.0301

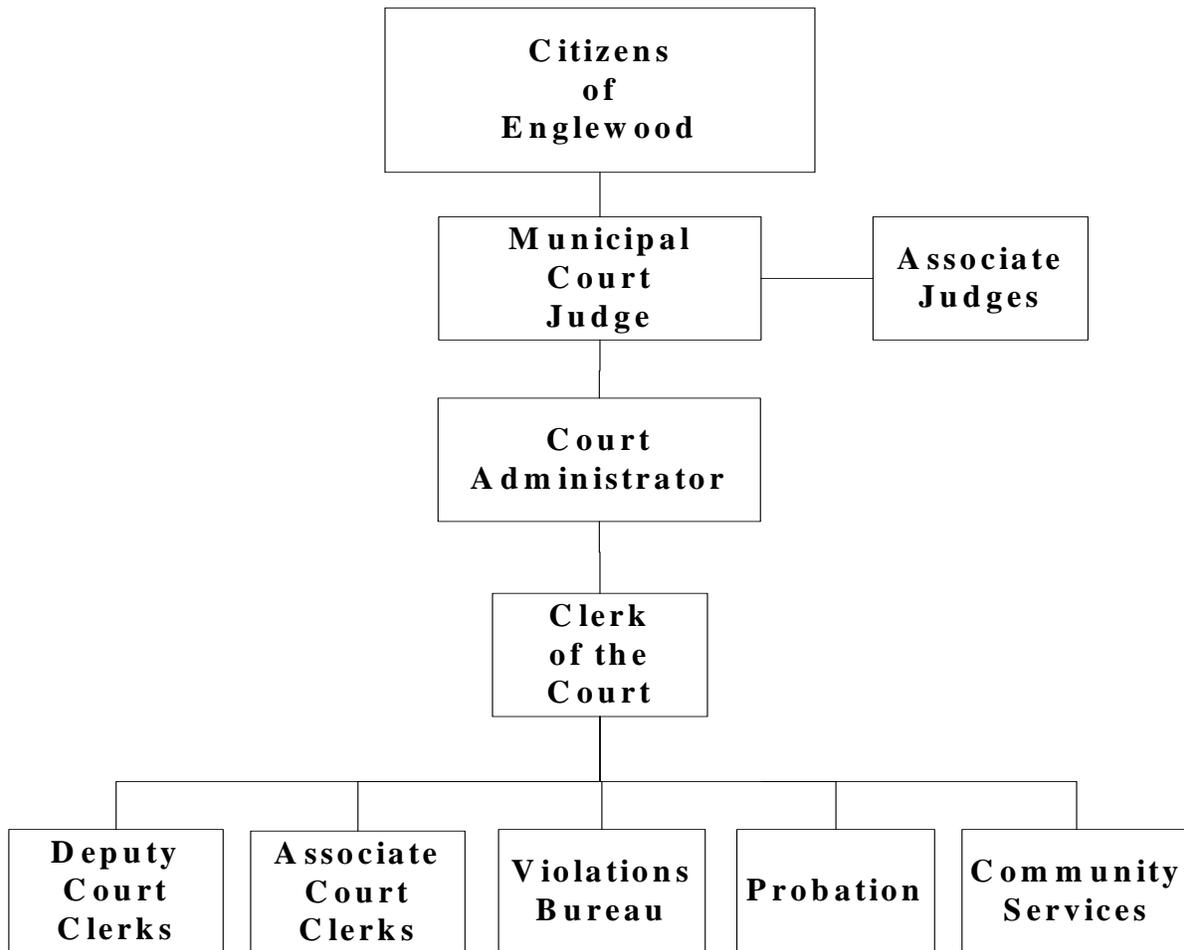
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>1. Community Development Programs</li> <li>2. Information Technology Programs</li> <li>3. Parks &amp; Recreation Programs</li> <li>4. Public Works Programs</li> <li>5. Utilities Programs</li> <li>6. Wastewater Treatment Plant Programs</li> </ol>	
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> <li>7. Community Development Programs</li> <li>8. Parks &amp; Recreation Programs</li> <li>9. Public Works Programs</li> <li>10. Safety Services Programs</li> <li>11. Utilities Programs</li> <li>12. Wastewater Treatment Plant Programs</li> </ol>	
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> <li>13. Community Development Programs</li> <li>14. Finance &amp; Administrative Services Programs</li> <li>15. Human Resources Programs</li> <li>16. Information Technology Programs</li> <li>17. Library Programs</li> <li>18. Parks &amp; Recreation Programs</li> <li>19. Public Works Programs</li> <li>20. Safety Services Programs</li> <li>21. Utilities Programs</li> <li>22. Wastewater Treatment Plant Programs</li> </ol>	
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> <li>23. Community Development Programs</li> <li>24. Finance &amp; Administrative Services Programs</li> </ol>	
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> <li>25. Community Development Programs</li> <li>26. Finance &amp; Administrative Services Programs</li> <li>27. Library Programs</li> <li>28. Parks &amp; Recreation Programs</li> <li>29. Public Works Programs</li> </ol>	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**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.

### 2009 Major Department Initiatives Planned

- Explore web enablement for information access
- Begin process for implementing on-line payments

### 2010 Major Department Initiatives Planned

- Implement integrated parking system with court.
- Continue web and on-line payment initiatives.

### 2008 Major Department Initiatives Planned

- Expand electronic interfaces with DMV

### 2008 Major Department Initiatives Accomplished

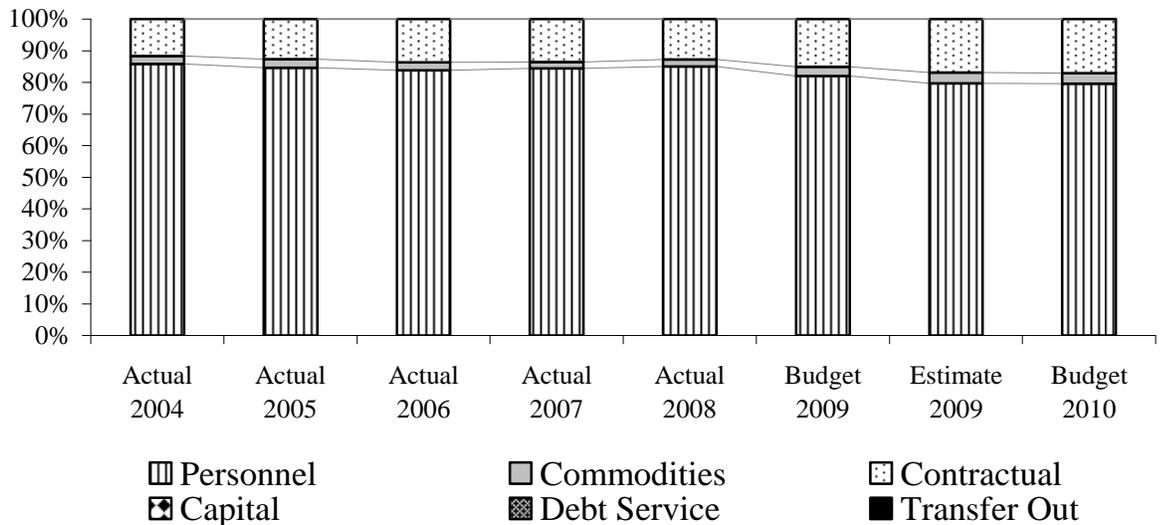
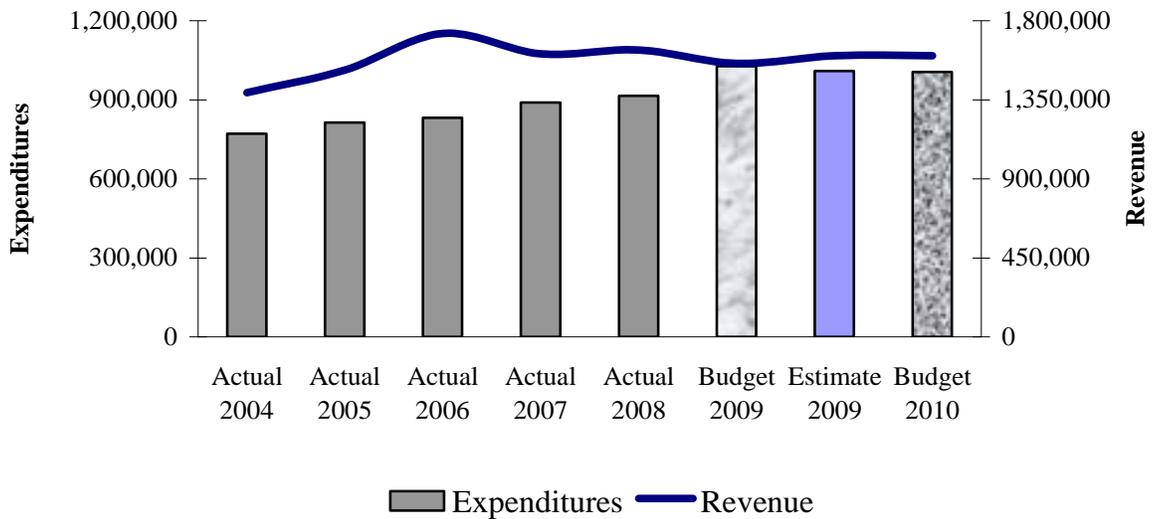
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## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court  
**Fund** General  
**Account** 02.0401  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,390,250	1,520,035	1,726,828	1,611,787	1,633,742	1,557,349	1,600,000	1,600,000
<b>Percent Change</b>		<b>9.34%</b>	<b>13.60%</b>	<b>-6.66%</b>	<b>1.36%</b>	<b>-4.68%</b>	<b>2.74%</b>	<b>0.00%</b>
Expenditures								
Personnel	662,269	688,498	697,096	751,261	778,660	842,591	804,983	800,983
Commodities	19,531	21,940	21,242	18,408	19,436	29,650	34,400	33,314
Contractual	89,656	103,221	113,520	120,483	117,207	154,676	170,234	171,426
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>771,456</b>	<b>813,659</b>	<b>831,858</b>	<b>890,152</b>	<b>915,303</b>	<b>1,026,917</b>	<b>1,009,617</b>	<b>1,005,723</b>
<b>Percent Change</b>		<b>5.47%</b>	<b>2.24%</b>	<b>7.01%</b>	<b>2.83%</b>	<b>12.19%</b>	<b>-1.68%</b>	<b>-0.39%</b>

<b>Employees FTE</b>	10.200	10.990	10.990	11.055	10.900	10.900	10.900	10.607
<b>Percent Change FTE</b>		<b>7.75%</b>	<b>0.00%</b>	<b>0.59%</b>	<b>-1.40%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-2.69%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court  
**Fund** General  
**Account** 02.0401

<b>Outcome</b>	<b>Goal / Activity</b> Answers the <b>When, What and Why</b> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <b>How</b> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>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.</li> <li>2. Continue educational opportunities to ensure proper use of system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to implement and maintain additional software components.</li> <li>2. Attend yearly users/training conference.</li> </ol>
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> <li>3. Fair and responsive to community concerns through the court process with programs.</li> <li>4. Community service focus that benefits the community with non-monetary labor.</li> <li>5. Support community desires to reduce recidivism through fines and sentences that give incentive to the public to modify inappropriate behavior.</li> </ol>	<ol style="list-style-type: none"> <li>3. These programs address domestic violence issues, anti-theft, youth services, traffic behavior, parking/code violations and alcohol and substance abuse.</li> <li>4. Continue the community service work program for juvenile offenders offering options from various organizations.</li> <li>5. Monitor fines and sentences for effectiveness.</li> </ol>
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> <li>6. Access to justice through high quality, efficient and knowledgeable customer service.</li> <li>7. Ensures due process through a full service court</li> <li>8. Provide safe, immediate next day arraignment for persons in custody</li> <li>9. Take advantage of educational opportunities that enhance employee skills and abilities including electronic process enhancements</li> </ol>	<ol style="list-style-type: none"> <li>6. Provide employee training and guidelines.</li> <li>7. Continue current best practices.</li> <li>8. Ensure video system is maintained.</li> <li>9. Offer training and acquire additional electronic processing capabilities.</li> </ol>

<b>Performance Measure</b>	<b>Goals / Activities Measured</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Estimate</b>	<b>2010 Budget</b>

## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court

**Fund** General Fund

**Revenue Item** **Municipal Court Cost**

**Account** **02.0401.33301**

**Authorization** EMC 1-7-5

**Description**

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

**Fee Schedule**

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

**Date Last Changed**

- 1) 2004
- 2) at Judge's discretion.
- 3) July 2005
- 4) Supreme Court guidelines

**Previous Fee Schedule**

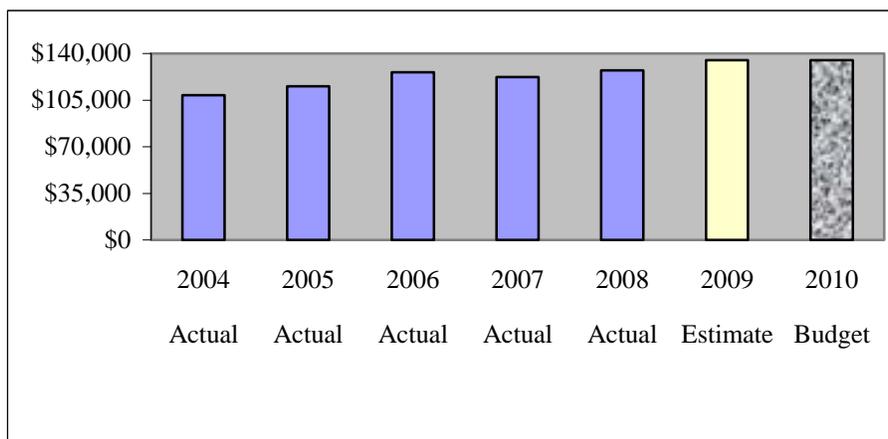
- 1) \$15.00
- 2) \$ 0
- 3) \$10.00
- 4) Transcripts were charged according to hourly wage of employee doing transcript; certification \$ 25; tape \$ 25.

**Formula Method** N/A

**Projection Method** Projections based on historical trends

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

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	108,617	-10.28%
<b>Actual</b>	<b>2005</b>	115,467	6.31%
<b>Actual</b>	<b>2006</b>	125,949	9.08%
<b>Actual</b>	<b>2007</b>	122,424	-2.80%
<b>Actual</b>	<b>2008</b>	127,245	3.94%
<b>Estimate</b>	<b>2009</b>	135,000	6.09%
<b>Budget</b>	<b>2010</b>	135,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court

**Fund** General Fund

**Revenue Item** Court Assessed OJ/W Fee

**Account** 02.0401.33304

**Authorization** CRS 42-2-116(c)

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

**Fee Schedule** \$15.00

**Date Last Changed** Implemented January 1, 1988.

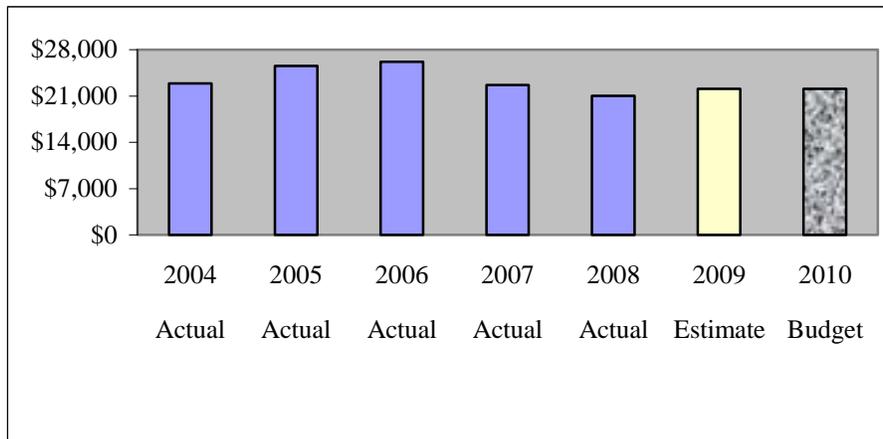
**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous collections.

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	22,890	-9.27%
<b>Actual</b>	<b>2005</b>	25,533	11.54%
<b>Actual</b>	<b>2006</b>	26,175	2.52%
<b>Actual</b>	<b>2007</b>	22,680	-13.35%
<b>Actual</b>	<b>2008</b>	21,030	-7.28%
<b>Estimate</b>	<b>2009</b>	22,104	5.11%
<b>Budget</b>	<b>2010</b>	22,104	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court

**Fund** General Fund

**Revenue Item** **Municipal Court Probation Fee**

**Account** **02.0401.33306**

**Authorization** EMC – 1-7-

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

**Fee Schedule** Probation Fees: \$100.00

Juvenile Deferred Judgment: \$ 50.00

Adult Deferred Judgment: \$ 75.00

Deferred Prosecution Fees: \$ 50.00

**Date Last Changed** July 2005

**Previous Fee Schedule** Probation Fees: \$50.00

Juvenile Deferred Judgment: \$25.00

Adult Deferred Judgment: \$25.00

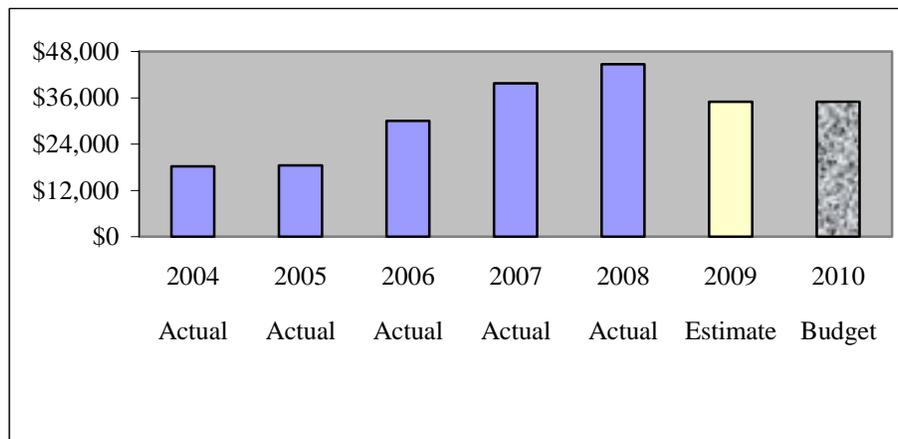
Deferred Prosecution Fees: \$25.00

**Formula Method** N/A

**Projection Method** N/A

**Comments** N/A

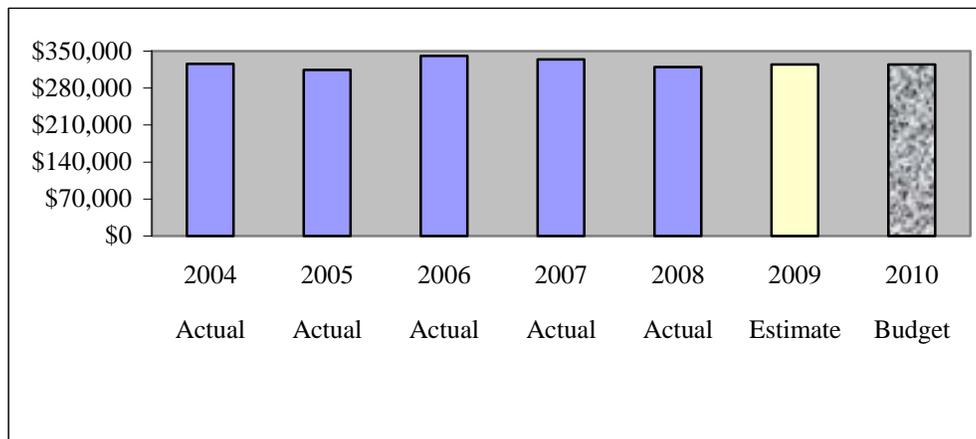
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	18,261	307.60%
<b>Actual</b>	<b>2005</b>	18,502	1.32%
<b>Actual</b>	<b>2006</b>	30,025	62.28%
<b>Actual</b>	<b>2007</b>	39,728	32.32%
<b>Actual</b>	<b>2008</b>	44,668	12.43%
<b>Estimate</b>	<b>2009</b>	35,000	-21.64%
<b>Budget</b>	<b>2010</b>	35,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Municipal Court
<b>Fund</b>	General Fund
<b>Revenue Item</b>	<b>Municipal Court Fines</b>
<b>Account</b>	<b>02.0401.34101</b>
<b>Authorization</b>	EMC 1-7-2
<b>Description</b>	Court imposes penalties for conviction of any Englewood Ordinance.
<b>Fee Schedule</b>	Discretion of Judge (up to maximum of \$1,000.00 for any infraction.)
<b>Date Last Changed</b>	2006
<b>Previous Fee Schedule</b>	Discretion of Judge (up to maximum of \$500.00 for any infraction.)
<b>Formula Method</b>	Projections based on historical trends.
<b>Projection Method</b>	No increase foreseen.
<b>Comments</b>	Because of plea bargain at violations bureau, less cases are coming before Court. Revenues are also diminished by Community Service sentencing.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	325,892	-0.68%
<b>Actual</b>	<b>2005</b>	314,554	-3.48%
<b>Actual</b>	<b>2006</b>	341,205	8.47%
<b>Actual</b>	<b>2007</b>	334,599	-1.94%
<b>Actual</b>	<b>2008</b>	319,589	-4.49%
<b>Estimate</b>	<b>2009</b>	325,000	1.69%
<b>Budget</b>	<b>2010</b>	325,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court

**Fund** General Fund

**Revenue Item** Parking Violation Fines

**Account** 02.0401.34103

**Authorization** EMC 1-7-4D

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

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

**Date Last Changed** 2003

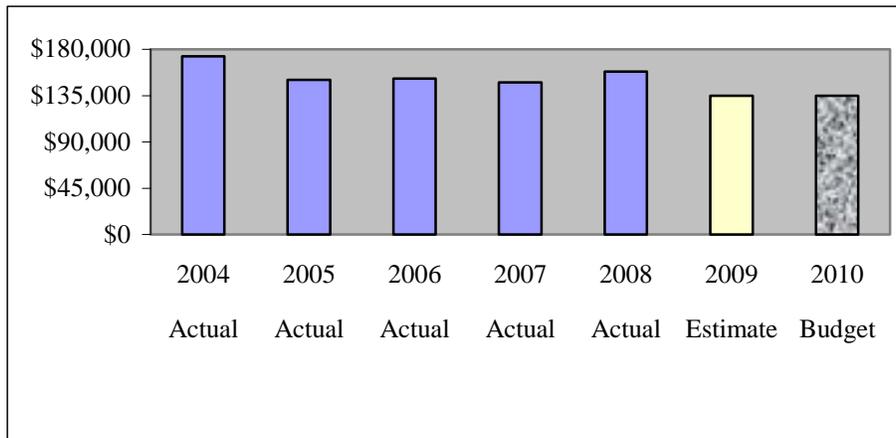
**Previous Fee Schedule** Parking in fire lane - \$25; handicap violations - \$100; all other parking violations - \$15, plus \$25 or \$50 if not received in Violations Bureau within 14 days.

**Formula Method** Projections based on historical trends.

**Projection Method** N/A

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

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	173,111	-21.20%
<b>Actual</b>	<b>2005</b>	150,240	-13.21%
<b>Actual</b>	<b>2006</b>	151,635	0.93%
<b>Actual</b>	<b>2007</b>	147,715	-2.59%
<b>Actual</b>	<b>2008</b>	158,271	7.15%
<b>Estimate</b>	<b>2009</b>	135,000	-14.70%
<b>Budget</b>	<b>2010</b>	135,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Municipal Court

**Fund** General Fund

**Revenue Item** **Violations Bureau Fines (Non-Parking)**

**Account** **02.0401.34104**

**Authorization** EMC 1-7-4D

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

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

**Date Last Changed** January 2009

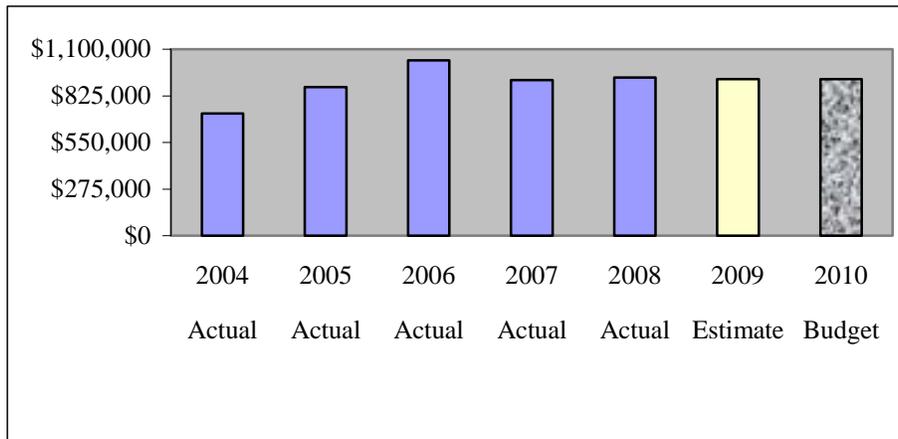
**Previous Fee Schedule** TRAFFIC: \$20 per Motor Vehicle Point and \$20+ per point with accident assessed on 1st traffic conviction in Colorado; X 1.5 if 2nd offense; X 2 if 3rd offense.  
OTHERS: \$25 minimum fine; various amounts

**Formula Method** Projections based on historical trends.

**Projection Method** Estimate

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

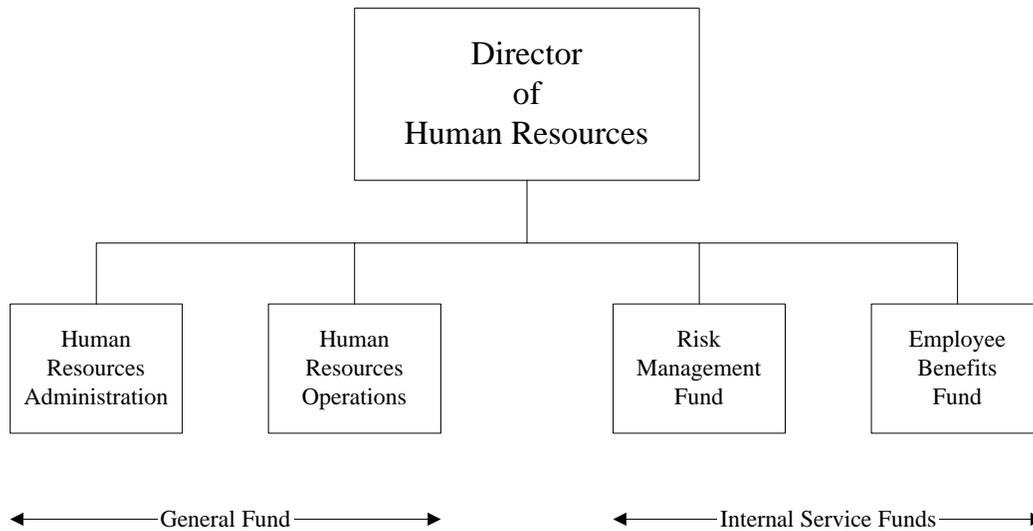
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	720,583	-18.65%
<b>Actual</b>	<b>2005</b>	876,185	21.59%
<b>Actual</b>	<b>2006</b>	1,033,847	17.99%
<b>Actual</b>	<b>2007</b>	917,759	-11.23%
<b>Actual</b>	<b>2008</b>	933,342	1.70%
<b>Estimate</b>	<b>2009</b>	922,651	-1.15%
<b>Budget</b>	<b>2010</b>	922,651	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** General



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

### 2009 Major Department Initiatives Planned

- Implement "NeoGov", the recruitment software acquired year-end 2008.
- Lead negotiations with Englewood Employee Association to successful conclusion.
- Expand employee wellness initiatives in conjunction with interdepartmental Wellness Committee formed in late 2008.
- Build on the success of 2008 Supervisory Summit training conference by expanding scope to include other municipalities and non-supervisory employees.

### 2010 Major Department Initiatives Planned

- Continue implementation of wellness program enhancements with the goal of reducing City/employee health care exposures.
- Lead contract negotiations with Englewood Police Benefit Association and wage/benefit "reopener" with Englewood Employee Association.
- Pending status of hiring freeze, finalize implementation of NeoGov.
- Plan and conduct 2010 Summit for Professional Growth.
- Develop and implement Succession Planning Program in cooperation with departments.
- Reengineer, market and implement the 2010-11 Englewood Leadership Institute.

### 2008 Major Department Initiatives Planned

- Develop and implement a Supervisory Summit training conference.
- Lead negotiations with Police and Fire Unions to successful conclusion, (i.e. resolve prior to reaching impasse situation)
- Conclude staff involvement in the Governor's Blue Ribbon Commission on Healthcare Reform with presentation to Colorado Legislature.

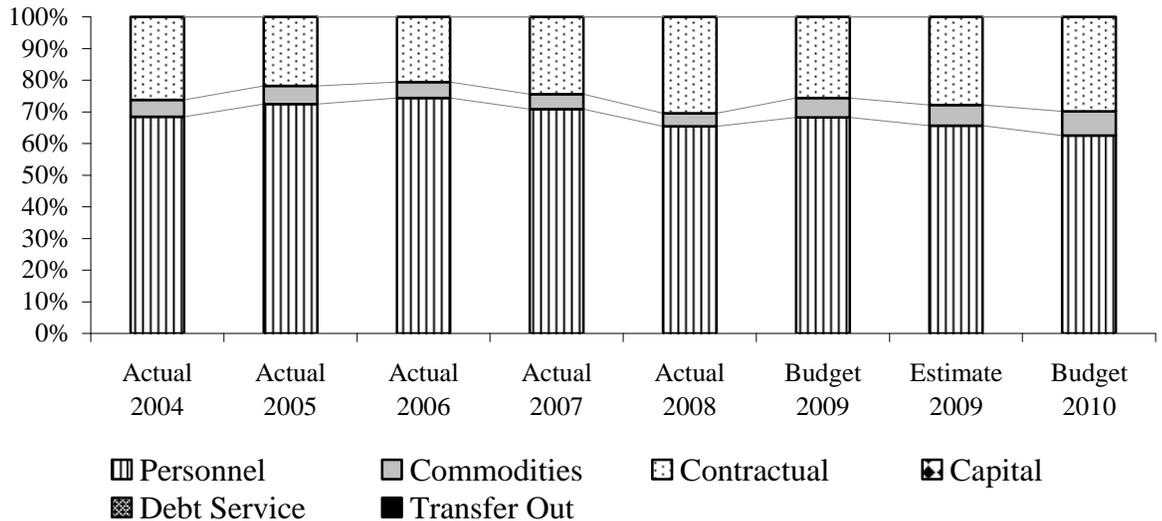
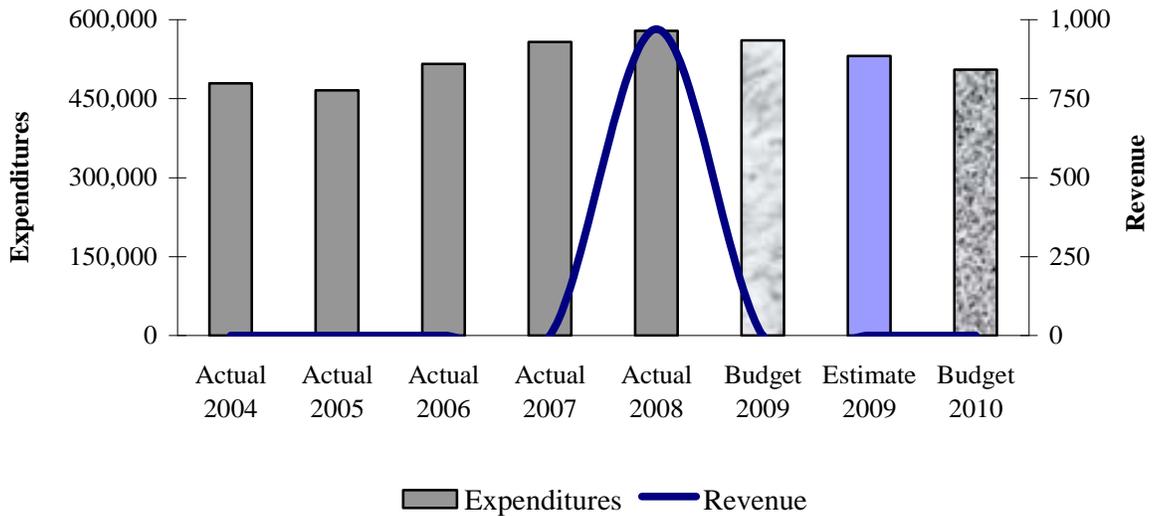
### 2008 Major Department Initiatives Accomplished

- Supervisory Summit held October 27-31, over 400 classes attended.
- Negotiations concluded without need for impasse.
- Commission presented to Colorado Legislature and Governor in January.

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	970	-	-	-
<b>Percent Change</b>		----	----	----	----	<b>-100.00%</b>	----	----
Expenditures								
Personnel	327,978	337,668	384,106	395,301	378,807	382,658	348,329	315,867
Commodities	25,329	26,533	25,760	26,508	23,826	34,390	34,576	38,181
Contractual	125,824	101,485	106,436	136,047	176,503	143,850	147,993	150,850
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>479,131</b>	<b>465,686</b>	<b>516,302</b>	<b>557,856</b>	<b>579,136</b>	<b>560,898</b>	<b>530,898</b>	<b>504,898</b>
<b>Percent Change</b>		<b>-2.81%</b>	<b>10.87%</b>	<b>8.05%</b>	<b>3.81%</b>	<b>-3.15%</b>	<b>-5.35%</b>	<b>-4.90%</b>
<b>Employees FTE</b>	4.620	3.620	4.675	4.675	4.670	4.270	3.770	3.570
<b>Percent Change FTE</b>		-21.65%	29.14%	0.00%	-0.11%	-8.57%	-11.71%	-5.31%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** General

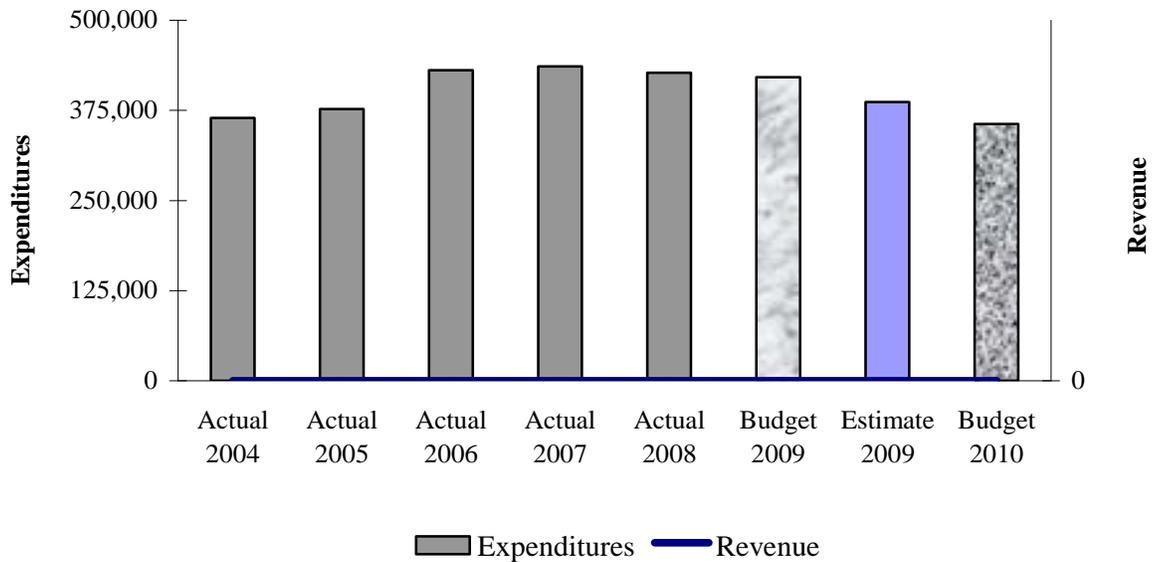
**Division** Administration

**Account** 02.0501

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	327,978	337,592	384,091	395,301	378,807	382,658	348,329	315,867
Commodities	15,347	13,501	18,010	16,683	13,811	16,890	16,890	18,995
Contractual	21,413	25,860	28,471	24,025	34,441	21,489	21,489	21,489
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>364,738</b>	<b>376,953</b>	<b>430,572</b>	<b>436,009</b>	<b>427,059</b>	<b>421,037</b>	<b>386,708</b>	<b>356,351</b>
<b>Percent Change</b>		<b>3.35%</b>	<b>14.22%</b>	<b>1.26%</b>	<b>-2.05%</b>	<b>-1.41%</b>	<b>-8.15%</b>	<b>-7.85%</b>
<b>Employees FTE</b>	4.620	3.620	4.675	4.675	4.670	4.270	3.770	3.570
<b>Percent Change FTE</b>		-21.65%	29.14%	0.00%	-0.11%	-8.57%	-11.71%	-5.31%



<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Ensure asset management via leadership role in the recruitment and retention of appropriate maintenance staff.	
A safe, clean, healthy and attractive City	2. Provide support to Safety Services by continuously testing police and fire	

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** General

**Division** Administration

**Account** 02.0501

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

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** General

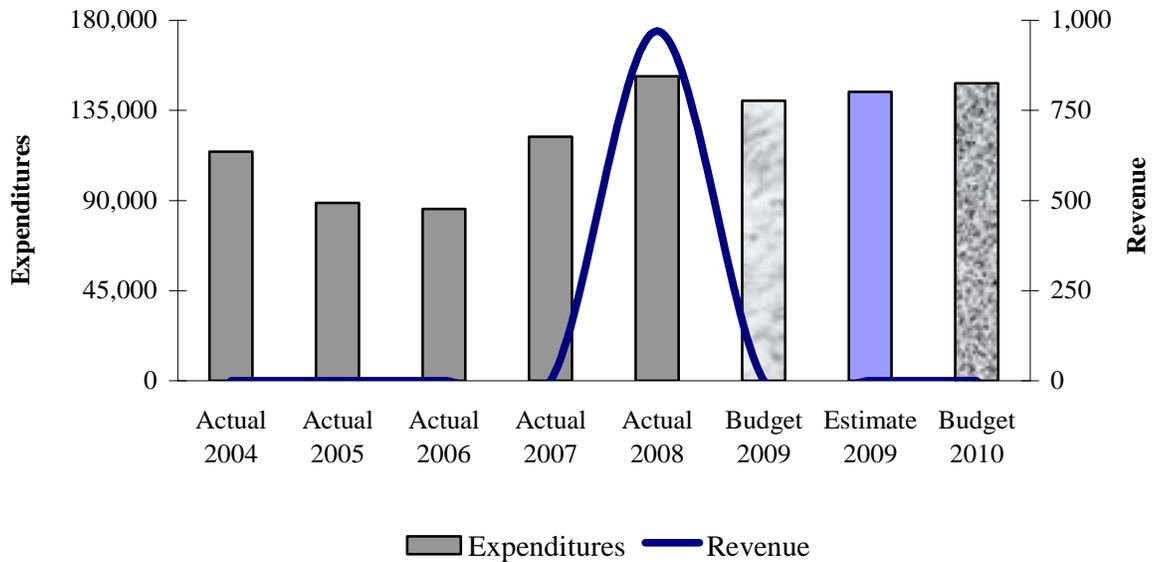
**Division** Operations

**Account** 02.0502

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	970	-	-	-
<b>Percent Change</b>		----	----	----	----	<b>-100.00%</b>	----	----
Expenditures								
Personnel	-	76	15	-	-	-	-	-
Commodities	9,982	13,032	7,750	9,825	10,015	17,500	17,686	19,186
Contractual	104,411	75,625	77,965	112,022	142,062	122,361	126,504	129,361
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>114,393</b>	<b>88,733</b>	<b>85,730</b>	<b>121,847</b>	<b>152,077</b>	<b>139,861</b>	<b>144,190</b>	<b>148,547</b>
<b>Percent Change</b>		<b>-22.43%</b>	<b>-3.38%</b>	<b>42.13%</b>	<b>24.81%</b>	<b>-8.03%</b>	<b>3.10%</b>	<b>3.02%</b>
<b>Employees FTE</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



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

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** General

**Division** Operations

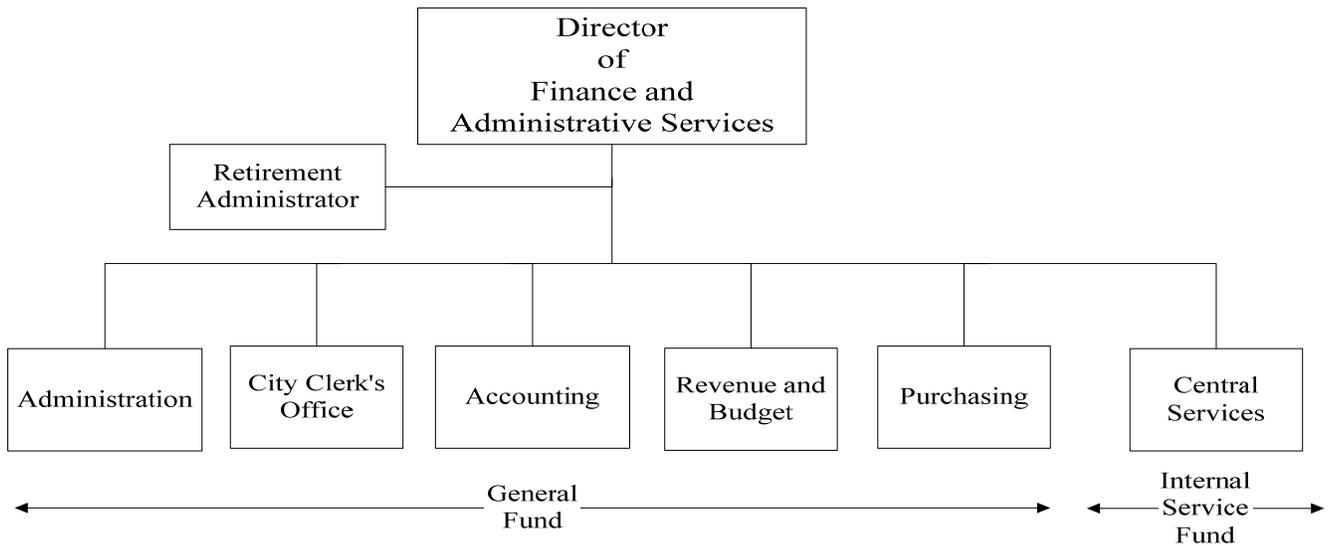
**Account** 02.0502

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**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.

### 2009 Major Department Initiatives Planned

- Assist the Information Technology Department with the implementation of the City-wide Enterprise Content Management (ECM) Solution.

### 2010 Major Department Initiatives Planned

- Continue to assist the Information Technology Department with modifications and upgrades, with possible beginning expansion of the ECM Solution to other select departments.
- Continue to search for a vendor to implement an integrated Tax Collection and Licensing System.

### 2008 Major Department Initiatives Planned

- Award a contract and begin the implementation of an integrated Tax Collection and Licensing System.
- Assist the Utilities Department with the implementation of an On-Line and Phone-In Payment System.
- Combine the 2009 Budget and Revenue Manual into one document. Revenue sources of \$25,000 or greater will be presented in the document.
- Provide application packets for Miscellaneous Business and Sales and Use Tax Licenses in Portable Document Format (PDF) on the City's website.

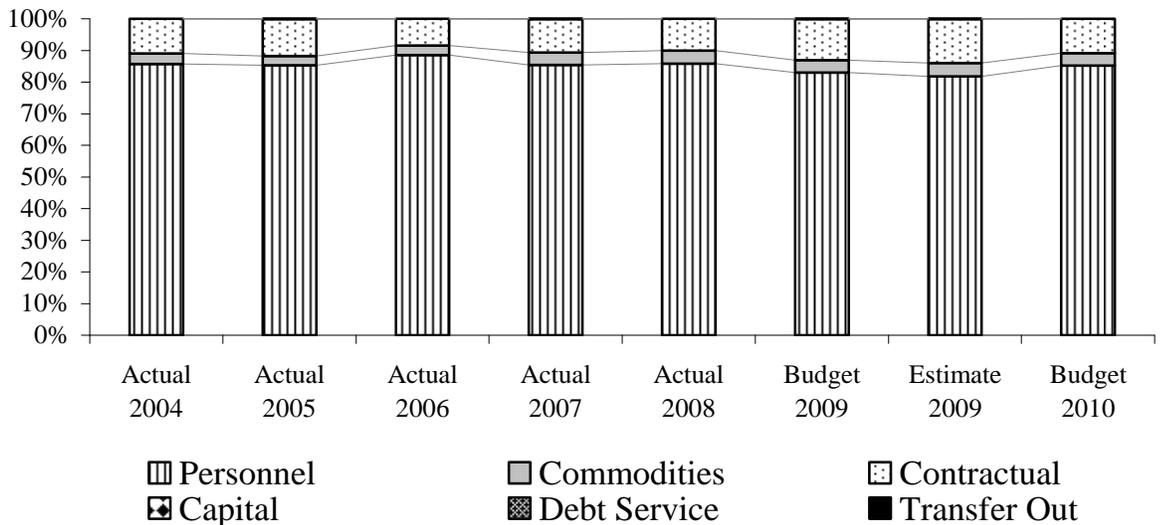
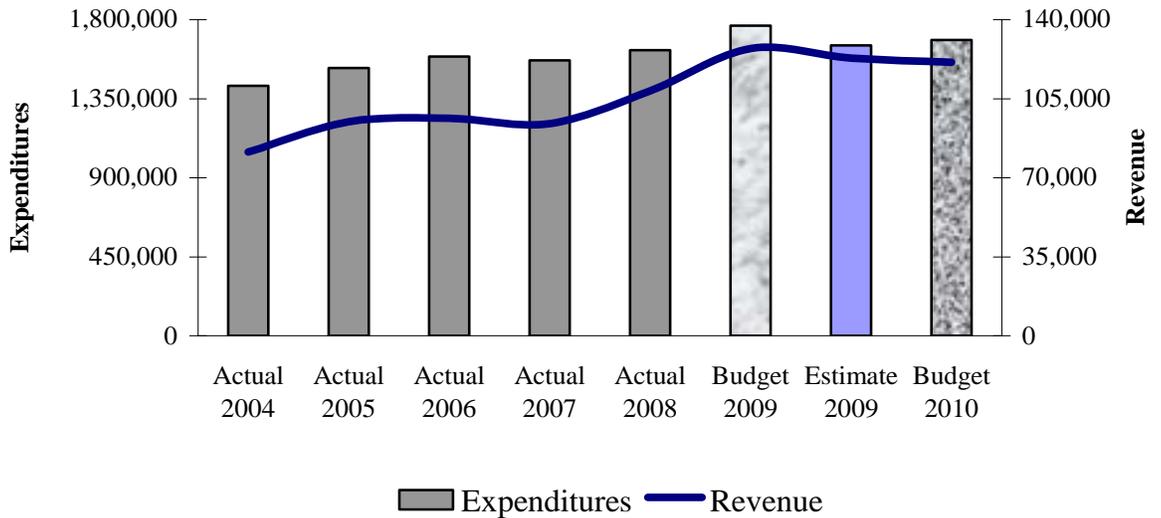
### 2008 Major Department Initiatives Accomplished

- Contract not awarded. Currently evaluating our options.
- Continued in 2008 and 2009 the implementation of an On-Line and Phone-In Payment System. The project went live July 22, 2009.
- The 2009 Budget contains the revenue pages that were previously printed in a separate document.
- Application packets for Miscellaneous Business and Sales and Use Tax Licenses are available on the City's website.

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	81,393	94,805	96,382	93,981	108,436	127,115	122,890	121,090
<b>Percent Change</b>		<b>16.48%</b>	<b>1.66%</b>	<b>-2.49%</b>	<b>15.38%</b>	<b>17.23%</b>	<b>-3.32%</b>	<b>-1.46%</b>
Expenditures								
Personnel	1,219,907	1,301,202	1,407,717	1,338,802	1,396,295	1,464,876	1,352,154	1,434,494
Commodities	46,715	43,855	48,243	61,947	66,468	70,180	70,903	66,988
Contractual	156,393	178,760	133,938	166,411	163,808	227,716	228,415	182,518
Capital	-	1,178	-	916	-	2,000	2,000	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,423,015	1,524,995	1,589,898	1,568,076	1,626,571	1,764,772	1,653,472	1,684,000
<b>Percent Change</b>		<b>7.17%</b>	<b>4.26%</b>	<b>-1.37%</b>	<b>3.73%</b>	<b>8.50%</b>	<b>-6.31%</b>	<b>1.85%</b>
<b>Employees FTE</b>	19,250	19,330	19,580	18,599	18,900	18,900	17,900	18,900
<b>Percent Change FTE</b>		<b>0.42%</b>	<b>1.29%</b>	<b>-5.01%</b>	<b>1.62%</b>	<b>0.00%</b>	<b>-5.29%</b>	<b>5.59%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

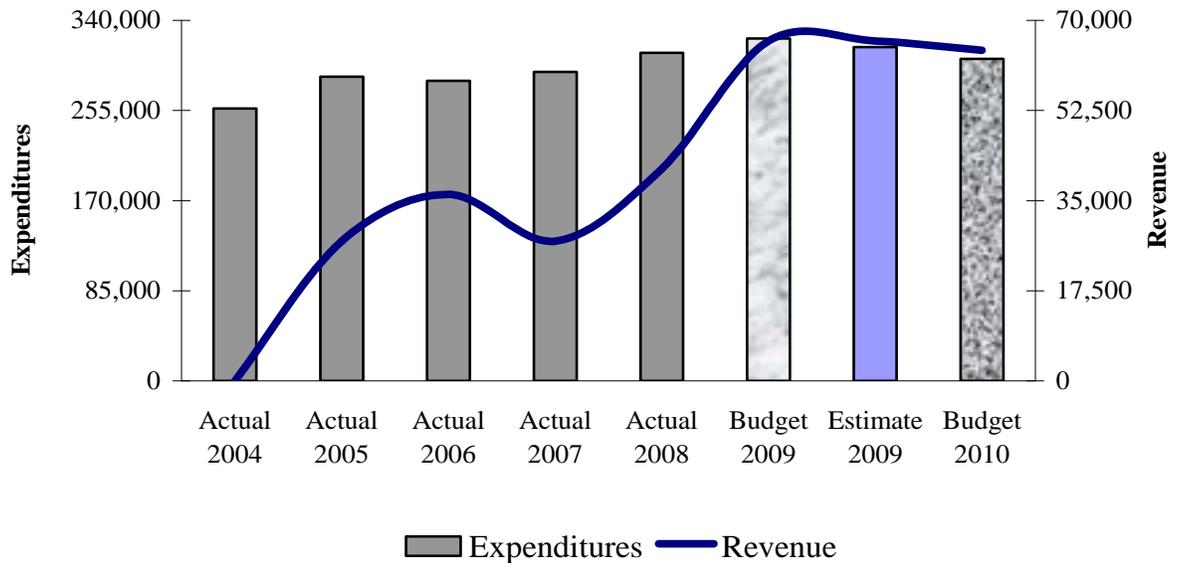
**Division** Administration

**Account** 02.0601

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	27,150	36,229	27,150	41,150	66,000	66,000	64,200
<b>Percent Change</b>		----	33.44%	-25.06%	51.57%	60.39%	0.00%	-2.73%
Expenditures								
Personnel	210,345	219,890	230,527	236,940	248,870	257,354	249,066	248,588
Commodities	3,023	2,579	3,770	3,748	5,163	4,691	4,691	3,991
Contractual	43,409	64,431	48,772	50,622	55,271	60,794	60,964	51,194
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>256,777</b>	<b>286,900</b>	<b>283,069</b>	<b>291,310</b>	<b>309,304</b>	<b>322,839</b>	<b>314,721</b>	<b>303,773</b>
<b>Percent Change</b>		11.73%	-1.34%	2.91%	6.18%	4.38%	-2.51%	-3.48%
<b>Employees FTE</b>	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
<b>Percent Change FTE</b>		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. 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,	The Administrative Division creates (and continually improves) monthly reports detailing revenues, expenditures, and projected ending fund balance to the various departments to facilitate infrastructure decision making and long-term planning.

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** Administration

**Account** 02.0601

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

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

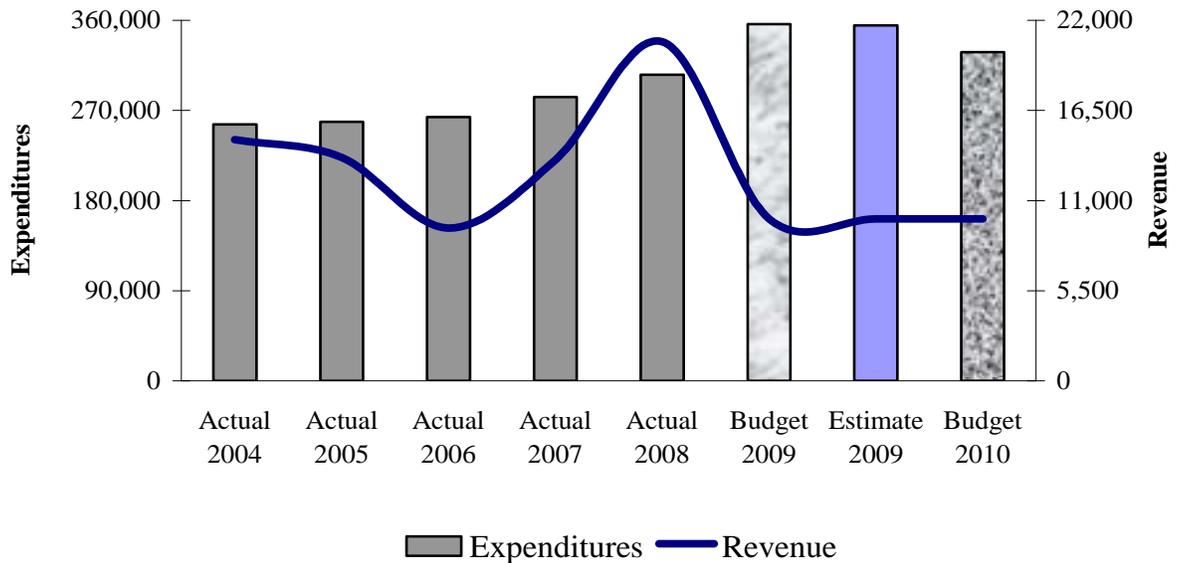
**Division** City Clerk's Office

**Account** 02.0602

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	14,724	13,628	9,318	13,473	20,704	9,890	9,890	9,890
<b>Percent Change</b>		<b>-7.44%</b>	<b>-31.63%</b>	<b>44.59%</b>	<b>53.67%</b>	<b>-52.23%</b>	<b>0.00%</b>	<b>0.00%</b>
Expenditures								
Personnel	176,194	191,396	204,478	212,693	226,453	225,840	224,778	227,510
Commodities	7,880	10,324	11,706	11,649	16,901	16,330	16,330	16,330
Contractual	72,128	55,746	47,216	58,294	62,252	111,900	111,900	84,400
Capital	-	1,178	-	916	-	2,000	2,000	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	256,202	258,644	263,400	283,552	305,606	356,070	355,008	328,240
<b>Percent Change</b>		<b>0.95%</b>	<b>1.84%</b>	<b>7.65%</b>	<b>7.78%</b>	<b>16.51%</b>	<b>-0.30%</b>	<b>-7.54%</b>
<b>Employees FTE</b>	2,950	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Percent Change FTE</b>		1.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



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

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** City Clerk's Office

**Account** 02.0602

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

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

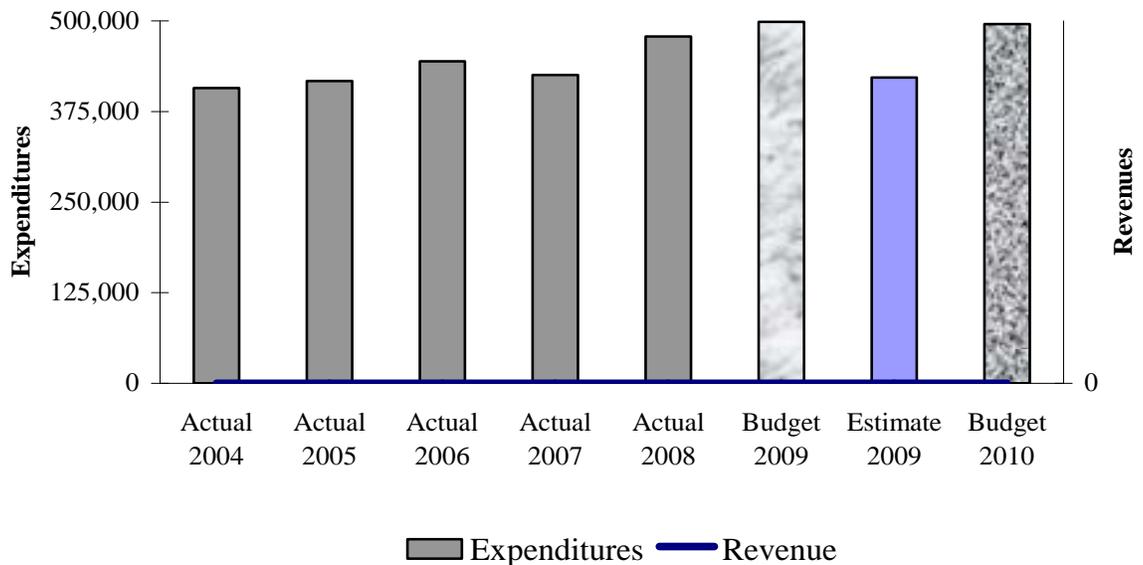
**Division** Accounting

**Account** 02.0603

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	365,754	382,935	416,613	383,763	442,075	460,660	386,594	458,904
Commodities	18,538	14,047	14,312	20,225	22,655	22,200	22,200	22,200
Contractual	22,927	20,028	13,177	21,449	13,575	15,788	13,050	14,615
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>407,219</b>	<b>417,010</b>	<b>444,102</b>	<b>425,437</b>	<b>478,305</b>	<b>498,648</b>	<b>421,844</b>	<b>495,719</b>
<b>Percent Change</b>		<b>2.40%</b>	<b>6.50%</b>	<b>-4.20%</b>	<b>12.43%</b>	<b>4.25%</b>	<b>-15.40%</b>	<b>17.51%</b>
<b>Employees FTE</b>	5.300	5.330	5.580	5.330	5.900	5.900	4.900	5.900
<b>Percent Change FTE</b>		0.57%	4.69%	-4.48%	10.69%	0.00%	-16.95%	20.41%



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

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** Accounting

**Account** 02.0603

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

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** Accounting

**Account** 02.0603

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Actual annual City requirements accounted for (expenditures and transfers) (in Millions of Dollars)		\$104.45	\$143.05	\$148.05	\$130.12	\$117.60	\$104.50	\$106.06
Number of payment transactions processed for departments		7,504	7,664	7,901	7,967	7,760	8,000	8,000
Number of payroll payments per year		27,423	27,151	27,102	26,185	26,814	27,000	27,000
Number of payrolls not met		0	0	0	0	0	0	
Awarded Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting		Yes	Yes	Yes	Yes	Yes	Yes	
Comprehensive Annual Financial Report (CAFR) awarded "clean opinion"		Yes	Yes	Yes	Yes	Yes	Yes	

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

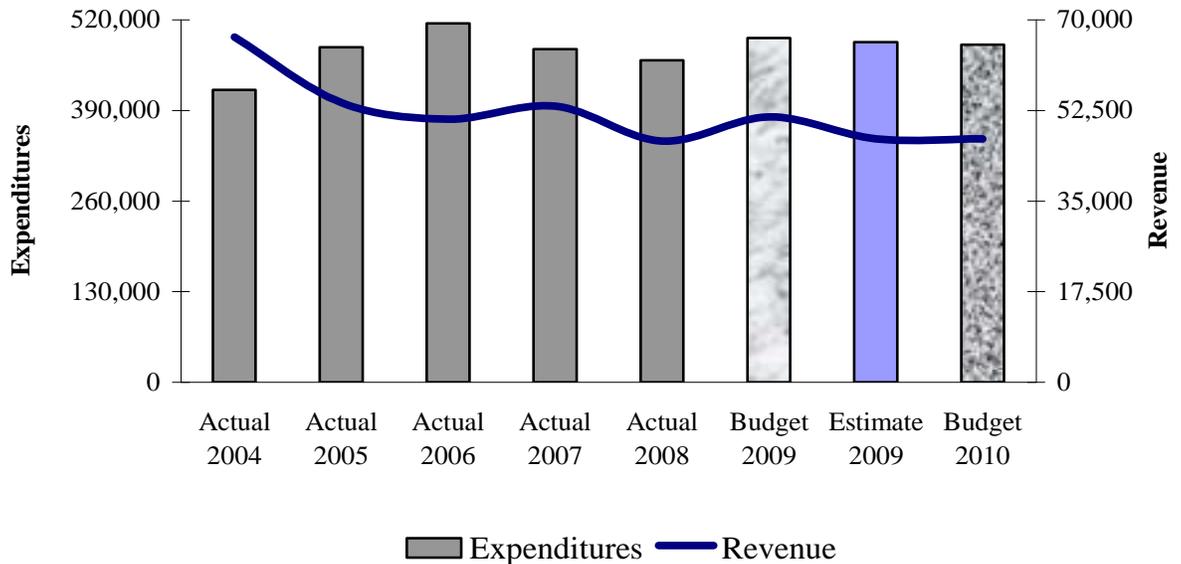
**Division** Revenue and Budget

**Account** 02.0604

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	66,669	54,027	50,835	53,358	46,582	51,225	47,000	47,000
<b>Percent Change</b>		<b>-18.96%</b>	<b>-5.91%</b>	<b>4.96%</b>	<b>-12.70%</b>	<b>9.97%</b>	<b>-8.25%</b>	<b>0.00%</b>
Expenditures								
Personnel	390,868	431,992	478,569	428,640	417,308	433,259	424,800	432,576
Commodities	16,022	15,583	17,496	23,133	19,428	25,307	26,022	22,807
Contractual	12,685	33,385	19,019	26,036	25,080	35,283	37,050	29,158
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	419,575	480,960	515,084	477,809	461,816	493,849	487,872	484,541
<b>Percent Change</b>		<b>14.63%</b>	<b>7.09%</b>	<b>-7.24%</b>	<b>-3.35%</b>	<b>6.94%</b>	<b>-1.21%</b>	<b>-0.68%</b>
<b>Employees FTE</b>	8.000	8.000	8.000	7.269	7.000	7.000	7.000	7.000
<b>Percent Change FTE</b>		0.00%	0.00%	-9.14%	-3.70%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	1. Provide assurance to citizens and customers to the City that workers operating in the City are properly qualified. Some licenses require a deposit to ensure proper clean-up.	1. Issue sales and use tax and miscellaneous licenses for various types of businesses upon completion of the application process.

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** Revenue and Budget

**Account** 02.0604

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

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Audit Revenue Received	5	63,298	626,677	327,174	276,409	285,419	300,000	300,000
Audits Completed	5	25	32	36	32	32	72	72
Received the GFOA's Distinguished Budget Presentation Award	4	Yes	Yes	Yes	Yes	Yes	Yes	

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Revenue Item** Miscellaneous Business License Application Fees

**Account** 02.0604.32105

**Authorization** EMC Title 5

**Description** Fees charged to businesses applying for miscellaneous business license.

**Fee Schedule** See schedule on next page.

**Date Last Changed** Various

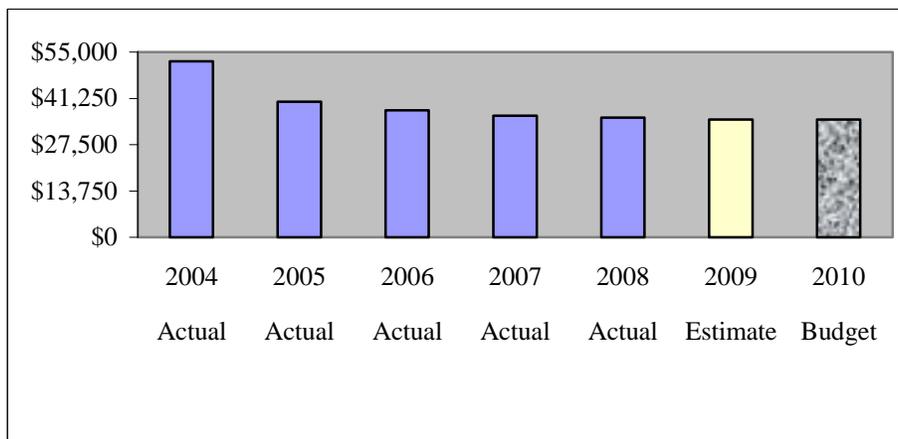
**Previous Fee Schedule** Various

**Formula Method** Estimated number of licenses X Fee.

**Projection Method** Flat growth expected over next six years.

**Comments** Fees are established by resolution. Tattoo, Body Piercing and Trash Hauler fees were increased substantially in 2004. As of April 1, 2009 the State will be the regulatory agency of Massage Therapists.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	52,277	214.53%
<b>Actual</b>	<b>2005</b>	40,225	-23.05%
<b>Actual</b>	<b>2006</b>	37,688	-6.31%
<b>Actual</b>	<b>2007</b>	36,077	-4.27%
<b>Actual</b>	<b>2008</b>	35,502	-1.59%
<b>Estimate</b>	<b>2009</b>	35,000	-1.41%
<b>Budget</b>	<b>2010</b>	35,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Revenue Item** Miscellaneous Business License Application Fees

**Account** 02.0604.32105

Type of License	License Fee 2010	Renewal Basis	No. of Licenses 2010	No. of Licenses 2009	Budget 2010
Adult Entertainment Establishment	\$ 2,000.00	Annual	1	1	\$ 2,000.00
Amusement/Public Dances	\$ 50.00	Annual	15	15	\$ 750.00
	\$ 25.00	Annual per machine, lane and/or table	298	298	\$ 7,450.00
Arborist	\$ 50.00	Annual	61	61	\$ 3,050.00
Auctioneer	\$ 5.00	Resident: Daily			\$ -
	\$ 20.00	Resident: Annual			\$ -
	\$ 10.00	Itinerant: Daily			\$ -
	\$ 30.00	Itinerant: Year	3	3	\$ 90.00
Auto Salvage/Recycling Yards	\$ 100.00	Annual	2	2	\$ 200.00
Body Piercing Establishment	\$ 100.00	Annual	3	3	\$ 300.00
Canine & Feline Breeders	\$ 25.00	Initial Fee	0	0	\$ -
	\$ 15.00	Annual	9	9	\$ 135.00
Christmas Tree Dealers	\$ 10.00	Annual	0	0	\$ -
Direct Sellers	\$ 5.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	5	5	\$ 375.00
Food Vendors	\$ 5.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	2	0	\$ 150.00
Going Out of Business	\$ 50.00	Refundable Upon Tax Filing	0	2	\$ -
	\$ 25.00	One Time Renewal	0	0	\$ -
Guard/Attack Dog	\$ 50.00	Annual	0	0	\$ -
Massage Therapy	\$ 100.00	Annual	0	69	\$ -
Pawnbroker/Auto Pawn	\$ 2,500.00	Initial Fee	0	0	\$ -
	\$ 1,000.00	Annual	6	6	\$ 6,000.00
Purchaser of Valuable Articles	\$ 250.00	Annual	6	6	\$ 1,500.00
Reflexology	\$ 100.00	Annual	4	4	\$ 400.00
Tattoo Establishments	\$ 100.00	Annual	3	3	\$ 300.00
Special Events	\$ 40.00	Per Event	30	30	\$ 1,200.00
Telecommunications	\$ 200.00	Tower: Initial Fee	0	0	\$ -
	\$ 25.00	Tower: Annual	8	8	\$ 200.00
	\$ 100.00	Facility: Initial Fee	0	0	\$ -
	\$ 25.00	Facility: Annual	2	2	\$ 50.00
Temporary Employment Services	\$ 100.00	Annual	0	0	\$ -
Trash Hauling	\$ 50.00	Annual Per Truck	11	11	\$ 550.00
<b>Totals</b>			<b>469</b>	<b>538</b>	<b>\$ 24,700.00</b>

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

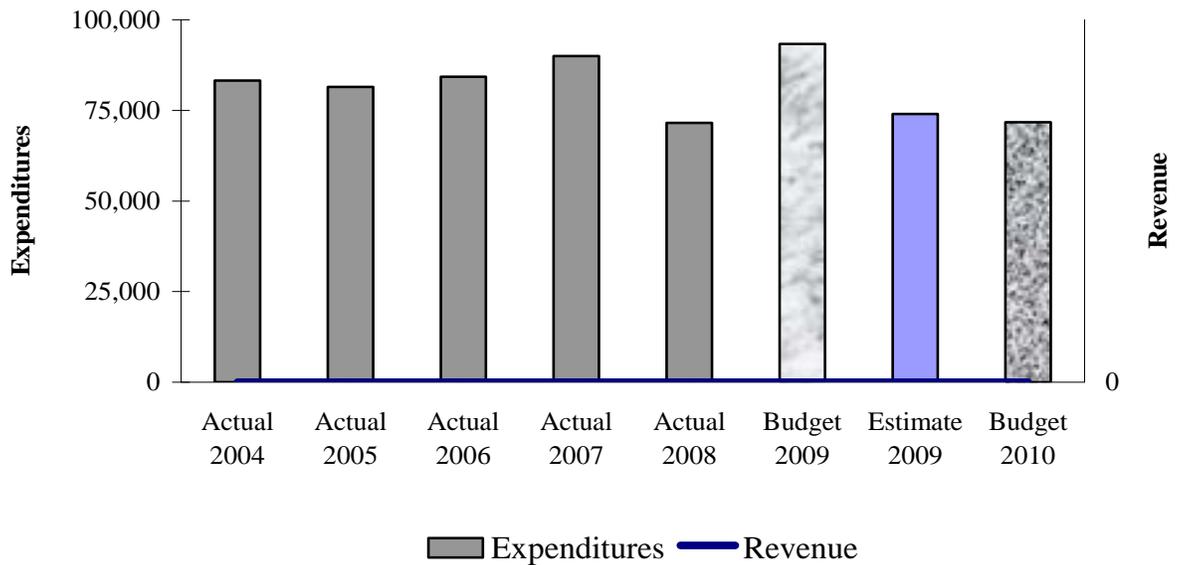
**Division** Purchasing

**Account** 02.0605

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	76,746	74,989	77,530	76,766	61,589	87,763	66,916	66,916
Commodities	1,252	1,322	959	3,192	2,321	1,652	1,660	1,660
Contractual	5,244	5,170	5,754	10,010	7,630	3,951	5,451	3,151
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>83,242</b>	<b>81,481</b>	<b>84,243</b>	<b>89,968</b>	<b>71,540</b>	<b>93,366</b>	<b>74,027</b>	<b>71,727</b>
<b>Percent Change</b>		<b>-2.12%</b>	<b>3.39%</b>	<b>6.80%</b>	<b>-20.48%</b>	<b>30.51%</b>	<b>-20.71%</b>	<b>-3.11%</b>
<b>Employees FTE</b>	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
<b>Percent Change FTE</b>		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Improve Procurement efficiency &amp; effectiveness strategies. <ul style="list-style-type: none"> <li>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</li> <li>Continue to utilize web resources for</li> </ul> </li> </ol>	The Purchasing Division is constantly striving to work with departments to make purchasing processes easier both in the purchasing of products & services and competitive bid processes while still protecting the tax payer's funds

## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General

**Division** Purchasing

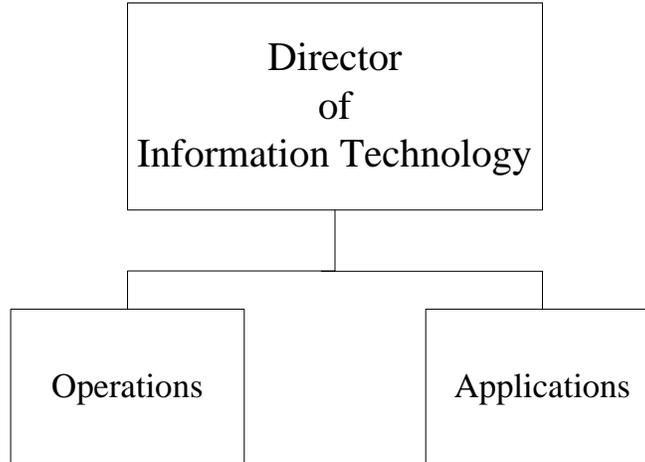
**Account** 02.0605

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

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured							
		Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

**Department** Information Technology  
**Fund** General



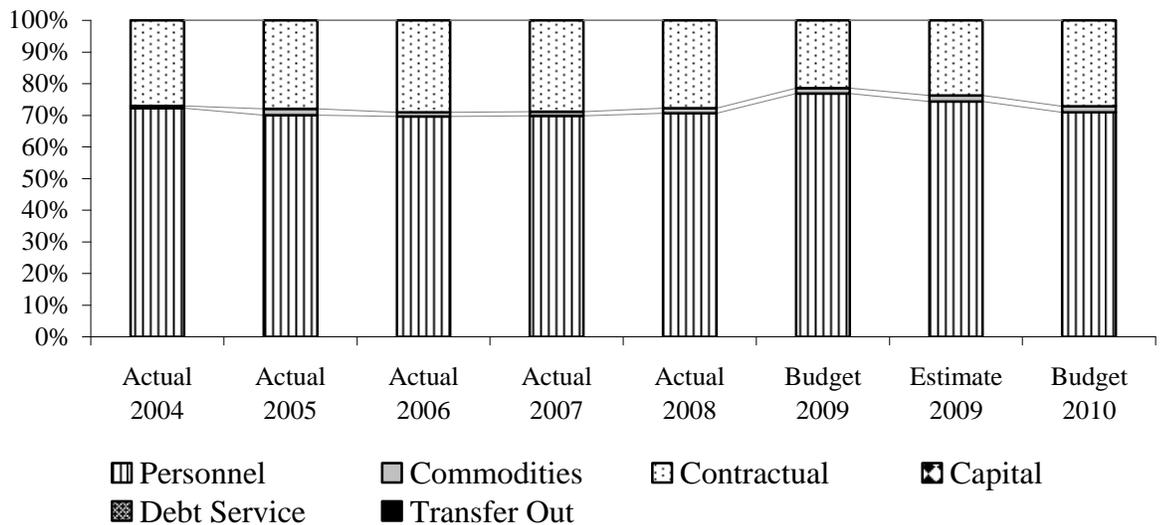
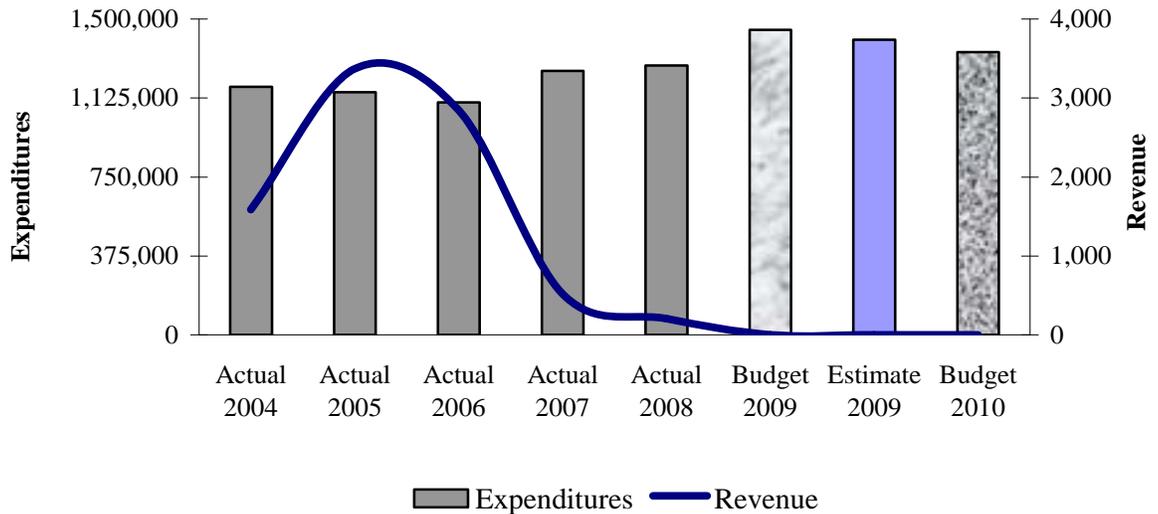
**Mission** The Information Technology Department is responsible for the efficient, effective and secure operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department evaluates, integrates and supports innovative technologies to help internal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

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Provide Council Documents electronically</li> <li>• Replace obsolete phone system</li> <li>• Provide online transactions for City Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Council Documents electronically</li> <li>• Replace obsolete phone system</li> <li>• Provide online transactions for City Departments</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Install virtual servers and centralize data</li> <li>• Implement a Enterprise Content Management Software</li> <li>• Migrate to Office 2003</li> </ul>	<ul style="list-style-type: none"> <li>• Virtualized all servers and centralized all data.</li> <li>• Implemented a new Enterprise Content Management Software system</li> <li>• All users on Office 2003 and are beginning migration to Office 2007</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Information Technology  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,588	3,370	2,849	519	207	-	-	-
<b>Percent Change</b>		<b>112.22%</b>	<b>-15.46%</b>	<b>-81.78%</b>	<b>-60.12%</b>	<b>-100.00%</b>	<b>----</b>	<b>----</b>
Expenditures								
Personnel	851,310	807,151	769,161	876,369	904,234	1,113,480	1,043,225	952,896
Commodities	8,428	22,651	14,126	16,435	20,651	23,938	25,972	25,972
Contractual	318,339	322,045	320,444	361,559	355,272	310,729	332,846	364,080
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,178,077</b>	<b>1,151,847</b>	<b>1,103,731</b>	<b>1,254,363</b>	<b>1,280,157</b>	<b>1,448,147</b>	<b>1,402,043</b>	<b>1,342,948</b>
<b>Percent Change</b>		<b>-2.23%</b>	<b>-4.18%</b>	<b>13.65%</b>	<b>2.06%</b>	<b>13.12%</b>	<b>-3.18%</b>	<b>-4.21%</b>
<b>Employees FTE</b>	10.000	8.500	9.600	9.600	10.600	11.500	11.500	11.500
<b>Percent Change FTE</b>		<b>-15.00%</b>	<b>12.94%</b>	<b>0.00%</b>	<b>10.42%</b>	<b>8.49%</b>	<b>0.00%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**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.

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

## City of Englewood, Colorado 2010 Budget

**Department** Information Technology

**Fund** General

**Division** Administration, Operations and Applications

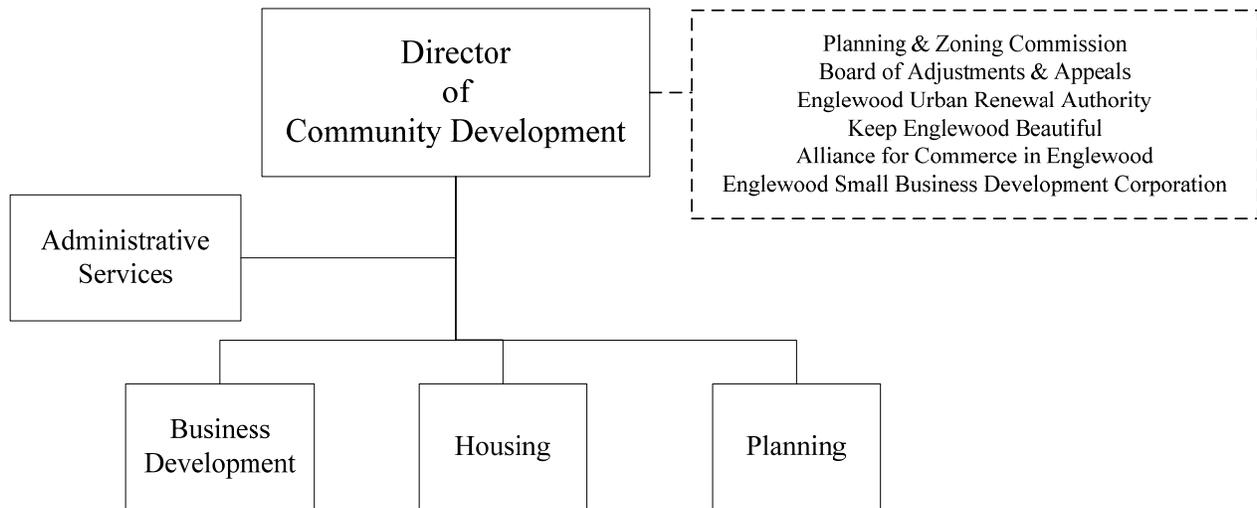
**Account** 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Community Development

**Fund** General



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

### 2009 Major Department Initiatives Planned

- CityCenter Englewood Place Making Study
- West 285 Corridor Small Area Planning Process
- UDC Amendments
- Downtown and Medical District Master Urban Design and Streetscape Plan
- Economic Development Strategy Update

### 2010 Major Department Initiatives Planned

- West 285 Corridor Small Area Plan
- UDC Amendments
- Neighborhood Stabilization Program
- Medical District Market Study
- Downtown and Medical Districts Transportation Assessment and Parking Management Plan
- Medical District Marketing

### 2008 Major Department Initiatives Planned

- UDC Amendments
- Downtown & Medical District Small Area Plan Implementation
- Economic Development Strategy Update
- City-Wide Marketing Strategy

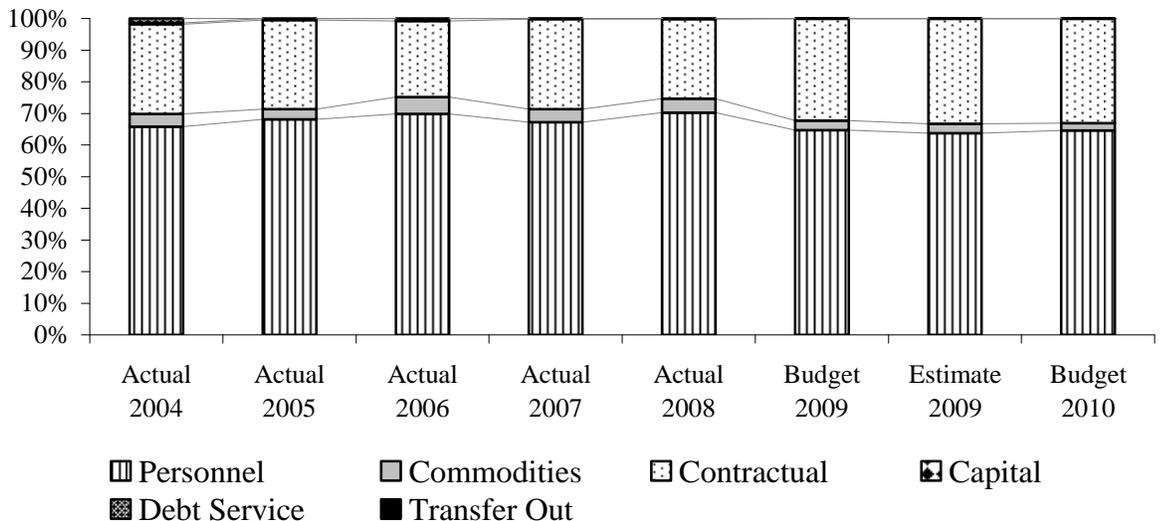
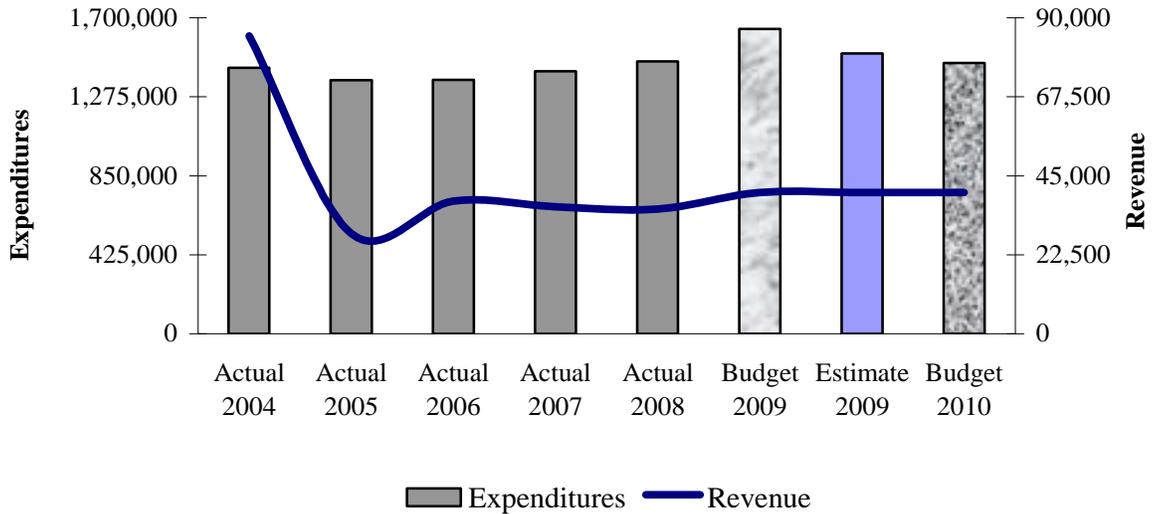
### 2008 Major Department Initiatives Accomplished

- UDC Amendments
- Downtown & Medical District Small Area Plan Implementation

## City of Englewood, Colorado 2010 Budget

**Department** Community Development  
**Fund** General  
**Account** 02.0801  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	84,879	28,588	37,827	36,142	35,522	40,225	40,225	40,225
<b>Percent Change</b>		<b>-66.32%</b>	<b>32.32%</b>	<b>-4.45%</b>	<b>-1.72%</b>	<b>13.24%</b>	<b>0.00%</b>	<b>0.00%</b>
Expenditures								
Personnel	942,198	929,585	954,869	949,596	1,028,843	1,060,836	960,196	941,574
Commodities	57,601	44,039	72,929	58,921	64,787	49,483	45,467	34,453
Contractual	406,080	384,263	327,838	400,518	367,422	527,823	500,279	480,167
Capital	5,878	6,855	10,909	3,409	3,673	1,473	1,473	1,473
Debt Service	20,000	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,431,757	1,364,742	1,366,545	1,412,444	1,464,725	1,639,615	1,507,415	1,457,667
<b>Percent Change</b>		<b>-4.68%</b>	<b>0.13%</b>	<b>3.36%</b>	<b>3.70%</b>	<b>11.94%</b>	<b>-8.06%</b>	<b>-3.30%</b>
<b>Employees FTE</b>	11.500	11.500	12.000	12.000	12.000	12.000	11.000	11.000
<b>Percent Change FTE</b>		0.00%	4.35%	0.00%	0.00%	0.00%	-8.33%	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Community Development  
**Fund** General  
**Account** 02.0801

<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Develop and implement programs to assist the public with maintaining and improving the City's housing stock.	<ol style="list-style-type: none"> <li>1. Administer and manage CDBG funds to preserve and improve housing stock.</li> <li>2. Assist with four 1st-time homebuyer classes and four consumer credit classes</li> <li>3. Implement Neighborhood Stabilization Program grant activities to buy, improve, and sell foreclosed residential properties</li> </ol>
A safe, clean, healthy and attractive City	Develop and implement programs to promote improvements to City-wide environmental, neighborhood, and housing quality.	<ol style="list-style-type: none"> <li>4. Support city environmental efforts through KEB: Leaf/tire drop-off program, HH waste collection program, South Platte River clean-up.</li> <li>5. Promote residential and commercial beautification through catalyst program, SBEBID, Paint-up/Fix-up program, sidewalks &amp; trails improvements, art shuttle/shuttle corridor pedestrian improvements.</li> <li>6. Provide Comprehensive Plan implementation with UDC amendments that facilitate infill redevelopment</li> </ol>
A progressive City that provides responsive and cost efficient services	Develop and implement projects and partnerships that respond to citizen needs and deliver city services as efficiently as possible.	<ol style="list-style-type: none"> <li>7. Leverage limited city resources through partnerships.</li> <li>8. Increase access to governmental services and resources through GIS support for PermitTrak system, Commercial property web site.</li> <li>9. Develop and improve printed and web-accessed materials that assist customers in obtaining information and understanding processes.</li> <li>10. Continue to explore ways to reduce turn-around times for permit and development approvals.</li> </ol>
A City that is business-friendly and economically diverse	Develop and implement economic and community development projects that address business needs and promote a sustainable and diverse local economy.	<ol style="list-style-type: none"> <li>11. Implement new direction for Economic Development</li> <li>12. Explore and pursue redevelopment/revitalization opportunities at locations such as the Medical District, Acoma property, Englewood LRT station, Broadway, and various shopping centers.</li> <li>13. Support redevelopment/revitalization through catalyst program, housing rehab program, retailing workshops, ED strategy implementation, and marketing.</li> <li>14. Enhance economic development tools and data through commercial property web site, retail market analysis, real estate reports, and environmental analysis. Explore and implement additional tools.</li> <li>15. Support redevelopment/revitalization through Brownfield Revolving Loan Fund, Arapahoe County Enterprise Zone administration, business retention &amp; expansion program.</li> </ol>
A City that	Develop and implement programs and	<ol style="list-style-type: none"> <li>16. Support and enhance cultural, recreational, and</li> </ol>

## City of Englewood, Colorado 2010 Budget

**Department** Community Development  
**Fund** General  
**Account** 02.0801

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
provides diverse cultural, recreational and entertainment opportunities	projects that expand opportunities for public engagement in and enjoyment of cultural, recreational and entertainment events and programs.	entertainment programs and facilities through public art with development, Artabout Englewood, and art shuttle program.

Performance Measure	Goals / Activities Measured	2004	2005	2006	2007	2008	2009	2010
		Actual	Actual	Actual	Actual	Actual	Estimate	Budget

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	40	22	10	19	15 (est)	15 (est.)	15 (est.)
Projects by Year	\$984,018	\$478,641	\$150,388	\$334,496	\$300,000	\$300,000	\$300,000
Increased property value	\$324,726	\$478,641	\$400,000	\$450,000			

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

UDC Amendments	1	3	0	3	5	4	4
	Auto Sales	Admin House-keeping, MU-B-2 setbacks, fences		Signs, Landscaping, Parking	Multi-Unit Lot Width, Landscaping, Parking, Housekeeping Amendments, Boarding House	Signage, Parking, Limited Use, PUD	Signage, Parking, Limited Use PUD

## City of Englewood, Colorado 2010 Budget

**Department** Community Development  
**Fund** General  
**Account** 02.0801

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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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 commercial districts.

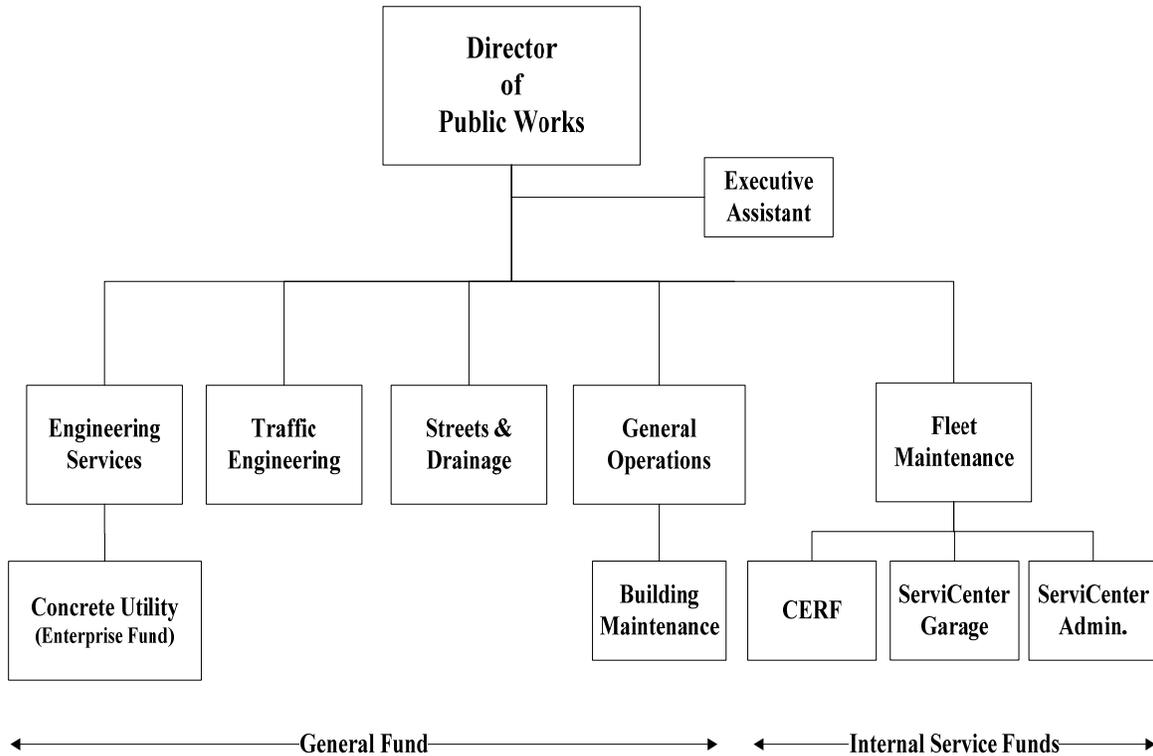
Commercial Catalyst

Projects:						(est.)	(est.)	(est.)
<b>Number</b>	8	6	10	11	11	10	10	10
<b>Grant Value</b>	\$49,384	\$31,213	\$78,677	\$72,478	\$101,000	\$100,000	\$100,000	\$100,000
<b>Leveraged Value</b>	\$172,911	\$69,780	\$221,190	\$163,212	\$237,000	\$250,000	\$250,000	\$250,000
<b>Leverage Ratio</b>	3.5:1	2.2:1	2.8:1	2.3:1	2.3:1	2.5:1	2.5:1	2.5:1

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General



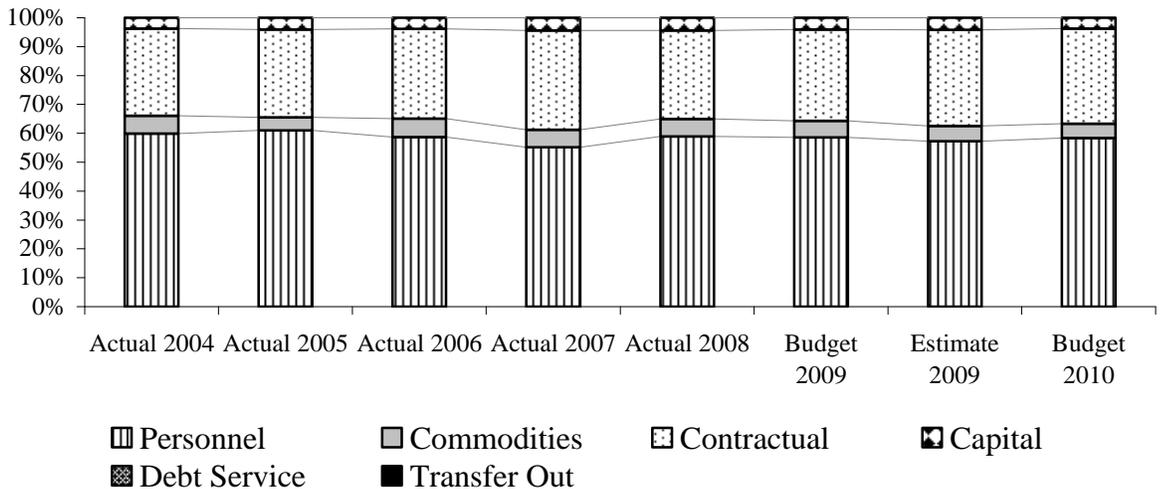
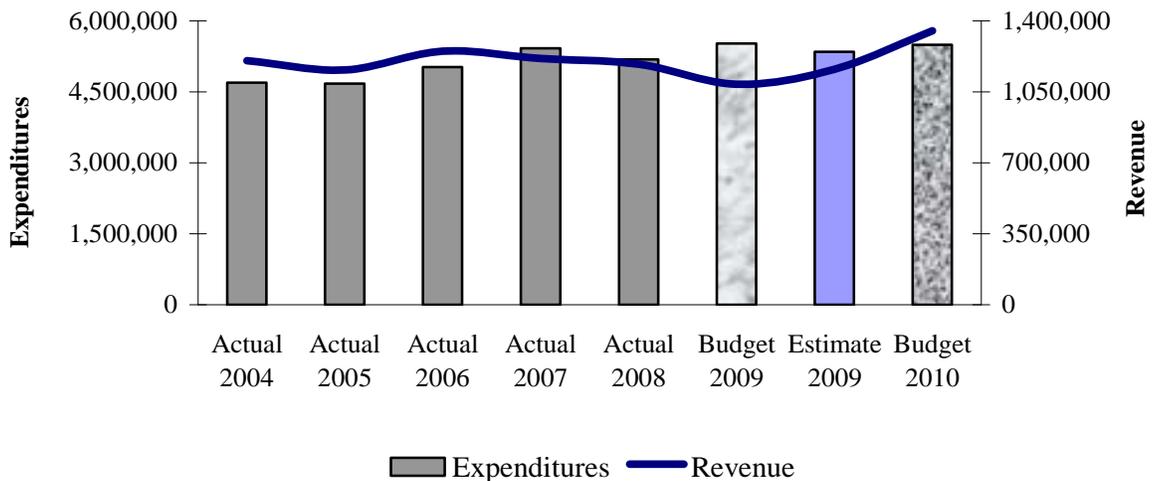
**Mission** The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for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

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Modify service delivery in light of upcoming key managerial staff retirements.</li> <li>• Four Year Paving Rehabilitation Plan.</li> <li>• Administer EEFI Common Area Maintenance agreement.</li> <li>• Optimize EMRF development to maximize long term financial return to the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjustment and restructure service delivery in light of recent key managerial staff retirements.</li> <li>• Four Year Paving Rehab. Plan – yrs. 3 &amp; 4 deferred.</li> <li>• Administer EEFI Common Area Maintenance agreement ongoing.</li> <li>• Optimize EMRF development to maximum long term financial return to City ongoing.</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Implement Preventative Maintenance Program.</li> <li>• Modify service delivery in light of upcoming key managerial staff retirements.</li> <li>• Four Year Paving Rehabilitation Plan.</li> <li>• Administer EEFI Common Area Maintenance agreement.</li> <li>• Optimize EMRF development to maximize long term financial return to the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Preventative Mtnc. Program implemented, ongoing.</li> <li>• Modify service delivery in light of upcoming key managerial staff retirements ongoing.</li> <li>• Accomplished yr. 2 of Four Year Paving Rehab. Plan.</li> <li>• Accomplished EEFI Common Area Maintenance agreement for 2008.</li> <li>• Optimize EMRF development to maximize long term financial return to City ongoing.</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,203,978	1,158,725	1,251,007	1,214,026	1,186,551	1,088,184	1,161,259	1,351,709
<b>Percent Change</b>		<b>-3.76%</b>	<b>7.96%</b>	<b>-2.96%</b>	<b>-2.26%</b>	<b>-8.29%</b>	<b>6.72%</b>	<b>16.40%</b>
Expenditures								
Personnel	2,813,194	2,851,598	2,950,411	2,988,712	3,058,807	3,238,376	3,062,213	3,207,578
Commodities	286,990	213,888	317,192	331,303	311,012	316,797	283,871	274,481
Contractual	1,418,832	1,417,574	1,562,721	1,861,054	1,591,542	1,745,199	1,777,533	1,811,930
Capital	175,724	191,958	193,925	240,705	227,811	222,638	222,638	203,892
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,694,740	4,675,018	5,024,249	5,421,774	5,189,172	5,523,010	5,346,255	5,497,881
<b>Percent Change</b>		<b>-0.42%</b>	<b>7.47%</b>	<b>7.91%</b>	<b>-4.29%</b>	<b>6.43%</b>	<b>-3.20%</b>	<b>2.84%</b>
<b>Employees FTE</b>	54.800	49.190	47.534	47.534	46.534	46.534	46.334	47.509
<b>Percent Change FTE</b>		<b>-10.24%</b>	<b>-3.37%</b>	<b>0.00%</b>	<b>-2.10%</b>	<b>0.00%</b>	<b>-0.43%</b>	<b>2.54%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

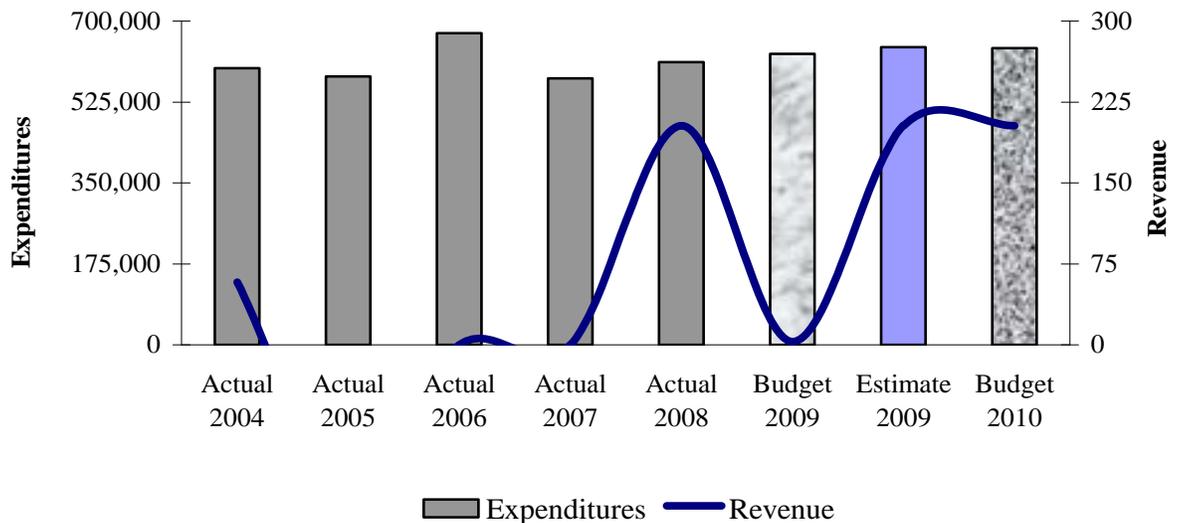
**Division** Administration

**Account** 02.1001

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	58	(143)	-	-	203	3	203	203
<b>Percent Change</b>		<b>-346.55%</b>	<b>-100.00%</b>	<b>----</b>	<b>----</b>	<b>-98.52%</b>	<b>6666.67%</b>	<b>0.00%</b>
Expenditures								
Personnel	212,104	199,244	176,947	182,309	192,384	199,044	196,615	195,287
Commodities	1,721	4,787	1,372	1,557	3,198	2,515	2,515	2,515
Contractual	381,344	376,045	495,258	392,359	415,637	427,813	444,215	443,947
Capital	3,364	-	-	-	79	50	50	50
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>598,533</b>	<b>580,076</b>	<b>673,577</b>	<b>576,225</b>	<b>611,298</b>	<b>629,422</b>	<b>643,395</b>	<b>641,799</b>
<b>Percent Change</b>		<b>-3.08%</b>	<b>16.12%</b>	<b>-14.45%</b>	<b>6.09%</b>	<b>2.96%</b>	<b>2.22%</b>	<b>-0.25%</b>
<b>Employees FTE</b>	2.000	3.310	2.000	2.000	2.000	2.000	2.000	2.000
<b>Percent Change FTE</b>		<b>65.50%</b>	<b>-39.58%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



<b>Outcome</b>	<b>Goal / Activity</b> Answers the <b>When, What and Why</b> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <b>How</b> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Support/assist the Engineering Services, Streets, Traffic Engineering, Fleet Maintenance and Operations Maintenance Divisions.	1. Provide direction and guidance to staff for maintenance and construction activities.
A safe, clean, healthy and attractive City	2. Provide a safe, clean, attractive City and CityCenter facility.	2. Provide direction and guidance to staff for street and traffic activities, and administer CAM functions for CityCenter.
A progressive City that provides responsive	3. Included in #1 and #2.	

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Administration

**Account** 02.1001

<b>Outcome</b>	<b>Goal / Activity</b> Answers the <b>When, What</b> and <b>Why</b> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <b>How</b> we accomplish the Goal / Activity
and cost efficient services		
A City that is business-friendly and economically diverse	4. Included in #1 and #2	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1 and #2	

<b>Performance Measure</b>	<b>Goals / Activities Measured</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Estimate</b>	<b>2010 Budget</b>
Department full-time employees (including ServiCenter and Concrete Utility)		66.8	62.31	63.82	63.82	62	62	62

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

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

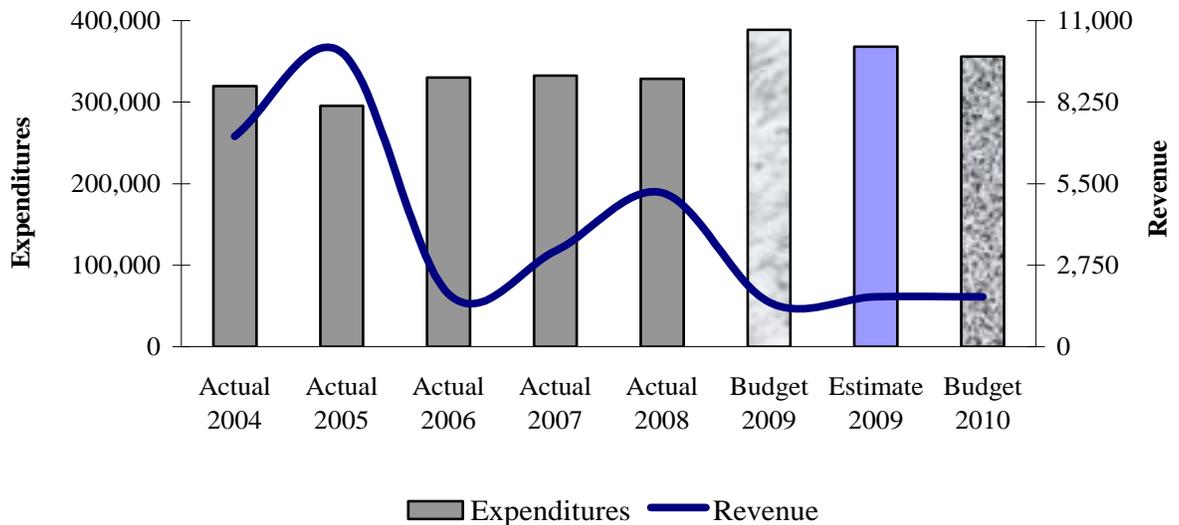
**Division** Engineering Services

**Account** 02.1002

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	7,093	9,924	1,777	3,232	5,198	1,500	1,684	1,684
<b>Percent Change</b>		<b>39.91%</b>	<b>-82.09%</b>	<b>81.88%</b>	<b>60.83%</b>	<b>-71.14%</b>	<b>12.27%</b>	<b>0.00%</b>
Expenditures								
Personnel	298,690	277,299	301,271	294,983	303,704	330,599	308,872	311,692
Commodities	7,003	5,859	11,999	7,335	8,213	10,470	10,470	10,470
Contractual	11,734	9,814	14,659	27,855	14,477	45,321	46,521	31,521
Capital	2,265	2,265	2,265	2,275	2,265	2,265	2,265	2,265
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	319,692	295,237	330,194	332,448	328,659	388,655	368,128	355,948
<b>Percent Change</b>		<b>-7.65%</b>	<b>11.84%</b>	<b>0.68%</b>	<b>-1.14%</b>	<b>18.25%</b>	<b>-5.28%</b>	<b>-3.31%</b>
<b>Employees FTE</b>	6.900	2.750	3.334	3.334	3.334	3.334	3.134	3.009
<b>Percent Change FTE</b>		<b>-60.14%</b>	<b>21.24%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-6.00%</b>	<b>-3.99%</b>



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure.</li> <li>Provide technical support and information to contractors, engineers, architects, and the general public to assure development and</li> </ol>	<ul style="list-style-type: none"> <li>Supervise the design and construction of public improvement projects and provide in-house project management services.</li> <li>Issue right-of-way permits (concrete, excavation, occupancy) and inspects work for compliance.</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Engineering Services

**Account** 02.1002

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

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Engineering Services

**Account** 02.1002

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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Capital Projects Administration is one of the key functions of the Engineering Division. Performance indicators include the number of projects and dollar amount. These indicators will vary from year to year based on annual appropriations. Engineering Services maintains a small staff, utilizing consultants or temporary employees as work load dictates.

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

Division Full time employees		3.83	3.34	3.34	3.34	3.33	3.33	3.00
	New		20	21	26	23	18	TBD

Number of Capital Projects in design/ construction phase

	New		3,188,000	3,400,000	6,260,000	6,745,000	5,064,000	TBD
Value of Capital Projects (includes grant monies)								

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

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

Concrete Utility Full time employees		4.47	4.47	3.98	3.53	3.92	3.92	3.92
Square feet of concrete removed and replaced.		59,795	59,440	62,701	43,944	54,276	40,244	TBD

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

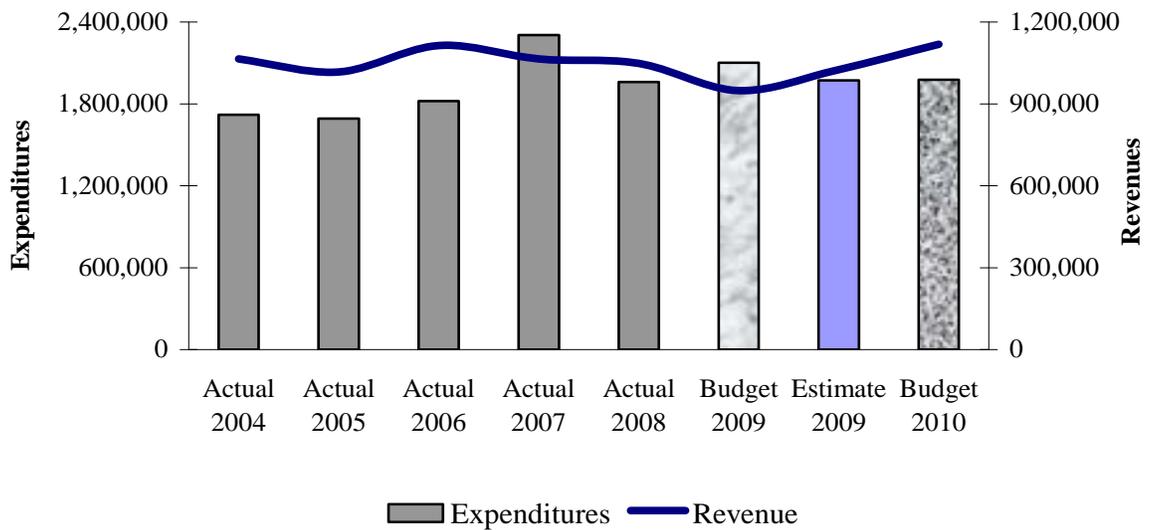
**Division** Streets and Drainage

**Account** 02.1003

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,064,632	1,017,371	1,113,901	1,065,312	1,048,152	948,556	1,025,425	1,118,255
<b>Percent Change</b>		<b>-4.44%</b>	<b>9.49%</b>	<b>-4.36%</b>	<b>-1.61%</b>	<b>-9.50%</b>	<b>8.10%</b>	<b>9.05%</b>
Expenditures								
Personnel	853,185	854,043	894,923	944,356	938,466	1,019,716	920,321	952,245
Commodities	163,178	115,413	186,547	194,830	182,947	189,012	158,694	149,304
Contractual	572,475	574,488	589,466	1,009,846	657,363	713,682	713,682	721,527
Capital	131,599	148,523	149,393	155,576	180,950	178,337	178,337	153,353
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,720,437	1,692,467	1,820,329	2,304,608	1,959,726	2,100,747	1,971,034	1,976,429
<b>Percent Change</b>		<b>-1.63%</b>	<b>7.55%</b>	<b>26.60%</b>	<b>-14.96%</b>	<b>7.20%</b>	<b>-6.17%</b>	<b>0.27%</b>
<b>Employees FTE</b>	13.900	13.000	13.000	13.000	13.000	13.000	13.000	13.000
<b>Percent Change FTE</b>		<b>-6.47%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Streets and Drainage

**Account** 02.1003

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain a quality infrastructure for 120 miles of streets and 51 miles of alleys.	Accomplished by placing coats of overlays, different types of sealcoats and filling cracks with liquid asphalt. Alleys are kept in good condition by adding base and blade work as necessary. Trees kept trimmed.
A safe, clean, healthy and attractive City	2. Sanding streets and snow/ice removal 3. Sweeping and hauling sweepings	2. Accomplished by sanding, plowing and, in severe cases, removing and hauling off excess snow and ice. 3. Have all sanding gravel swept up no later than 5 days after each snowstorm (Mandated by D.R.C.O.G.) Residential areas swept on rotating schedule so all areas get same service.
A progressive City that provides responsive and cost efficient services	4. Provide cost savings asphalt paving and other services for all other in-house departments: Utilities, ServiCenter, Parks, Golf Course and Safety Services	Roto-milling and paving done with Street Department personnel.
A City that is business-friendly and economically diverse	5. Included in #1 and # 4.	
A City that provides diverse cultural, recreational and entertainment opportunities	6. Included in #1 and # 4.	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Revenue Item** Street Cut Fee

**Account** 02.1003.32201

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

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

**Fee Schedule** Permit fee \$200  
 Field Re-Inspection Fee \$50  
 Gravel Alley Cut \$1 per square foot  
 Asphalt Patch \$4 per square foot  
 Work without permit \$600

**Date Last Changed** 2003

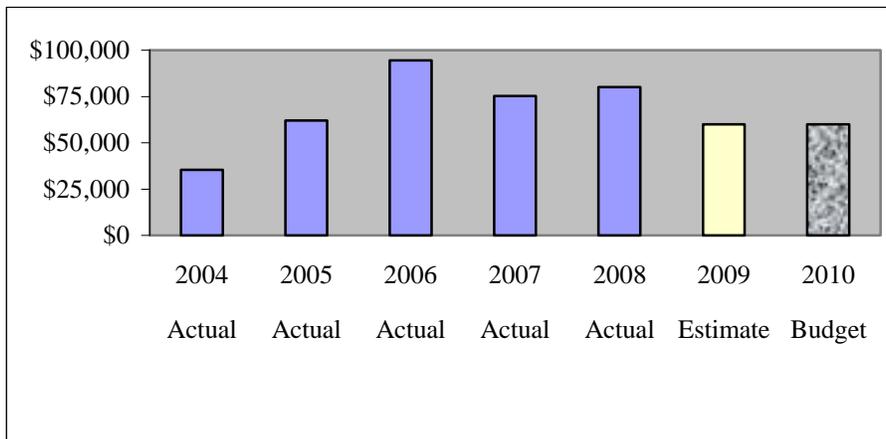
**Previous Fee Schedule** Field Inspection Fee \$15  
 Gravel Alley Cut \$1 per square foot  
 Asphalt Patch \$4 per square foot  
 Work without permit \$200

**Formula Method** N/A

**Projection Method** Estimate based on previous collections.

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	35,453	11.91%
<b>Actual</b>	<b>2005</b>	62,025	74.95%
<b>Actual</b>	<b>2006</b>	94,455	52.29%
<b>Actual</b>	<b>2007</b>	75,264	-20.32%
<b>Actual</b>	<b>2008</b>	80,071	6.39%
<b>Estimate</b>	<b>2009</b>	60,000	-25.07%
<b>Budget</b>	<b>2010</b>	60,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Revenue Item** State Motor Vehicle Registration Fee

**Account** 02.1003.32561

**Authorization** CRS 42-3-129

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

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

**Date Last Changed** N/A

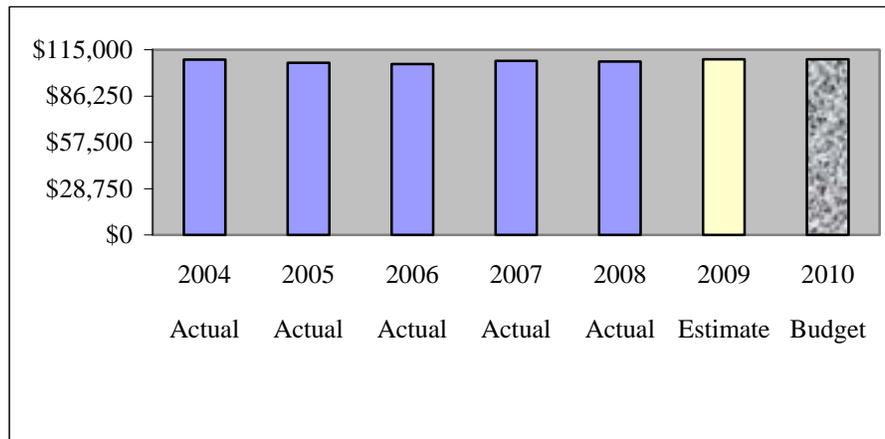
**Previous Fee Schedule** N/A

**Formula Method** Estimate based on past receipt of fee.

**Projection Method** Assume constant level of revenue.

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

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	108,779	-0.11%
<b>Actual</b>	<b>2005</b>	106,993	-1.64%
<b>Actual</b>	<b>2006</b>	106,011	-0.92%
<b>Actual</b>	<b>2007</b>	108,004	1.88%
<b>Actual</b>	<b>2008</b>	107,751	-0.23%
<b>Estimate</b>	<b>2009</b>	109,000	1.16%
<b>Budget</b>	<b>2010</b>	109,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Revenue Item** State Highway User Tax

**Account** 02.1003.32562

**Authorization** CRS 43-4-201

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

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

**Date Last Changed** N/A

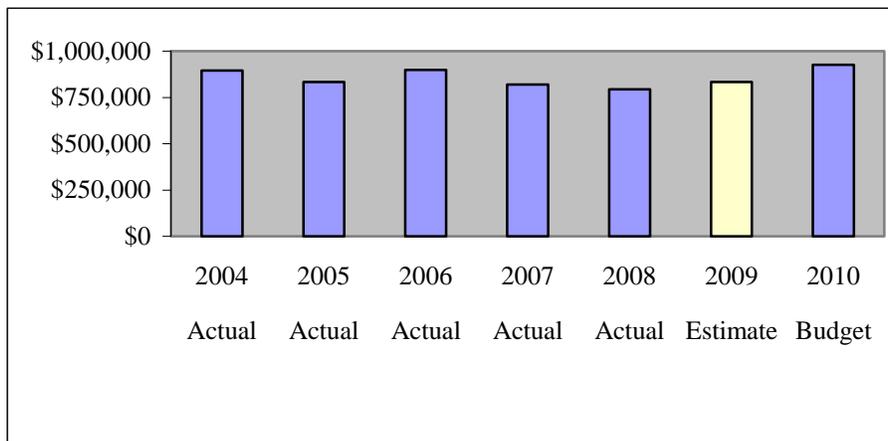
**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous revenues.

**Comments** Amount received is affected by changes in State fuel tax which currently is 10 cents per gallon. In 1983, the State Legislature passed legislation which caused a disruption and reduction in municipal revenues. A 5 cent per gallon increase went into effect on 1/1/91.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	895,095	-0.33%
<b>Actual</b>	<b>2005</b>	832,511	-6.99%
<b>Actual</b>	<b>2006</b>	898,420	7.92%
<b>Actual</b>	<b>2007</b>	819,473	-8.79%
<b>Actual</b>	<b>2008</b>	793,370	-3.19%
<b>Estimate</b>	<b>2009</b>	833,943	5.11%
<b>Budget</b>	<b>2010</b>	926,773	11.13%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

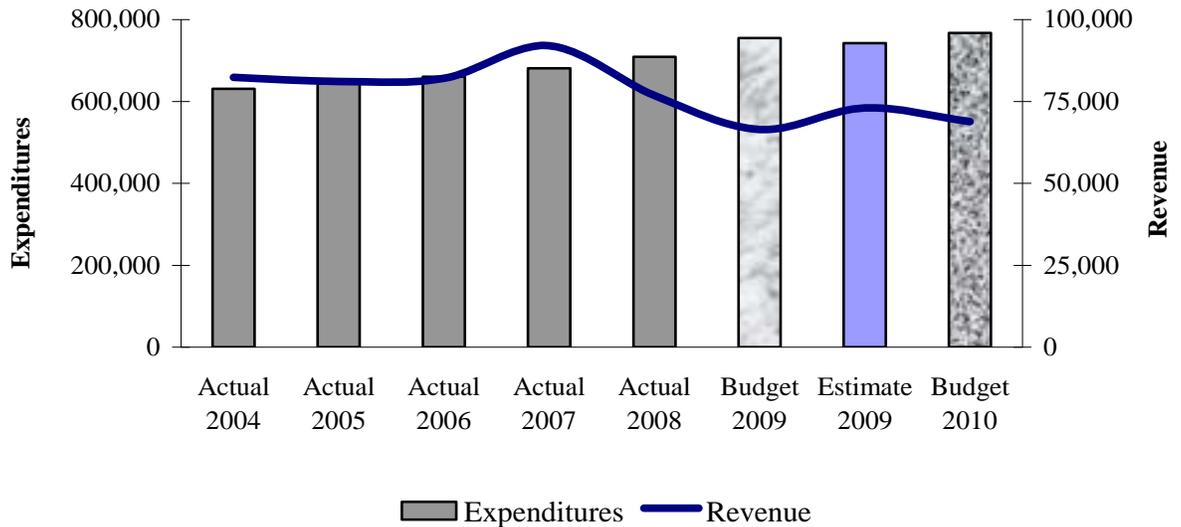
**Division** Traffic Engineering

**Account** 02.1004

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	82,325	81,053	81,991	92,010	76,838	66,375	73,045	68,791
<b>Percent Change</b>		<b>-1.55%</b>	<b>1.16%</b>	<b>12.22%</b>	<b>-16.49%</b>	<b>-13.62%</b>	<b>10.05%</b>	<b>-5.82%</b>
Expenditures								
Personnel	468,083	484,376	498,039	504,810	532,433	557,178	544,979	565,395
Commodities	46,791	45,846	47,405	57,284	59,394	53,650	53,650	53,650
Contractual	87,280	81,484	82,133	72,635	85,223	112,384	112,384	111,688
Capital	28,559	31,233	32,330	46,822	31,911	31,707	31,707	36,593
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	630,713	642,939	659,907	681,551	708,961	754,919	742,720	767,326
<b>Percent Change</b>		<b>1.94%</b>	<b>2.64%</b>	<b>3.28%</b>	<b>4.02%</b>	<b>6.48%</b>	<b>-1.62%</b>	<b>3.31%</b>
<b>Employees FTE</b>	7.000	7.130	6.500	6.500	6.500	6.500	6.500	6.500
<b>Percent Change FTE</b>		<b>1.86%</b>	<b>-8.84%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



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

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Traffic Engineering

**Account** 02.1004

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Provide a system of traffic control devices, operations, and engineering support that minimizes congestions, increases safety and improves the quality of life in the City.	<ul style="list-style-type: none"> <li>• conducting various traffic related studies and data collections</li> <li>• comment on development plans</li> </ul> <p>Accomplished by:</p> <ul style="list-style-type: none"> <li>• synchronizing traffic signals along the signal system corridors</li> <li>• installing, upgrading and modifying traffic signals, signs and pavement markings</li> <li>• participating in regional traffic operation management efforts</li> <li>• providing timely response to public requests on traffic related issues.</li> </ul>
A progressive City that provides responsive and cost efficient services	3. Provide most effective, cost efficient traffic engineering services mandated by the State traffic laws, the Manual on Uniform Traffic Control Devices for Colorado Municipalities, and local policies.	<p>Accomplished by:</p> <ul style="list-style-type: none"> <li>• maintaining of all traffic control devices in-house, including 24/7 on-call services</li> <li>• changing incandescent traffic signals to LED (light emitting diode) lights; this conversion leads to ongoing savings of energy and maintenance costs</li> <li>• utilizing and coordinating services with outside agencies including DRCOG, CDOT and other cities</li> <li>• pursuing grants for transportation projects and traffic equipment</li> <li>• sharing traffic infrastructure with other City Departments.</li> </ul>
A City that is business-friendly and economically diverse	4. Included in #1, #2, and #3.	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1, #2, and #3.	

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** Traffic Engineering

**Account** 02.1004

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
<p>The Traffic Engineering Division manages design, installation, operation and maintenance of the City's computerized traffic system, traffic signals, traffic signs and pavement markings to provide for safe and efficient movement of goods and people.</p>								
Number of traffic signals		62	62	62	62	62	62	<b>62</b>
Percent of traffic signals and flashing beacons receiving preventive mtnc.		New	New	100	100	100	100	<b>100</b>
Number of School Speed Zones and other flashing beacons receiving preventive mtnc.		New	New	38	38	38	38	<b>38</b>
Percent of emergency signs replaced / repaired within 2 hours		100	100	100	100	100	100	<b>100</b>
Average % speed reduction in areas after traffic calming implementation		New	New	10	11.7	12	12	<b>6.8</b>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Revenue Item** State Highway Maintenance – Traffic Control Devices

**Account** 02.1004.33354

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

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

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

**Date Last Changed** July 2001

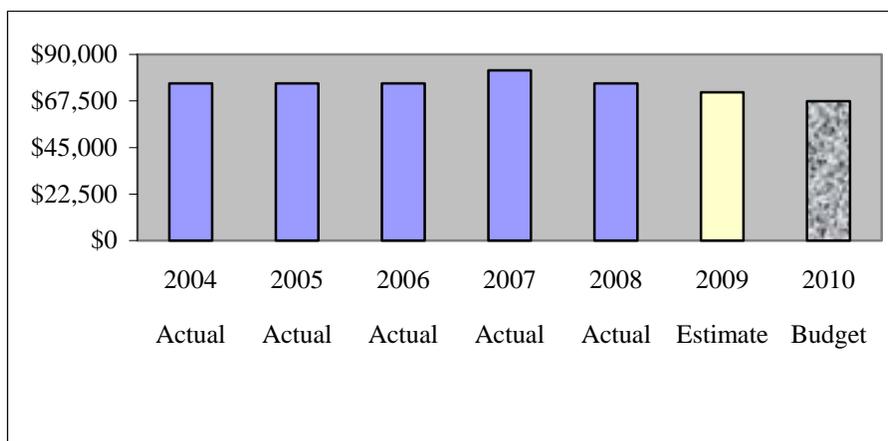
**Previous Fee Schedule** 10/1/86

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

**Projection Method** N/A

**Comments** N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	75,924	0.00%
<b>Actual</b>	<b>2005</b>	75,924	0.00%
<b>Actual</b>	<b>2006</b>	75,924	0.00%
<b>Actual</b>	<b>2007</b>	82,250	8.33%
<b>Actual</b>	<b>2008</b>	75,924	-7.69%
<b>Estimate</b>	<b>2009</b>	71,670	-5.60%
<b>Budget</b>	<b>2010</b>	67,416	-5.94%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

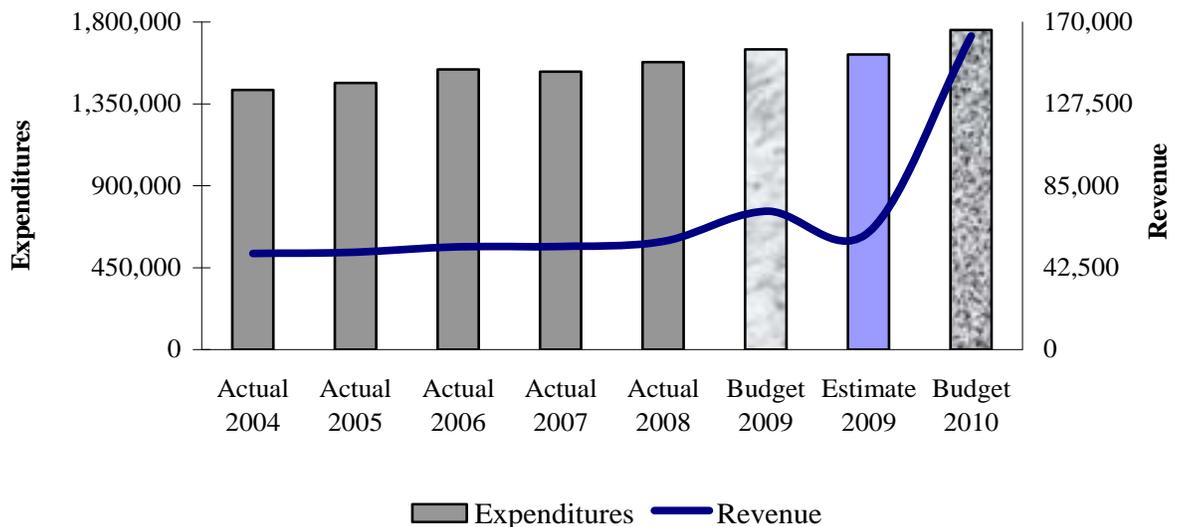
**Division** General Operations and Maintenance

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	49,870	50,520	53,338	53,472	56,160	71,750	60,902	162,776
<b>Percent Change</b>		<b>1.30%</b>	<b>5.58%</b>	<b>0.25%</b>	<b>5.03%</b>	<b>27.76%</b>	<b>-15.12%</b>	<b>167.28%</b>
Expenditures								
Personnel	981,132	1,036,636	1,079,231	1,062,254	1,091,820	1,131,839	1,091,426	1,182,959
Commodities	68,297	41,983	69,869	70,297	57,260	61,150	58,542	58,542
Contractual	365,999	375,743	381,205	358,359	418,842	445,999	460,731	503,247
Capital	9,937	9,937	9,937	36,032	12,606	10,279	10,279	11,631
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,425,365	1,464,299	1,540,242	1,526,942	1,580,528	1,649,267	1,620,978	1,756,379
<b>Percent Change</b>		<b>2.73%</b>	<b>5.19%</b>	<b>-0.86%</b>	<b>3.51%</b>	<b>4.35%</b>	<b>-1.72%</b>	<b>8.35%</b>
<b>Employees FTE</b>	25.000	23.000	22.700	22.700	21.700	21.700	21.700	23.000
<b>Percent Change FTE</b>		<b>-8.00%</b>	<b>-1.30%</b>	<b>0.00%</b>	<b>-4.41%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>5.99%</b>



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

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Division** General Operations and Maintenance

**Account** 02.1005

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	3. Maintain general appearance of buildings	In house custodial program, quality staffing for high use buildings and facilities
A progressive City that provides responsive and cost efficient services	4. Custodial Service to Enterprise Fund. 5. Maintenance Services to Enterprise Funds. 6. Provide necessary service for City Meetings. 7. General maintenance services.	Contract custodial service to WWTP and Golf Course and Servicenter
A City that is business-friendly and economically diverse	8. Utilize out-sourcing capabilities - General Maintenance	Maintenance contracts with vendors and equipment suppliers
A City that provides diverse cultural, recreational and entertainment opportunities	9. Provide Custodial Services ▪ Recreation Center ▪ Malley Center 10. Provide Maintenance Services ▪ Recreation Center ▪ Malley Senior Recreation Center 11. Pirates Cove	16 Custodial personnel 3 Maintenance Workers to maintain all City buildings and facilities

Performance Measure	Goals / Activities Measured	2004	2005	2006	2007	2008	2009	2010
		Actual	Actual	Actual	Actual	Actual	Estimate	Budget

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	17	17	16
Square Feet Maintained	286,424	289,422	295,222	295,222	295,222	295,222	295,222
	17	5,912	16,079	15,538	15,538	17,366	17366
							18451

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 Personne (FTE)	3	3	3	3	3	3	3
Square Feet Maintained	338,366	358,692	370,032	370,032	370,032	370,032	370,032
Square Feet per Maintenance Personnel	112,789	119,564	123,344	123,344	123,344	123,344	123,344

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** General

**Revenue Item** LEWWTP Custodial Services Charge

**Account** 02.1005.33204

**Authorization** Contract

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

**Fee Schedule** 4,273.00 / mo.

**Date Last Changed** 2009

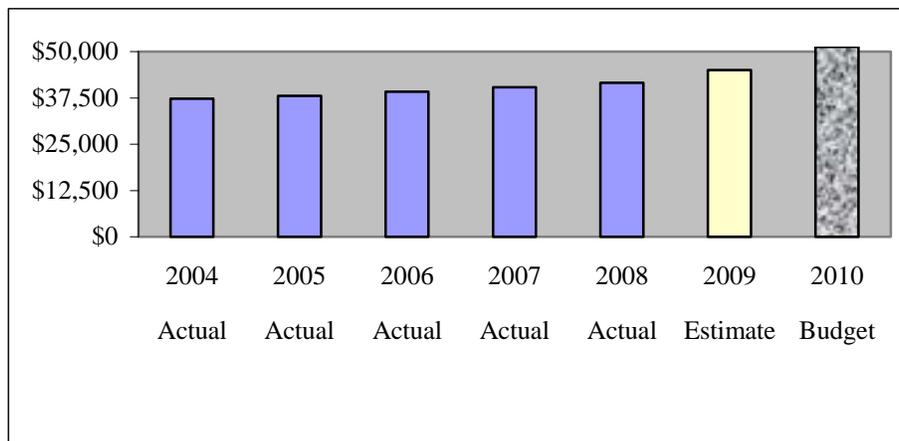
**Previous Fee Schedule** \$3,433.33 / mo.

**Formula Method** Costs X square footage.

**Projection Method** Increase in operating costs.

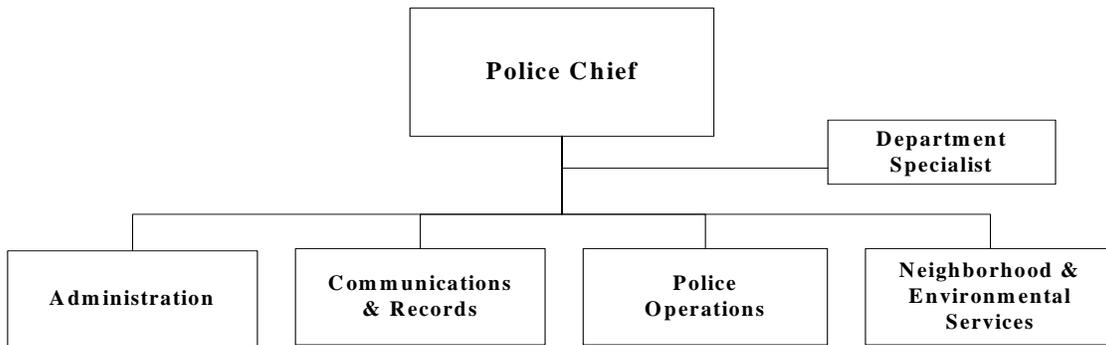
**Comments** Paper products and supplies provided by L/E WWTP.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	37,320	2.07%
<b>Actual</b>	<b>2005</b>	38,064	1.99%
<b>Actual</b>	<b>2006</b>	39,204	2.99%
<b>Actual</b>	<b>2007</b>	40,380	3.00%
<b>Actual</b>	<b>2008</b>	41,592	3.00%
<b>Estimate</b>	<b>2009</b>	45,000	8.19%
<b>Budget</b>	<b>2010</b>	51,276	13.95%



## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General



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

### 2009 Major Department Initiatives Planned

- Neighborhood Services Division. – Enhance Code Enforcement activities in the community with the emphasis on quality of life issues.
- Investigative Services Division – develop a method of information sharing with the Englewood Community
- Police Operations Division - the replacement of the Patrol fleet with an emphasis on the vehicles being environmentally safe and fuel efficient.
- The replacement of the mobile data terminals in the Patrol fleet
- The acquisition of scheduling software

### 2010 Major Department Initiatives Planned

- The Police Department was successful in its COPS grant application and was awarded \$697,146.00 which will provide funding to establish the Impact Team. The Impact Team will enhance the Police Department’s capacity in its community policing and crime prevention efforts.
- The Police Department was successful in acquiring two Justice Assistance grants and the joint awards, in the amount of \$179,875.00 will be utilized to purchase capital equipment and training needs for the organization
- The Police Department will continue its collaboration with the Information Technology Department in order to address the demanding technological issues that the organization faces.

### 2008 Major Department Initiatives Planned

- The reorganization of the Department of Safety Services into separate Police and Fire Departments continued with sub-committee emphasis on Budget, Logistics, Shared Services, Information Technology, Communications, and organizational structure move ahead with the anticipated go-live date of February 25, 2008.
- The development and implementation of a Police Citizen’s Academy.
- Participate in a unilateral multi-agency strategy for the Democratic National Convention
- Enhance Code Enforcement activities in the community with the emphasis on quality of life issues.

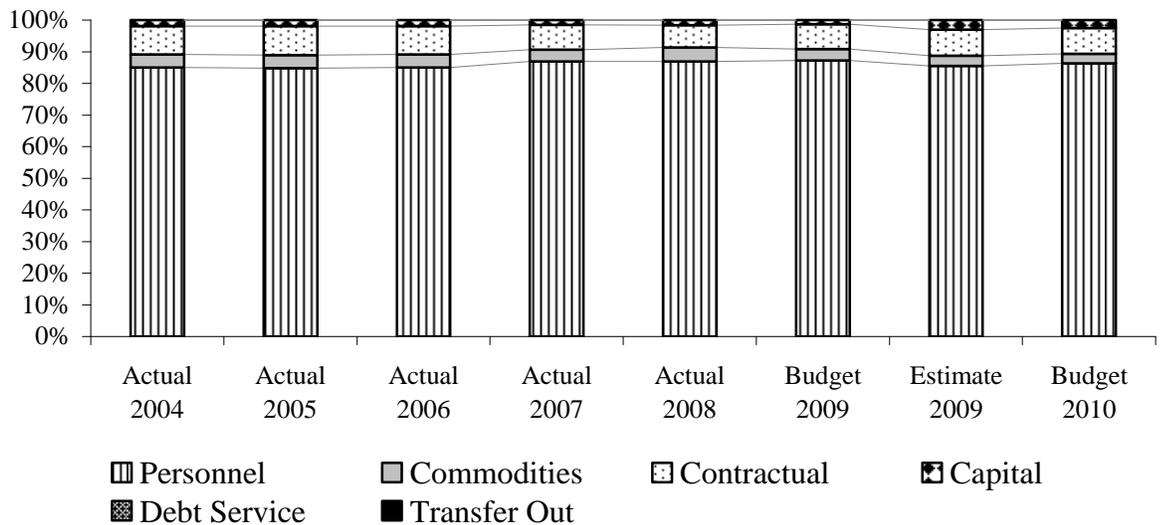
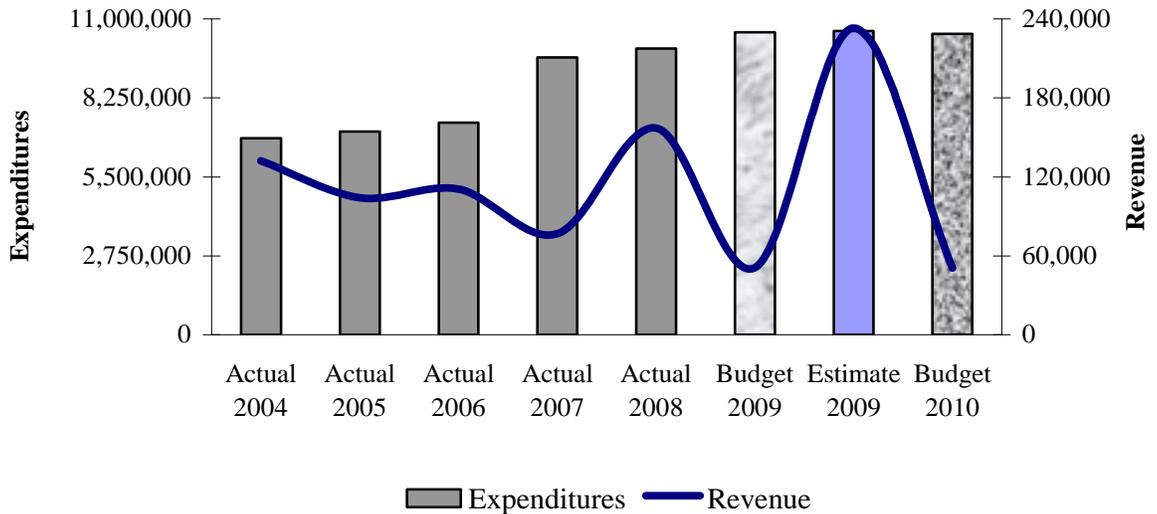
### 2008 Major Department Initiatives Accomplished

- The reorganization of the Police and Fire Departments was completed in February 2009.
- The Police Department conducted two Citizens Academies in 2009.
- The Police Department integrated its Patrol Operations component with the Neighborhood Services Division. Patrol Officers have been trained to be increasingly aware of code enforcement violations and the necessary reporting process to follow so that there is a timely response to these concerns.

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	132,130	104,112	110,806	76,895	157,005	50,947	232,992	50,737
<b>Percent Change</b>		<b>-21.20%</b>	<b>6.43%</b>	<b>-30.60%</b>	<b>104.18%</b>	<b>-67.55%</b>	<b>357.32%</b>	<b>-78.22%</b>
Expenditures								
Personnel	5,818,274	6,007,400	6,282,249	8,398,393	8,671,120	9,197,458	9,050,566	9,047,712
Commodities	285,912	292,251	308,571	352,178	439,877	377,073	335,354	319,760
Contractual	613,700	641,380	658,421	764,518	704,497	823,452	874,071	850,289
Capital	127,569	138,609	143,823	141,622	159,430	140,454	320,384	264,172
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	6,845,455	7,079,640	7,393,064	9,656,711	9,974,924	10,538,437	10,580,375	10,481,933
<b>Percent Change</b>		<b>3.42%</b>	<b>4.43%</b>	<b>30.62%</b>	<b>3.30%</b>	<b>5.65%</b>	<b>0.40%</b>	<b>-0.93%</b>
<b>Employees FTE</b>	111.870	111.145	111.600	110.000	101.630	101.150	100.700	99.700
<b>Percent Change FTE</b>		<b>-0.65%</b>	<b>0.41%</b>	<b>-1.43%</b>	<b>-7.61%</b>	<b>-0.47%</b>	<b>-0.44%</b>	<b>-0.99%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

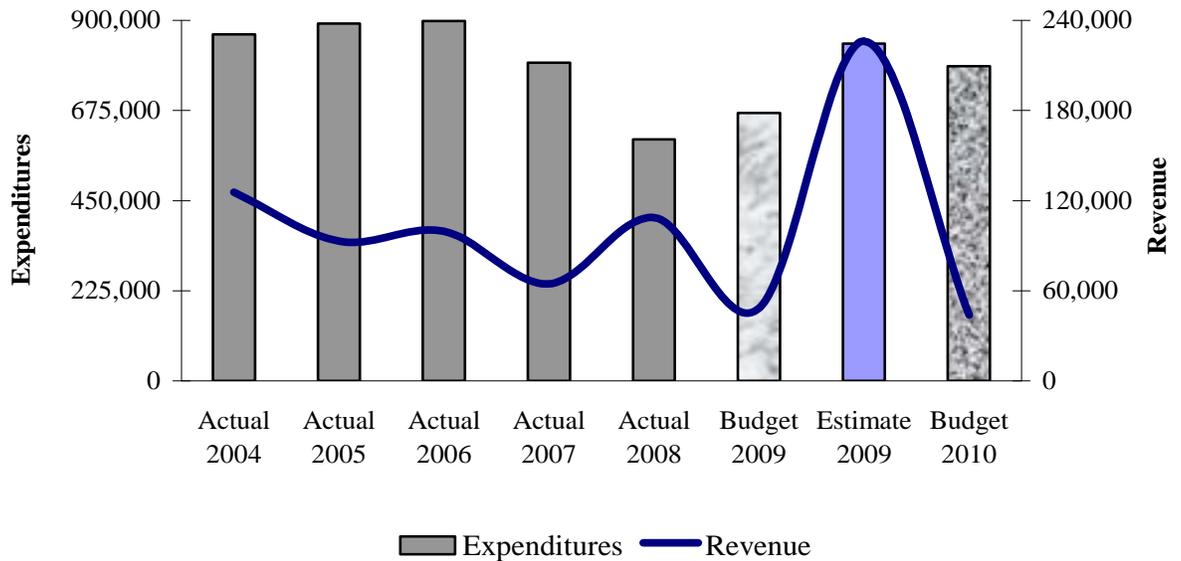
**Division** Administration

**Account** 02.1101

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	125,615	92,891	99,560	64,502	108,692	48,216	225,995	43,740
<b>Percent Change</b>		<b>-26.05%</b>	<b>7.18%</b>	<b>-35.21%</b>	<b>68.51%</b>	<b>-55.64%</b>	<b>368.71%</b>	<b>-80.65%</b>
Expenditures								
Personnel	729,399	734,061	730,889	664,637	476,070	548,194	533,491	537,875
Commodities	71,278	71,660	65,072	55,832	76,337	66,688	66,881	69,381
Contractual	54,803	82,386	69,739	73,284	28,311	53,861	61,921	84,315
Capital	9,509	3,935	32,516	779	21,814	-	179,875	93,891
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	864,989	892,042	898,216	794,532	602,532	668,743	842,168	785,462
<b>Percent Change</b>		<b>3.13%</b>	<b>0.69%</b>	<b>-11.54%</b>	<b>-24.17%</b>	<b>10.99%</b>	<b>25.93%</b>	<b>-6.73%</b>
<b>Employees FTE</b>	11.600	10.625	10.700	10.600	8.600	8.600	8.600	8.600
<b>Percent Change FTE</b>		<b>-8.41%</b>	<b>0.71%</b>	<b>-0.93%</b>	<b>-18.87%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



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

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General  
**Division** Administration  
**Account** 02.1101

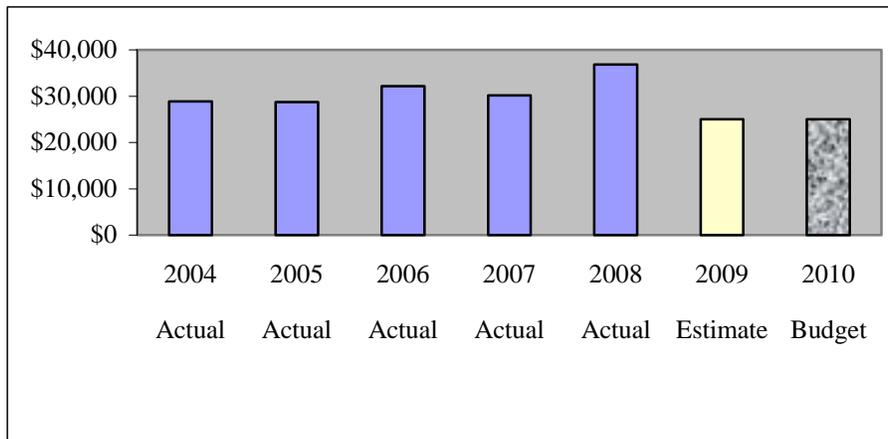
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	1. The Community Relations Specialist is assigned to the Administration Division of the Police Department. A significant portion of the duties of that officer involves the proactive crime prevention education and services. Approximately thirty percent of the division's budget is directed toward this outcome.	2. The Community Relations Specialist has expanded her scope of duties to include preparation and implementation of the Police Department's Citizen's Academy as well as education of the community regarding code enforcement issues. A principle focus for the Community Relations Specialist will be Neighborhood Watch Program.
A progressive City that provides responsive and cost efficient services	2. Managing the overall department and insuring that the employees are aligned with organizational goals and objectives assures that the specifics of this outcome are achieved. Approximately thirty five percent of the division's budget is directed toward this outcome.	3. The department's Police Chief has designated his Deputy Chief of Police as the Budget Officer. Both routinely monitor budget trends. Department Command Staff meet weekly to discuss organizational issues to insure that employees are aligned to department goals and objectives.
A City that is business-friendly and economically diverse	3. 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.	The Community Relations Specialist actively pursues interaction with the business community by attending ACE, BID, or other such meetings for example.
A City that provides diverse cultural, recreational and entertainment opportunities	4. 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.	The Police Department fully supports the 4 <sup>th</sup> of July celebration and other community events by providing staff and developing a management plan for the event.

Performance Measure	Goals /							
	Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Police
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Police Fee</b>
<b>Account</b>	<b>02.1101.33252</b>
<b>Authorization</b>	Policy
<b>Description</b>	Fees charged for copies of police reports, finger-printing of citizens, photographs, and sexual offender registrations.
<b>Fee Schedule</b>	Basic schedule is \$3.00 per report copy, \$15.00 research fee/hour if over 30 minutes. \$5.00 for resident finger printing, \$10.00 for non-resident. \$21.00 per audio tape. \$25.00 registration fees for sexual offenders.
<b>Date Last Changed</b>	Report charges changed 6/1/1993. Fingerprint charges changed 4/2/1997. Sexual offender fees added 1/1/2005.
<b>Previous Fee Schedule</b>	Basic schedule is \$1.00 per report copy. \$3.00 for resident finger printing. Photographs vary in price due to number, size, etc.
<b>Formula Method</b>	Estimate based on past history
<b>Projection Method</b>	Estimated to remain flat based on current fee structure.
<b>Comments</b>	N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	28,886	22.00%
<b>Actual</b>	<b>2005</b>	28,706	-0.63%
<b>Actual</b>	<b>2006</b>	32,140	11.96%
<b>Actual</b>	<b>2007</b>	30,154	-6.18%
<b>Actual</b>	<b>2008</b>	36,834	22.15%
<b>Estimate</b>	<b>2009</b>	25,000	-32.13%
<b>Budget</b>	<b>2010</b>	25,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

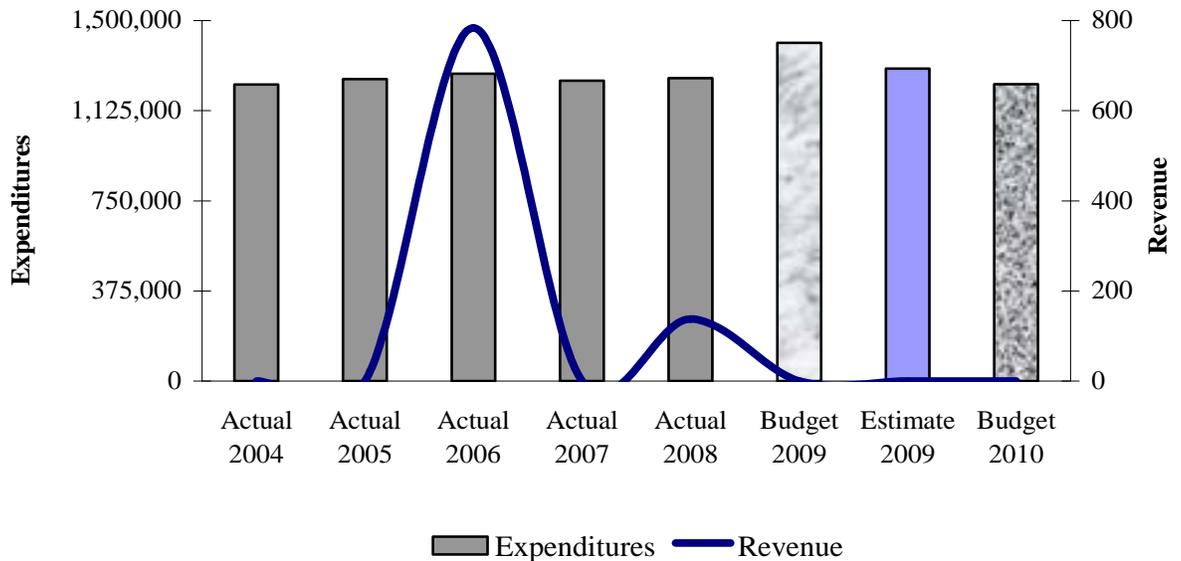
**Division** Communications and Records

**Account** 02.1104

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	784	-	138	-	-	-
<b>Percent Change</b>		----	----	<b>-100.00%</b>	----	<b>-100.00%</b>	----	----
Expenditures								
Personnel	1,025,603	1,017,807	1,039,520	1,025,149	1,007,236	1,154,951	1,005,839	1,009,386
Commodities	87,004	110,660	93,174	87,768	122,771	48,874	49,579	37,079
Contractual	120,638	128,293	146,187	136,956	130,892	203,420	244,466	188,466
Capital	-	25	-	79	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,233,245</b>	<b>1,256,785</b>	<b>1,278,881</b>	<b>1,249,952</b>	<b>1,260,899</b>	<b>1,407,245</b>	<b>1,299,884</b>	<b>1,234,931</b>
<b>Percent Change</b>		<b>1.91%</b>	<b>1.76%</b>	<b>-2.26%</b>	<b>0.88%</b>	<b>11.61%</b>	<b>-7.63%</b>	<b>-5.00%</b>
<b>Employees FTE</b>	17.000	17.250	19.630	18.130	17.130	17.500	15.400	15.400
<b>Percent Change FTE</b>		1.47%	13.80%	-7.64%	-5.52%	2.16%	-12.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Department of Safety Services.	1. The Communications and Records Manager works collaboratively with Regional counterparts in addressing local and Regional concerns. The Police Department has pursued enhanced cooperation with the Information

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

**Division** Communications and Records

**Account** 02.1104

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

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

**Division** Police Operations Division

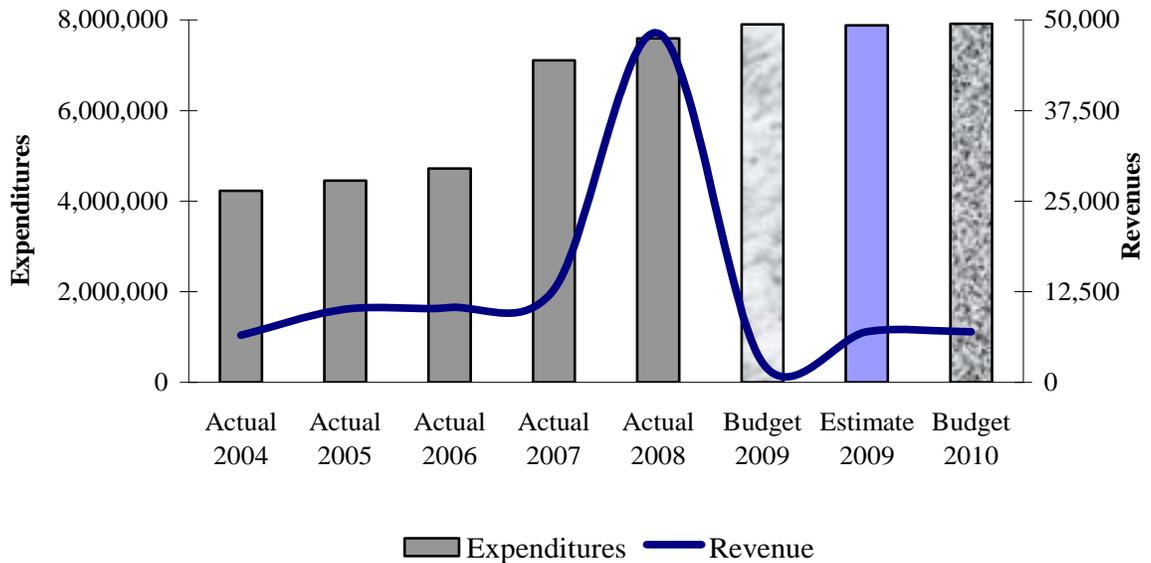
**Account** 02.1105

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

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	6,490	10,106	10,307	12,791	48,175	2,731	6,997	6,997
<b>Percent Change</b>		<b>55.72%</b>	<b>1.99%</b>	<b>24.10%</b>	<b>276.63%</b>	<b>-94.33%</b>	<b>156.21%</b>	<b>0.00%</b>
Expenditures								
Personnel	3,664,719	3,894,124	4,135,471	6,330,333	6,796,203	7,074,846	7,097,629	7,093,950
Commodities	112,812	98,336	135,552	187,102	220,189	234,310	191,626	191,626
Contractual	349,614	338,771	353,661	463,316	453,405	462,418	463,923	473,198
Capital	103,153	119,742	98,042	127,499	124,351	127,189	127,244	157,910
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,230,298	4,450,973	4,722,726	7,108,250	7,594,148	7,898,763	7,880,422	7,916,684
<b>Percent Change</b>		<b>5.22%</b>	<b>6.11%</b>	<b>50.51%</b>	<b>6.84%</b>	<b>4.01%</b>	<b>-0.23%</b>	<b>0.46%</b>
<b>Employees FTE</b>	75.270	75.270	75.270	75.270	69.900	69.050	70.700	69.700
<b>Percent Change FTE</b>		0.00%	0.00%	0.00%	-7.13%	-1.22%	2.39%	-1.41%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. The costs for the Police Operations Division are to maintain quality infrastructure, and are directed primarily to vehicle maintenance and CERF costs. Included are other building	1. The department's Budget Officer works with the Public Works Department in a collaborative effort in order to maintain these infrastructure issues.

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

**Division** Police Operations Division

**Account** 02.1105

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	maintenance and facility expenses.	
A safe, clean, healthy and attractive City	<p>2. The Police Operations Division provides 24 hour a day, seven day a week police patrols in order to insure a safe community. Approximately 35% of the Police Operations Budget is dedicated to patrol related efforts.</p> <p>3. The Police Support Services Division contributes to this outcome by conducting proactive criminal investigations, through participation in a number of metropolitan intelligence gathering groups, and through aggressive recruitment, selection and training of qualified employees. This effort accounts for approximately 35 % of the division's budget.</p>	<p>2. The Police Department maintains strong information sharing techniques amongst its divisions in order to direct Patrol activities to where they are most effective. The Investigative Services Division has assigned an individual in the Professional Standards Bureau and his duties include the investigation of graffiti cases as this is a significant concern to the community.</p> <p>3. The Investigative Services Division has upgraded its Intelligence function that provides Patrol Operation timely and pertinent intelligence information that officers' utilize in their day-to-day activities.</p>
A progressive City that provides responsive and cost efficient services	<p>4. Response to all calls for service (criminal and non-criminal), traffic enforcement, and accident investigations are among the services provided by the Police Operations Division. Approximately fifty percent of the division's overall budget is dedicated to providing responsive and efficient services.</p> <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>4. The Police Department requires a response to all calls for service. The department will be replacing their mobile data terminals in 2009 with an emphasis on obtaining terminals that exceed the current technological performance that is already in place. This, in part, will enhance the organization's ability to achieve this goal.</p> <p>5. The two Detective Sergeants have been educated with the Record's Management system which allows for timely assignment of cases. The sergeants conduct monthly audits of case management to insure that the Bureau is responsive to the needs of the community.</p>

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

**Division** Police Operations Division  
**Account** 02.1105

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

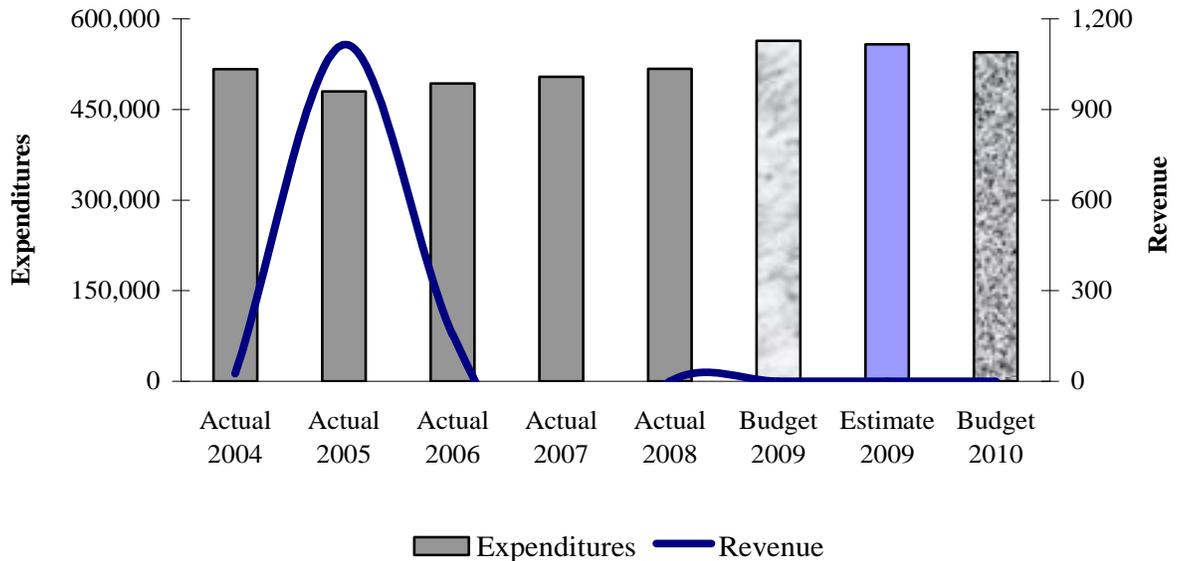
**Division** Neighborhood and Environmental Services

**Account** 02.1108

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	25	1,115	155	(398)	-	-	-	-
<b>Percent Change</b>		<b>4360.00%</b>	<b>-86.10%</b>	<b>-356.77%</b>	<b>-100.00%</b>	----	----	----
Expenditures								
Personnel	398,553	361,408	376,369	378,274	391,611	419,467	413,607	406,501
Commodities	14,818	11,595	14,773	21,476	20,580	27,201	27,268	21,674
Contractual	88,645	91,930	88,834	90,962	91,889	103,753	103,761	104,310
Capital	14,907	14,907	13,265	13,265	13,265	13,265	13,265	12,371
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	516,923	479,840	493,241	503,977	517,345	563,686	557,901	544,856
<b>Percent Change</b>		<b>-7.17%</b>	<b>2.79%</b>	<b>2.18%</b>	<b>2.65%</b>	<b>8.96%</b>	<b>-1.03%</b>	<b>-2.34%</b>
<b>Employees FTE</b>	8.000	8.000	6.000	6.000	6.000	6.000	6.000	6.000
<b>Percent Change FTE</b>		0.00%	-25.00%	0.00%	0.00%	0.00%	0.00%	0.00%



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

## City of Englewood, Colorado 2010 Budget

**Department** Police  
**Fund** General

**Division** Neighborhood and Environmental Services

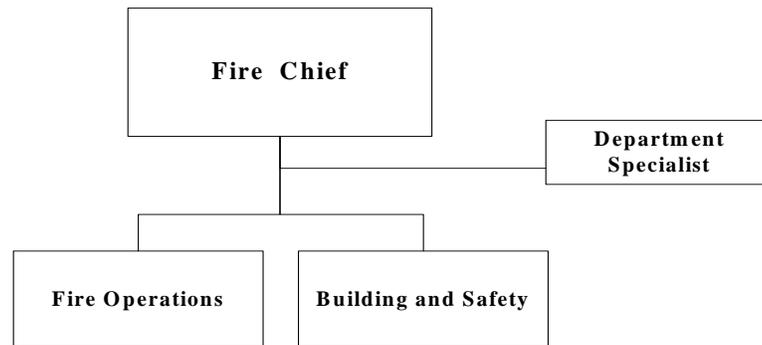
**Account** 02.1108

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

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General



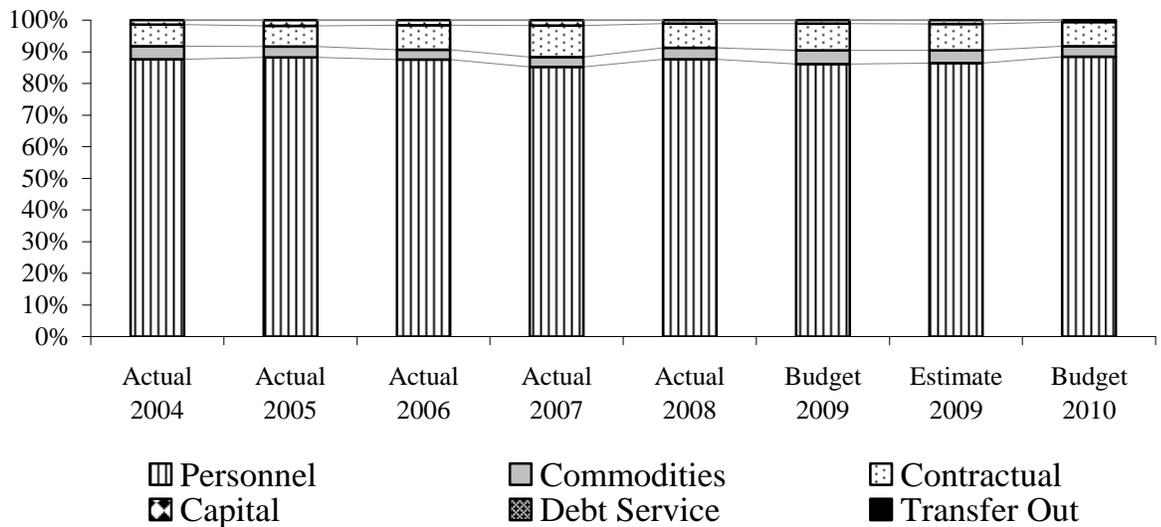
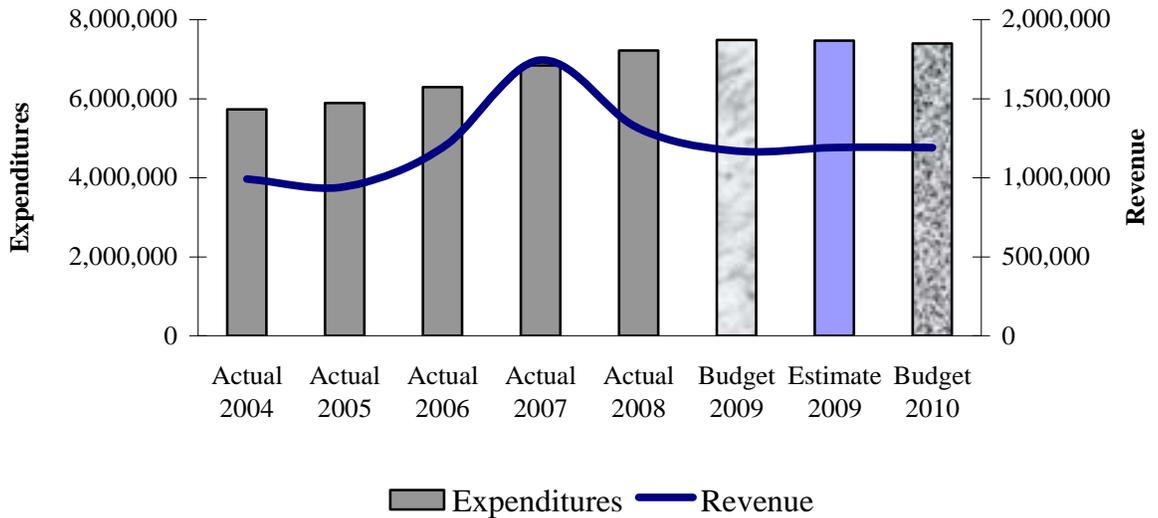
**Mission** The Englewood Fire Department is dedicated to the protection of life, property and the environment through a commitment to excellence in emergency response, training, public education, fire prevention, and the efficient utilization of resources.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Update Communications systems</li> <li>• Establish a Labor/Management Committee</li> <li>• SCBA system replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Update Communications systems</li> <li>• Establish a Labor/Management Committee</li> <li>• SCBA system replacement</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Reorganization of Safety Services</li> <li>• New Mission Statement and Values Statement</li> <li>• Establishment of a Fire Service Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Safety Service Reorganization Study</li> <li>• Apparatus ordered and placed in service</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	991,994	944,606	1,191,471	1,744,455	1,311,654	1,168,543	1,191,568	1,191,568
<b>Percent Change</b>		<b>-4.78%</b>	<b>26.13%</b>	<b>46.41%</b>	<b>-24.81%</b>	<b>-10.91%</b>	<b>1.97%</b>	<b>0.00%</b>
Expenditures								
Personnel	5,024,843	5,192,721	5,510,036	5,829,790	6,326,436	6,445,527	6,455,559	6,540,121
Commodities	234,775	201,286	197,221	215,998	259,726	329,457	303,027	242,397
Contractual	393,285	389,941	489,971	675,100	546,151	625,796	625,174	565,306
Capital	81,161	103,876	98,536	119,762	83,130	86,389	86,389	47,127
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	5,734,064	5,887,824	6,295,764	6,840,650	7,215,443	7,487,169	7,470,149	7,394,951
<b>Percent Change</b>		<b>2.68%</b>	<b>6.93%</b>	<b>8.65%</b>	<b>5.48%</b>	<b>3.77%</b>	<b>-0.23%</b>	<b>-1.01%</b>
<b>Employees FTE</b>	62.000	59.000	62.000	64.000	65.000	65.000	65.800	65.800
<b>Percent Change FTE</b>		<b>-4.84%</b>	<b>5.08%</b>	<b>3.23%</b>	<b>1.56%</b>	<b>0.00%</b>	<b>1.23%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General

**Division** Fire Support and Operations

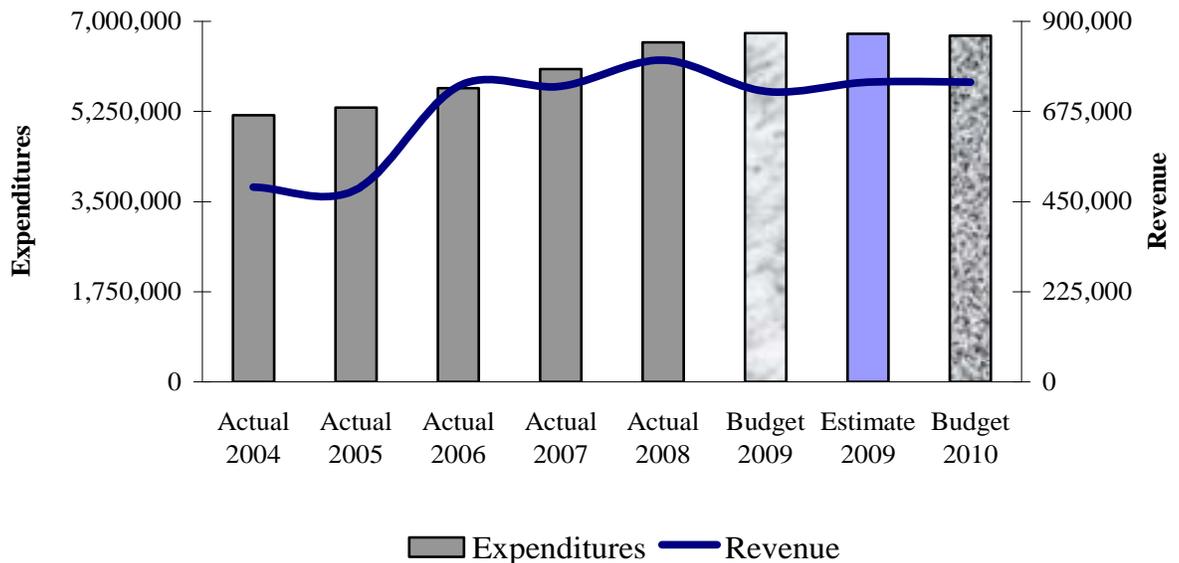
**Account** 02.1102

**Description** This division provides the fire and rescue emergency services of the City of Englewood. 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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	486,236	479,787	738,110	737,745	803,333	725,000	747,908	747,908
<b>Percent Change</b>		<b>-1.33%</b>	<b>53.84%</b>	<b>-0.05%</b>	<b>8.89%</b>	<b>-9.75%</b>	<b>3.16%</b>	<b>0.00%</b>
Expenditures								
Personnel	4,529,672	4,681,697	4,996,891	5,307,174	5,782,628	5,887,526	5,909,583	5,986,915
Commodities	225,519	192,997	187,200	202,484	244,611	303,702	277,272	224,242
Contractual	347,583	354,148	426,722	451,366	488,202	495,974	492,139	468,305
Capital	74,568	97,283	91,943	114,125	78,078	81,337	81,337	42,075
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	5,177,342	5,326,125	5,702,756	6,075,149	6,593,519	6,768,539	6,760,331	6,721,537
<b>Percent Change</b>		<b>2.87%</b>	<b>7.07%</b>	<b>6.53%</b>	<b>8.53%</b>	<b>2.65%</b>	<b>-0.12%</b>	<b>-0.57%</b>
<b>Employees FTE</b>	55.000	52.000	55.000	57.000	58.000	58.000	58.800	58.800
<b>Percent Change FTE</b>		<b>-5.45%</b>	<b>5.77%</b>	<b>3.64%</b>	<b>1.75%</b>	<b>0.00%</b>	<b>1.38%</b>	<b>0.00%</b>



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality	1. Repair and maintenance of fire apparatus, facilities and equipment includes CERF,	The Fire Department coordinates the maintenance of all police and fire facilities.

## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General

**Division** Fire Support and Operations

**Account** 02.1102

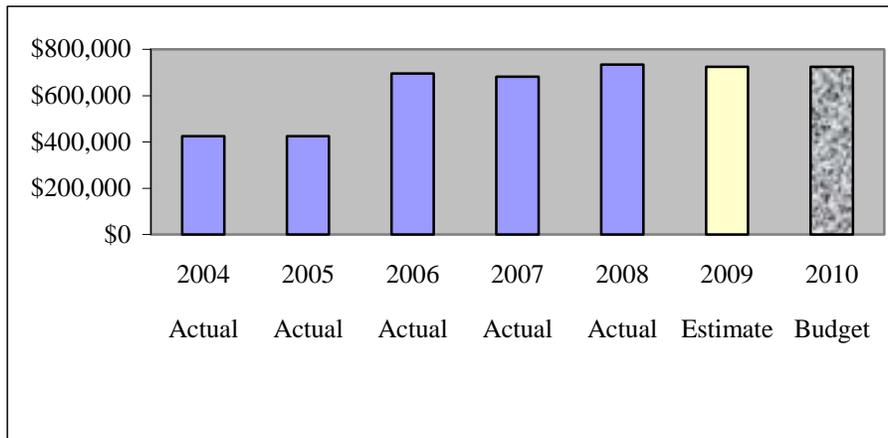
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
infrastructure	vehicle maintenance and all repair and maintenance costs within the fire department's budget.	
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> <li>2. The fire division's contribution to this outcome is identified via public education that includes fire inspections, safety presentations, car seat safety, CPR &amp; first aid, and neighborhood watch activities.</li> <li>3. The Fire Support Services contributes to a safe, clean healthy and attractive city through fire prevention efforts and code compliance efforts.</li> </ol>	The primary goal of the Fire Department is life safety. This is accomplished by emergency response, public education and fire prevention.
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> <li>4. Emergency response to fire, EMS, HAZ MAT, and all other natural disasters in a responsive and cost efficient manner is the primary function of the fire division and accounts for the vast majority of the division's budget.</li> <li>5. Cost efficient and responsive services are insured through supervision and management of EMS operations and the training of personnel</li> </ol>	Fire Department staff keeps close tabs on expenditures to ensure that they support the goals and objectives of the city.
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> <li>6. Consulting with business and property owners to provide the most efficient use of property and facilities.</li> </ol>	The Fire Department works with business owners to find cost effective solutions to Fire Code violations.
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> <li>7. Providing support services at special events such as the 4<sup>th</sup> of July and the Old Tyme Fair is a small but equally important function of the fire division.</li> </ol>	The Fire Department is the coordinating agency for the 4 <sup>th</sup> of July celebration, and has public education presentations at both events.

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Fire
<b>Fund</b>	General
<b>Revenue Item</b>	<b>EMS Transportation Fee</b>
<b>Account</b>	<b>02.1102</b>
<b>Authorization</b>	EMC 1-6G-10A
<b>Description</b>	Reimbursement for transportation of patients to appropriate medical facilities by Englewood Fire Department personnel.
<b>Fee Schedule</b>	Basic Life Support Transport - \$625; Advanced Life Support - \$625; Oxygen - \$45; Per Mile Charge - \$9. Plus other miscellaneous charges.
<b>Date Last Changed</b>	2007 Budget Retreat
<b>Previous Fee Schedule</b>	Basic Life Support Transport - \$425; Advanced Life Support - \$495; Oxygen - \$40; Per Mile Charge - \$8. Plus other miscellaneous charges.
<b>Formula Method</b>	Historical Average of patients transported X Average area transportation charge, less Average non-collectible rate, less 7% billing charge.
<b>Projection Method</b>	Number of transports expected to remain relatively static.
<b>Comments</b>	N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	424,169	-8.12%
<b>Actual</b>	<b>2005</b>	424,424	0.06%
<b>Actual</b>	<b>2006</b>	695,505	63.87%
<b>Actual</b>	<b>2007</b>	682,085	-1.93%
<b>Actual</b>	<b>2008</b>	733,384	7.52%
<b>Estimate</b>	<b>2009</b>	725,000	-1.14%
<b>Budget</b>	<b>2010</b>	725,000	0.00%



**City of Englewood, Colorado 2010 Budget**

**Department** Fire  
**Fund** General

**Revenue Item** **Charges for Services**

**Account** **02.1102.33209**

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

**8001.5.2 Unauthorized discharges.**

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

**2006 International Fire Code – to be adopted 2007**

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

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

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

Command	<b>\$26</b>	Lt.	<b>\$23</b>	Engine	<b>\$158.63</b>
Firefighter	<b>\$18</b>	Fire Medic	<b>\$22</b>	Rescue	<b>\$ 67.05</b>
Support Staff	<b>\$15</b>	Captain	<b>\$25</b>	Truck	<b>\$306.73</b>
Dispatch fee	<b>\$50</b>	DOE	<b>\$21</b>	Hammer	<b>\$116.59</b>
				Staff	<b>\$ 27.67</b>

**Date Last Changed** 2006

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** History

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

**Continued**

## City of Englewood, Colorado 2010 Budget

**Department** Fire

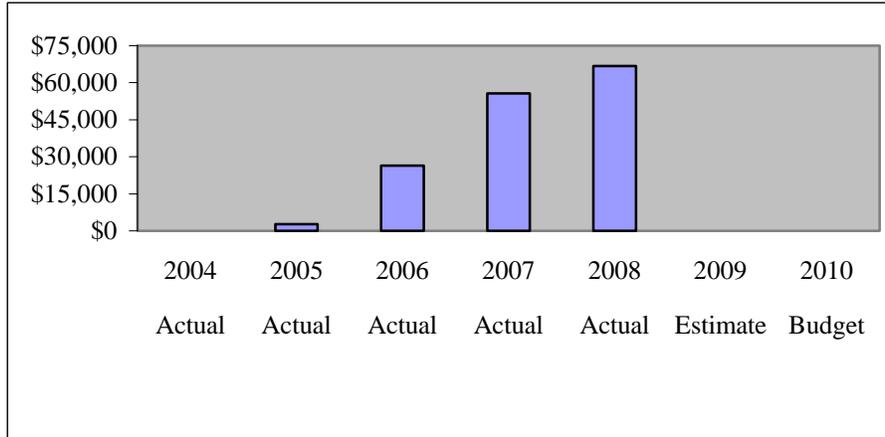
**Fund** General

**Revenue Item** Charges for Services

**Account** 02.1102.33209

### Continued from Previous Page

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	0	--
<b>Actual</b>	<b>2005</b>	2,671	--
<b>Actual</b>	<b>2006</b>	26,408	888.73%
<b>Actual</b>	<b>2007</b>	55,659	110.76%
<b>Actual</b>	<b>2008</b>	66,717	19.87%
<b>Estimate</b>	<b>2009</b>	0	-100.00%
<b>Budget</b>	<b>2010</b>	0	--



## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General

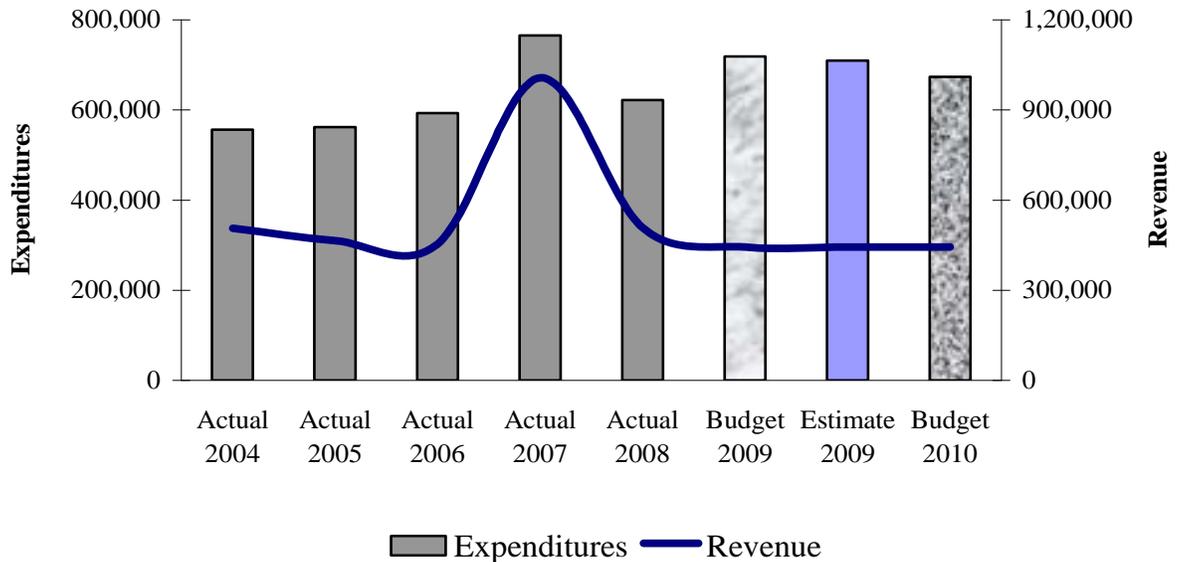
**Division** Building and Safety

**Account** 02.1107

**Description** The Building and Safety Division offers a variety of services to help citizens and contractors. Primarily, the division is responsible for ensuring that building structures in Englewood are safe and conform to 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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	505,758	464,819	453,361	1,006,710	508,321	443,543	443,660	443,660
<b>Percent Change</b>		<b>-8.09%</b>	<b>-2.47%</b>	<b>122.05%</b>	<b>-49.51%</b>	<b>-12.74%</b>	<b>0.03%</b>	<b>0.00%</b>
Expenditures								
Personnel	495,171	511,024	513,145	522,616	543,808	558,001	545,976	553,206
Commodities	9,256	8,289	10,021	13,514	15,115	25,755	25,755	18,155
Contractual	45,702	35,793	63,249	223,734	57,949	129,822	133,035	97,001
Capital	6,593	6,593	6,593	5,637	5,052	5,052	5,052	5,052
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	556,722	561,699	593,008	765,501	621,924	718,630	709,818	673,414
<b>Percent Change</b>		<b>0.89%</b>	<b>5.57%</b>	<b>29.09%</b>	<b>-18.76%</b>	<b>15.55%</b>	<b>-1.23%</b>	<b>-5.13%</b>
<b>Employees FTE</b>	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
<b>Percent Change FTE</b>		0%	0%	0%	0%	0%	0%	0%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Infrastructure costs are provided through CERF and vehicle maintenance accounts.	
A safe, clean, healthy	2. Residential and commercial safety efforts are	

## City of Englewood, Colorado 2010 Budget

**Department** Fire  
**Fund** General

**Division** Building and Safety

**Account** 02.1107

<b>Outcome</b>	<b>Goal / Activity</b> Answers the <b>When, What and Why</b> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <b>How</b> we accomplish the Goal / Activity
and attractive City	established through inspections and quality permit review.	
A progressive City that provides responsive and cost efficient services	3. Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division.	
A City that is business-friendly and economically diverse	4. Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education.	

<b>Performance Measure</b>	<b>Goals / Activities Measured</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Estimate</b>	<b>2010 Budget</b>

## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Contractor License Fee

**Account** 02.1107.32106

**Authorization** EMC 5-7-10

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

<b>Fee Schedule</b>	Class A	<b>\$200</b>	Class E	<b>\$50</b>
	Class B	<b>125</b>	Class F	<b>50</b>
	Class C	<b>75</b>	Class R1	<b>0</b>
	Class R3	<b>75</b>	Class R2	<b>50</b>
	Class D	<b>50</b>		

**Date Last Changed** 7/1/88

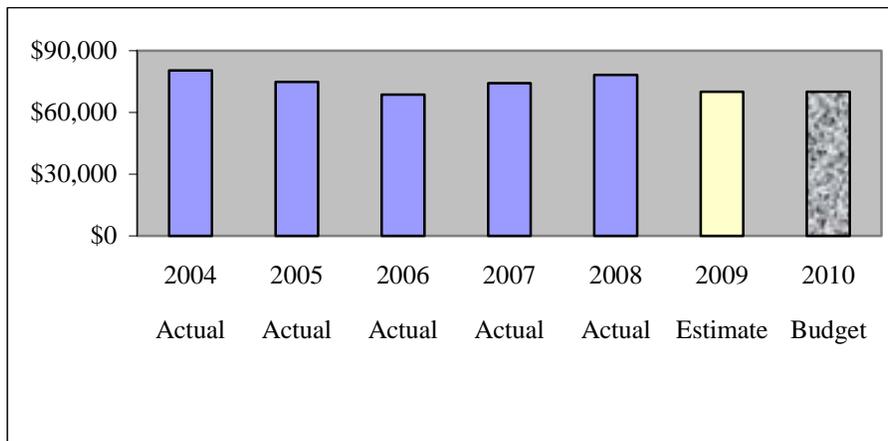
**Previous Fee Schedule** All fees remained the same, except that Class R1 was charged a fee of \$50.

**Formula Method** Number of licenses X Fee

**Projection Method** Number of contractors licensed to work in the City is projected to increase due to redevelopment of City Center.

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

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	80,350	-4.35%
<b>Actual</b>	<b>2005</b>	74,863	-6.83%
<b>Actual</b>	<b>2006</b>	68,647	-8.30%
<b>Actual</b>	<b>2007</b>	74,304	8.24%
<b>Actual</b>	<b>2008</b>	78,200	5.24%
<b>Estimate</b>	<b>2009</b>	70,000	-10.49%
<b>Budget</b>	<b>2010</b>	70,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Building Permit Fee

**Account** 02.1107.32202

**Authorization** EMC 8-1-9

**Description** Fee charged for issuance of building permit

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

**Date Last Changed** 2000

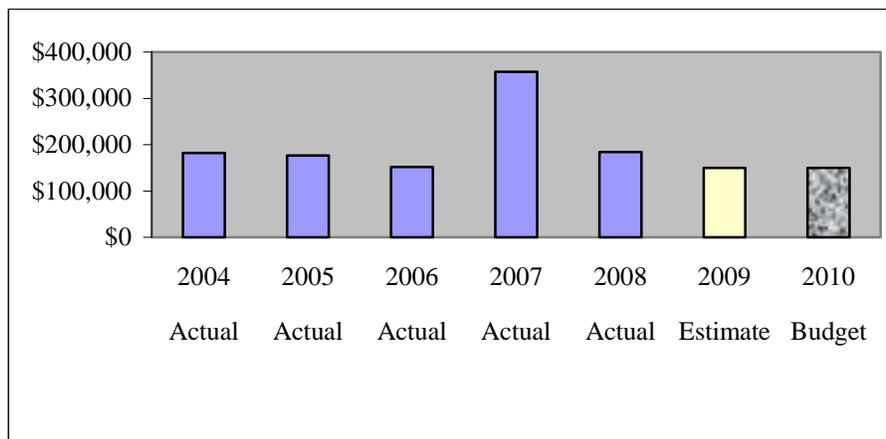
**Previous Fee Schedule** 1994 UBC

**Formula Method** See schedule on next page.

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

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	181,837	-10.10%
<b>Actual</b>	<b>2005</b>	176,932	-2.70%
<b>Actual</b>	<b>2006</b>	151,578	-14.33%
<b>Actual</b>	<b>2007</b>	357,711	135.99%
<b>Actual</b>	<b>2008</b>	184,298	-48.48%
<b>Estimate</b>	<b>2009</b>	150,000	-18.61%
<b>Budget</b>	<b>2010</b>	150,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Building Permit Fee

**Account** 02.1107.32202

### Building, Electrical, Plumbing, Mechanical, and Miscellaneous

#### PERMIT FEES SCHEDULE

*Reference Page 1-7 of the 1997 Uniform Building Code*

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

#### Other Inspections and associated Fees:

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

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

## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Electrical Permit Fee

**Account** 02.1107.32203

**Authorization** EMC 8-1-9

**Description** Fee charged for issuance of an electrical permit.

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

**Date Last Changed** 2000

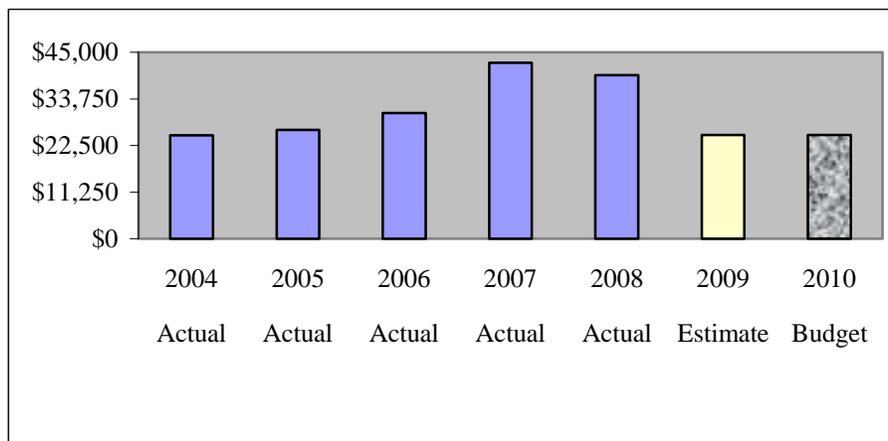
**Previous Fee Schedule** 1994 UBC.

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

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

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	24,978	-12.62%
<b>Actual</b>	<b>2005</b>	26,230	5.01%
<b>Actual</b>	<b>2006</b>	30,325	15.61%
<b>Actual</b>	<b>2007</b>	42,491	40.12%
<b>Actual</b>	<b>2008</b>	39,444	-7.17%
<b>Estimate</b>	<b>2009</b>	25,000	-36.62%
<b>Budget</b>	<b>2010</b>	25,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Mechanical Permit Fee

**Account** 02.1107.32205

**Authorization** EMC 8-1-9

**Description** Fee charged for the issuance of a mechanical permit.

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

**Date Last Changed** 2000

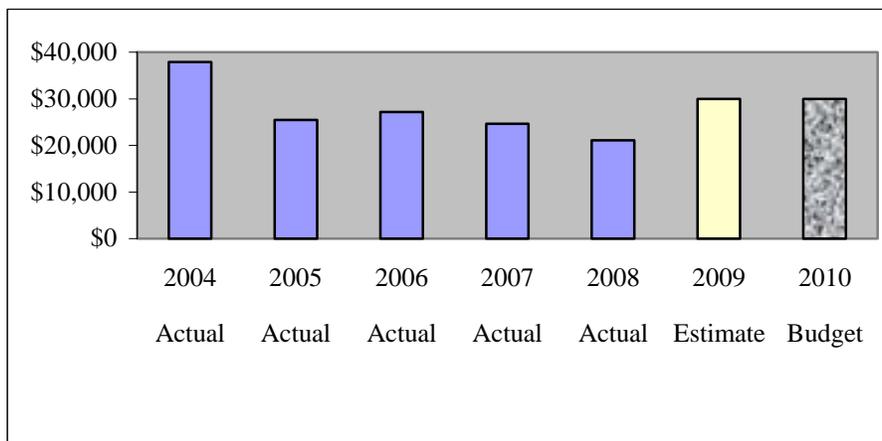
**Previous Fee Schedule** 1994 UBC.

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

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

**Comments** N/A

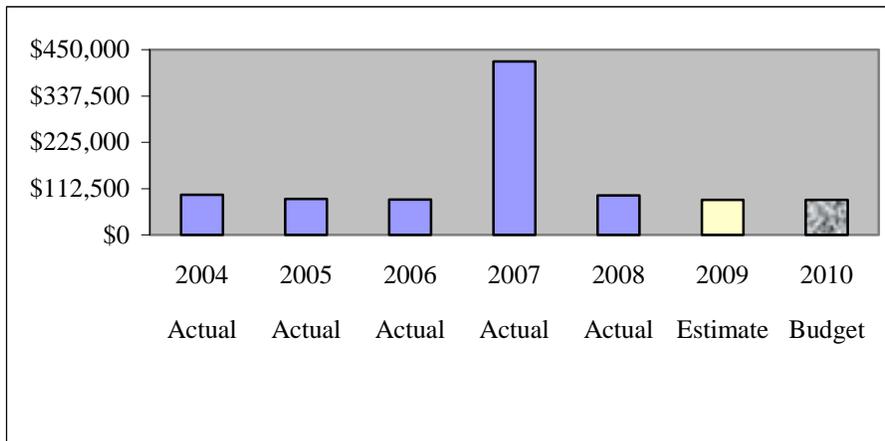
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	37,859	21.94%
<b>Actual</b>	<b>2005</b>	25,456	-32.76%
<b>Actual</b>	<b>2006</b>	27,167	6.72%
<b>Actual</b>	<b>2007</b>	24,649	-9.27%
<b>Actual</b>	<b>2008</b>	21,125	-14.29%
<b>Estimate</b>	<b>2009</b>	30,000	42.01%
<b>Budget</b>	<b>2010</b>	30,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Fire
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Plan Review Fee</b>
<b>Account</b>	<b>02.1107.32206</b>
<b>Authorization</b>	EMC 8-1-9
<b>Description</b>	Fee charged for examination of proposed construction plans to verify compliance with City codes.
<b>Fee Schedule</b>	65% of the assessed construction permit fee.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Anticipated permit fees X .65 = revenue
<b>Projection Method</b>	Estimate based on anticipated construction activity in the City.
<b>Comments</b>	Enacted in 1984

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	97,746	-14.39%
<b>Actual</b>	<b>2005</b>	87,153	-10.84%
<b>Actual</b>	<b>2006</b>	85,893	-1.45%
<b>Actual</b>	<b>2007</b>	421,673	390.93%
<b>Actual</b>	<b>2008</b>	95,771	-77.29%
<b>Estimate</b>	<b>2009</b>	85,000	-11.25%
<b>Budget</b>	<b>2010</b>	85,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Fire

**Fund** General

**Revenue Item** Miscellaneous Permit Fee

**Account** 02.1107.32209

**Authorization** EMC 8-1-9

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

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

**Date Last Changed** 2000

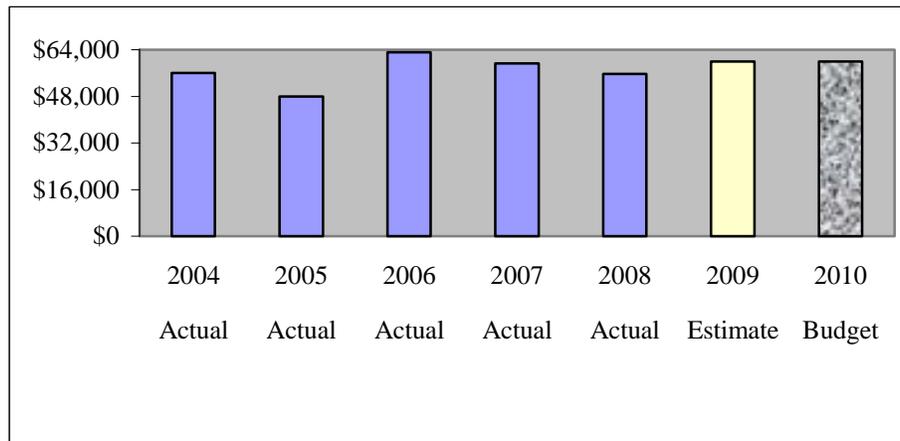
**Previous Fee Schedule** 1994 UBC

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

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

**Comments** N/A

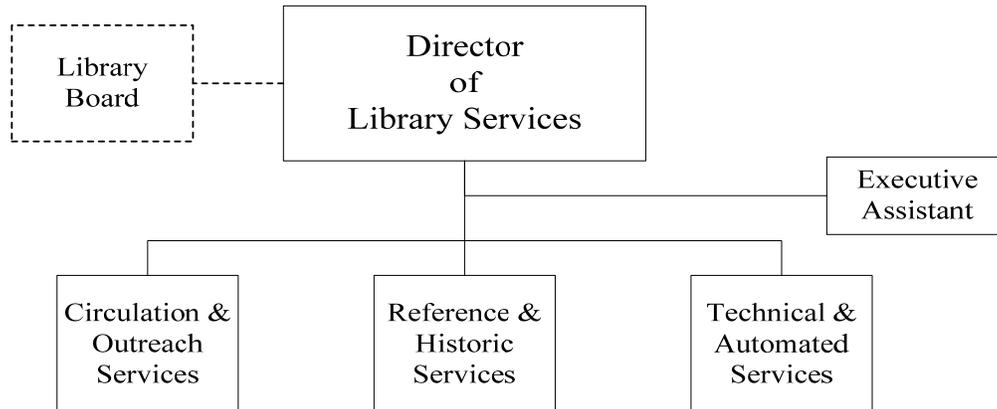
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	56,032	-0.84%
<b>Actual</b>	<b>2005</b>	47,928	-14.46%
<b>Actual</b>	<b>2006</b>	63,159	31.78%
<b>Actual</b>	<b>2007</b>	59,345	-6.04%
<b>Actual</b>	<b>2008</b>	55,720	-6.11%
<b>Estimate</b>	<b>2009</b>	60,000	7.68%
<b>Budget</b>	<b>2010</b>	60,000	0.00%



## City of Englewood, Colorado 2010 Budget

**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.

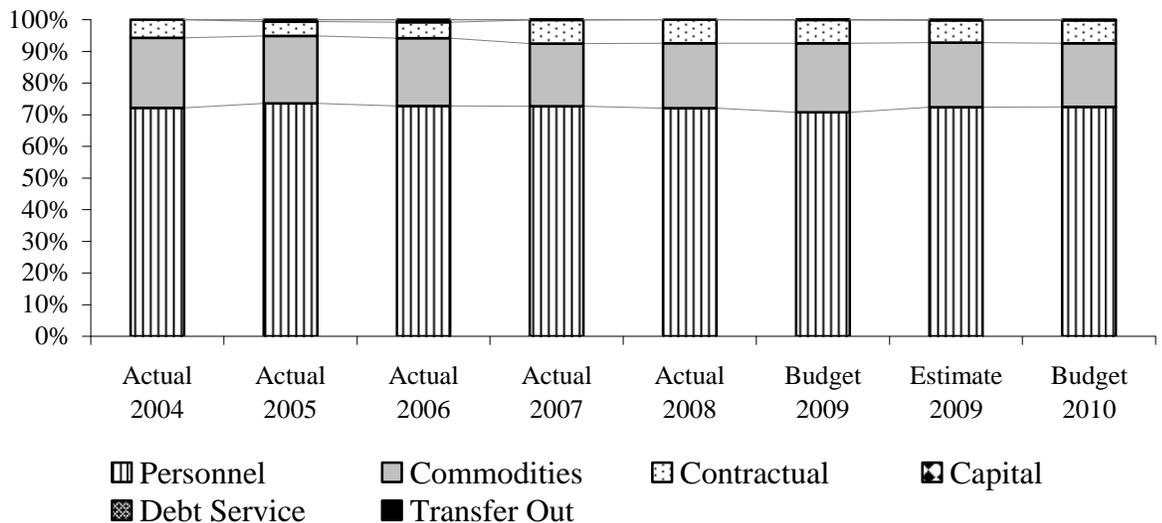
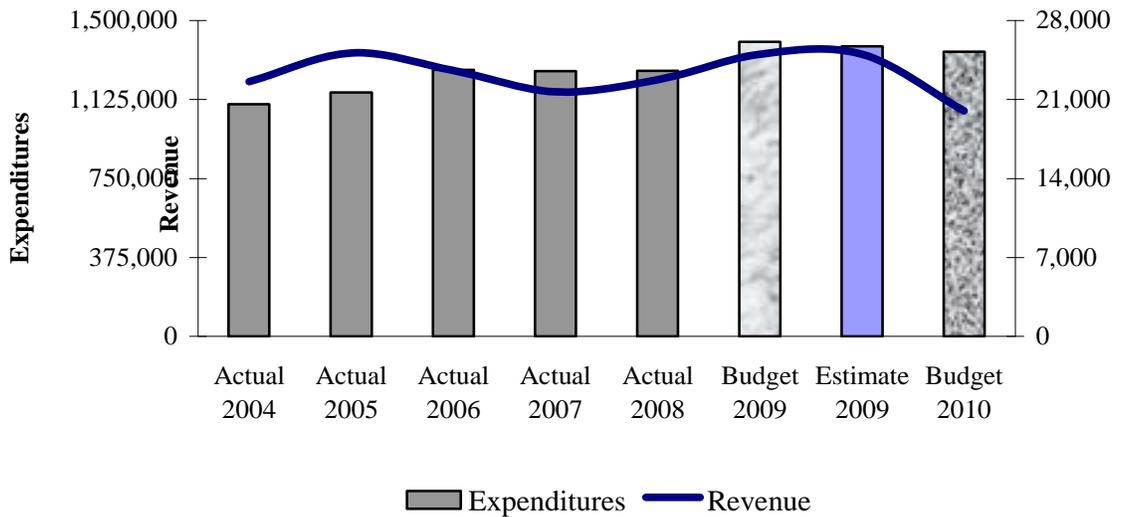
2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Implement 10<sup>th</sup> Annual “Meet the Faces Behind the Books” Colorado Author Program</li> <li>• Implement 19<sup>th</sup> Annual “Food for Fines” Program</li> <li>• Implement 13<sup>th</sup> Annual Library Volunteer Appreciation Program</li> <li>• Host 2009 Englewood Schools Annual Student Art Show</li> </ul>	<ul style="list-style-type: none"> <li>• Implement 11<sup>th</sup> Annual “Meet the Faces Behind the Books” Colorado Author Program</li> <li>• Implement 20<sup>th</sup> Annual “Food for Fines” Program</li> <li>• Implement 14<sup>th</sup> Annual Library Volunteer Appreciation Program</li> <li>• Host 2010 Englewood Schools Annual Student Art Show</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Implement EnvisionWare Public Internet Self-Reservation/Self-Payment Service</li> <li>• Implement TutorVista Remote Tutoring Service for Students K-12</li> <li>• Implement 24/7 E-Mail Reference Service</li> <li>• Implement 9<sup>th</sup> Annual “Meet the Faces Behind the Books” Colorado Author Program</li> <li>• Implement 18<sup>th</sup> Annual “Food for Fines” Program</li> <li>• Implement 12<sup>th</sup> Annual Library Volunteer Appreciation Program</li> <li>• Host 2008 Englewood Schools Annual Student Art Show</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented EnvisionWare Public Internet Self-Reservation/Self-Payment Service</li> <li>• Implemented TutorVista Remote Tutoring Service for Students K-12</li> <li>• Implemented 24/7 E-Mail Reference Service</li> <li>• Implemented 9<sup>th</sup> Annual “Meet the Faces Behind the Books” Colorado Author Program</li> <li>• Implemented 18<sup>th</sup> Annual “Food for Fines” Program</li> <li>• Implemented 12<sup>th</sup> Annual Library Volunteer Appreciation Program</li> <li>• Hosted 2008 Englewood Schools Annual Student Art Show</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Library Services  
**Fund** General  
**Division** Library Services  
**Account** 02.1201

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	22,600	25,115	23,569	21,691	22,749	25,000	25,000	20,000
<b>Percent Change</b>		<b>11.13%</b>	<b>-6.16%</b>	<b>-7.97%</b>	<b>4.88%</b>	<b>9.89%</b>	<b>0.00%</b>	<b>-20.00%</b>
Expenditures								
Personnel	795,725	851,907	921,217	915,501	908,462	989,607	996,432	979,506
Commodities	243,948	247,107	270,663	248,963	259,304	304,700	281,824	272,113
Contractual	62,608	53,000	63,953	93,489	93,345	102,251	97,602	98,002
Capital	-	6,657	9,679	1,573	-	2,000	2,100	2,600
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,102,281	1,158,671	1,265,512	1,259,526	1,261,111	1,398,558	1,377,958	1,352,221
<b>Percent Change</b>		<b>5.12%</b>	<b>9.22%</b>	<b>-0.47%</b>	<b>0.13%</b>	<b>10.90%</b>	<b>-1.47%</b>	<b>-1.87%</b>
<b>Employees FTE</b>	17.200	15.625	16.380	15.970	15.700	15.700	16.640	16.640
<b>Percent Change FTE</b>		<b>-9.16%</b>	<b>4.83%</b>	<b>-2.50%</b>	<b>-1.69%</b>	<b>0.00%</b>	<b>5.99%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Library Services

**Fund** General

**Division** Library Services

**Account** 02.1201

<b>Outcome</b>	<b>Goal / Activity</b> <b>Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome</b>	<b>Action Plan</b> <b>Answers the <u>How</u> we accomplish the Goal / Activity</b>
<b>A City that provides and maintains quality infrastructure</b>	<p>1. <b>Explore options for increasing public/staff security/safety.</b></p> <ul style="list-style-type: none"> <li>● Explore cost to upgrade internal video monitoring system from 3-camera black &amp; white to 4-camera color system with timed digital recording capability.</li> <li>● Explore cost to make all areas of facility more visible from public service desks.</li> </ul>	<p>As economic situation and funding allows, request funding to accomplish same.</p>
<b>A safe, clean, healthy and attractive City</b>	<p>2. <b>Explore alternatives to print for publicizing/promoting Library programs, services, events.</b></p> <ul style="list-style-type: none"> <li>● Explore cost options for in-house automated displays/media presentations.</li> <li>● Explore cost options for increased community visibility (special promotional banners, additional signage)</li> </ul> <p>3. <b>Implement portions of “Five Year Plan” begun in 2006.</b></p>	<p>Continue review of professional media and library vendors as well as networking with other public libraries to stay up-to-date in these areas.</p> <p>Continue working with statewide media contacts and local organizations to publicize and promote Library services, programs and activities.</p> <p>Incorporate goals/objectives of “Five Year Plan 2008-2012” into annual budget cycle and continue to implement as economic situation and funding allows.</p>
<b>A City that provides diverse cultural, recreational and entertainment opportunities</b>	<p>4. <b>Maintain current high level of service to community seven days a week.</b></p> <ul style="list-style-type: none"> <li>● Provide sufficient level of trained, courteous staff to meet customer demand.</li> <li>● Provide sufficient level of diverse, age-appropriate, up-to-date resources (book, non-book &amp; online) to meet customer demand.</li> <li>● Provide sufficient level of automated services (Internet, Word Processors, Kids Computers) to meet customer demand.</li> <li>● Provide clean, comfortable, easily accessible environment in which to meet customer demand.</li> <li>● Provide Home Bound services for residents unable to visit Library.</li> <li>● Provide materials of local historic interest to meet customer demand.</li> <li>● Provide programs for children and other age groups that promote reading and life-long learning.</li> </ul> <p>5. <b>Provide comfortable meeting space for community organizations. Work with local groups (schools, businesses, etc.) to co-sponsor and promote Library services.</b></p>	<p>As economic situation and funding allows, continue to provide services, activities and programs shown to maintain high level of community satisfaction with Library, e.g.</p> <ul style="list-style-type: none"> <li>● Continue to work with City’s I.T. Department to maintain sufficient level of automated services to meet customer demand.</li> <li>● Continue to purchase well-balanced collection of books and other materials to meet customer demand.</li> <li>● Continue to hire and train quality staff to meet customer demand.</li> <li>● Continue Home Bound, Local History, etc. to meet customer demand.</li> <li>● Replace worn/damaged furniture &amp; other equipment as necessary to provide comfortable and inviting public space</li> </ul> <p>As economic situation and funding allows, continue to promote Library to community organizations and seek co-sponsorship of services and programs where applicable.</p>

## City of Englewood, Colorado 2010 Budget

**Department** Library Services

**Fund** General

**Division** Library Services

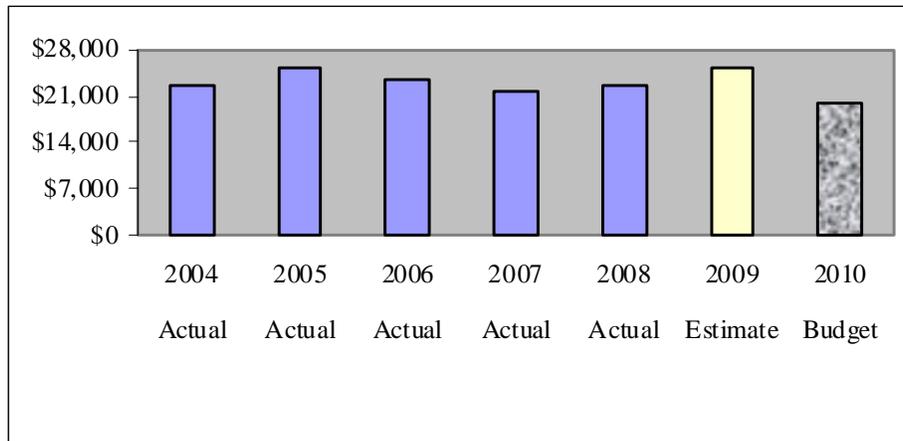
**Account** 02.1201

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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## City of Englewood, Colorado 2010 Budget

**Department** Library Services  
**Fund** General  
**Revenue Item** **Library Fines**  
**Account** **02.1201.34201**  
**Authorization** Library Policy  
**Description** All circulating materials retained past their due dates are subject to overdue fines.  
**Fee Schedule** Main Library: \$.20 / day / item  
**Date Last Changed** 2003  
**Previous Fee Schedule** Main Library: \$.10 / day / item  
**Formula Method** Based on projection using trends in revenues collected during reporting periods.  
**Projection Method** N/A  
**Comments**

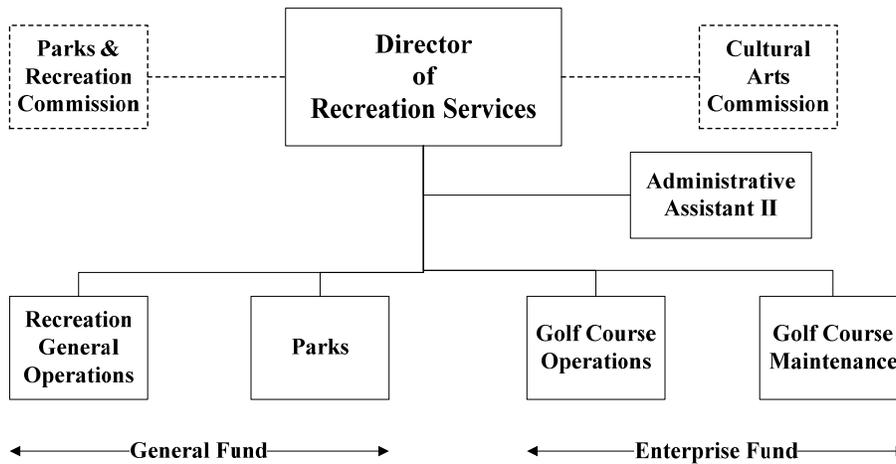
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	22,450	16.31%
<b>Actual</b>	<b>2005</b>	25,115	11.87%
<b>Actual</b>	<b>2006</b>	23,569	-6.15%
<b>Actual</b>	<b>2007</b>	21,691	-7.97%
<b>Actual</b>	<b>2008</b>	22,746	4.86%
<b>Estimate</b>	<b>2009</b>	25,000	9.91%
<b>Budget</b>	<b>2010</b>	20,000	-20.00%



## City of Englewood, Colorado 2010 Budget

**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.

### 2009 Major Department Initiatives Planned

- Evaluate first year operations at Broken Tee (2008) and make recommendations for 2009 - Complete/Ongoing
- Englewood Schools - continue to develop short-term and long-term relationships with the new School Board and Administration - Review partnerships and use agreements – review youth programming and explore additional opportunities. – Monitor requirements of purchase agreement for Duncan Park - Complete
- Research and pursue long-term funding opportunities for Parks Master Plan implementation - Ongoing
- Work with South Platte Working Group on implementation of GOCO Legacy Grant - Ongoing
- Aggressively pursue funding opportunities for open space projects through GOCO, Arapahoe County Open Space and DRCOG - Complete/Ongoing
- Research the feasibility of adding a new water feature and picnic area to Pirates Cove by 2011 - Complete/Ongoing
- Establish a department wide “Greening Committee” for current and future greening initiatives - Complete/Ongoing

### 2010 Major Department Initiatives Planned

- Research creative and innovative ways to continue to provide services in an efficient and cost effective manner.
- Continue to work closely with youth sport associations to provide field scheduling and program support.
- Continue evaluation of first year operations at Broken Tee and develop recommendations for 2010/2011
- Research and pursue long-term funding opportunities for Parks Master Plan implementation - new GOCO mini legacy grant opportunity.
- Aggressively pursue funding opportunities for open space projects through GOCO, Arapahoe County Open Space and DRCOG.
- Research the feasibility of adding a new water feature and picnic area to Pirates Cove by 2011. Possible 2010 plan development.

### 2008 Major Department Initiatives Planned

- Successful completion/opening golf course - marketing & branding - operations plan
- Parks Master Plan prioritization and begin project implementation
- Develop (3) year financial schedule for the payment of Duncan Park purchase

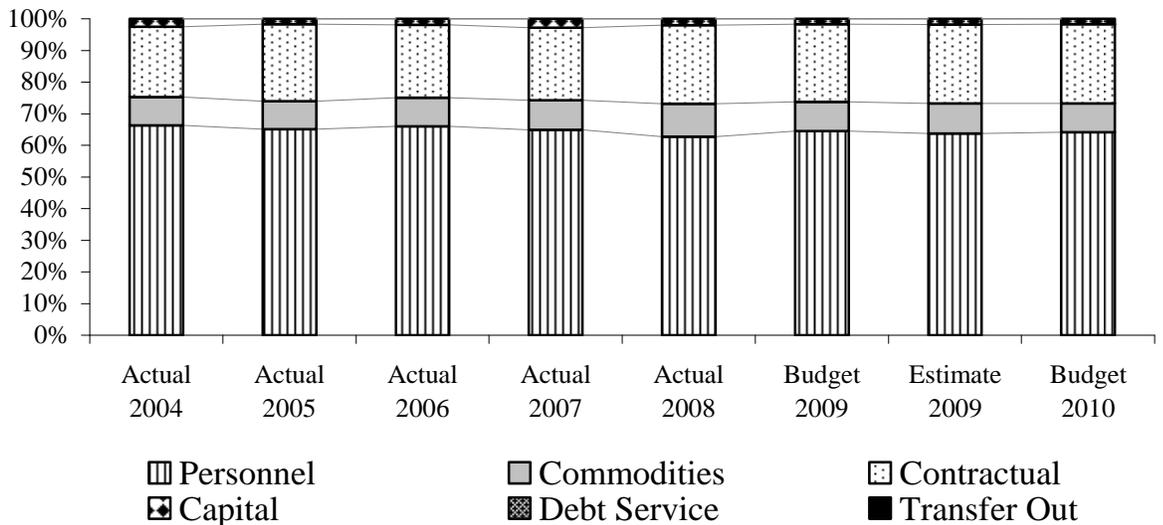
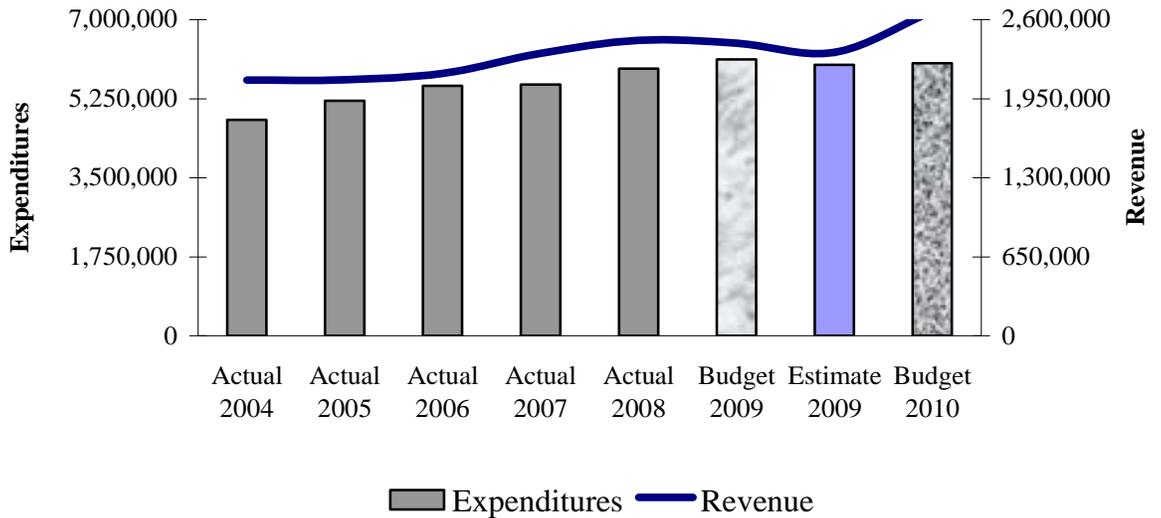
### 2008 Major Department Initiatives Accomplished

- Golf marketing and branding - Complete - operations planning - Ongoing
- Complete and Ongoing - Belleview park improvements
- Complete - last payment 12/2010

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services  
**Fund** General  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	2,103,695	2,105,406	2,158,892	2,322,079	2,429,237	2,407,411	2,330,489	2,669,218
<b>Percent Change</b>		<b>0.08%</b>	<b>2.54%</b>	<b>7.56%</b>	<b>4.61%</b>	<b>-0.90%</b>	<b>-3.20%</b>	<b>14.53%</b>
Expenditures								
Personnel	2,977,667	3,144,180	3,360,062	3,308,257	3,407,021	3,671,202	3,559,067	3,596,568
Commodities	401,956	426,502	461,370	475,922	568,595	527,244	529,620	513,470
Contractual	994,203	1,175,795	1,174,095	1,168,581	1,347,729	1,393,292	1,394,417	1,402,190
Capital	113,089	81,036	95,950	141,186	110,516	99,936	99,936	97,412
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,782,646	5,206,430	5,534,105	5,566,095	5,916,449	6,117,008	6,001,588	6,034,770
<b>Percent Change</b>		<b>8.86%</b>	<b>6.29%</b>	<b>0.58%</b>	<b>6.29%</b>	<b>3.39%</b>	<b>-1.89%</b>	<b>0.55%</b>
<b>Employees FTE</b>	36.500	37.250	38.190	39.199	38.410	38.410	37.910	37.910
<b>Percent Change FTE</b>		<b>2.05%</b>	<b>2.52%</b>	<b>2.64%</b>	<b>-2.01%</b>	<b>0.00%</b>	<b>-1.30%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

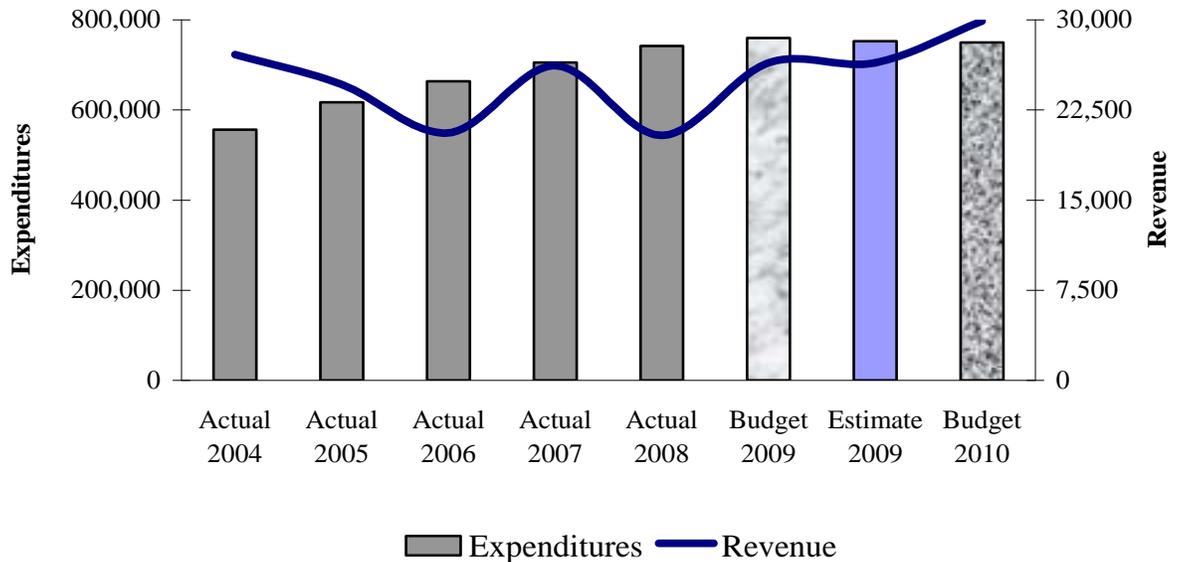
**Division** Administration

**Account** 02.1301

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	27,121	24,632	20,610	26,190	20,396	26,414	26,414	29,885
<b>Percent Change</b>		<b>-9.18%</b>	<b>-16.33%</b>	<b>27.07%</b>	<b>-22.12%</b>	<b>29.51%</b>	<b>0.00%</b>	<b>13.14%</b>
Expenditures								
Personnel	403,529	443,780	471,469	480,731	506,384	518,666	515,265	514,680
Commodities	42,042	44,427	45,523	40,715	46,620	47,569	47,569	46,569
Contractual	95,716	113,588	124,657	159,757	167,093	171,518	168,160	166,660
Capital	15,141	15,141	22,041	23,925	22,041	22,041	22,041	22,041
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	556,428	616,936	663,690	705,128	742,138	759,794	753,035	749,950
<b>Percent Change</b>		<b>10.87%</b>	<b>7.58%</b>	<b>6.24%</b>	<b>5.25%</b>	<b>2.38%</b>	<b>-0.89%</b>	<b>-0.41%</b>
<b>Employees FTE</b>	4.000	5.000	4.000	4.000	4.000	4.000	4.000	4.000
<b>Percent Change FTE</b>		25.00%	-20.00%	0.00%	0.00%	0.00%	0.00%	0.00%



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

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Administration

**Account** 02.1301

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<p>operations, short/long term planning and policy development.</p> <p>2. Division is responsible for technology planning, coordination and direction. Funding Options include SCFD, conservation trust fund, Malley Trust Fund, Open Space Funding, Great Outdoors Colorado, sponsorships and other grants and funding opportunities.</p>	Grant writing
A safe, clean, healthy and attractive City	<p>3. This division initiates and coordinates programs such as Tree city USA, forestry management, general facilities master plan, parks master plan, golf master plan, etc.</p> <p>4. Scholarship programs are developed for program and facility use.</p>	Recycle program established 08 "Going Green" Committee established 08
A progressive City that provides responsive and cost efficient services	<p>5. Direction for department training is coordinated through this division.</p> <p>6. Support for all boards and commission occurs through the administration division.</p> <p>7. All part time/seasonal personnel actions and payroll is implemented in this division.</p>	Grant writing Financial Aid program
A City that is business-friendly and economically diverse	<p>8. Business outreach occurs through facility discounts, partnerships and marketing opportunities.</p>	
A City that provides diverse cultural, recreational and entertainment opportunities	<p>9. Strategic planning for all recreation facilities/program direction, park and open space development occurs in this division.</p> <p>10. This division is responsible for development of partnerships with other public agencies, non profits, private sector, etc. Funding options include Open Space funding/grants, Great Outdoors Colorado, Conservation Trust Fund, SCFD, fees and charges, etc.</p>	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Item** Shelter Reservation Rental

**Account** 02.1301.33001 and 02.1301.36101

**Authorization** Approved Program

**Description** Park Shelter Reservations

**Fee Schedule** Shelter:

\$55 per shelter reservation, under 100, for 5 hours, \$8 each additional hour.

\$85 per shelter reservation for 100 – 199, for 5 hours, \$11 each additional hour.

\$175 per shelter reservation for 200 or more, for 5 hours, \$17 each additional hour.

**Date Last Changed** 2010

**Previous Fee Schedule** Shelter:

\$50 per shelter reservation, under 100, for 5 hours, \$7 each additional hour.

\$85 per shelter reservation for 100 – 199, for 5 hours, \$10 each additional hour.

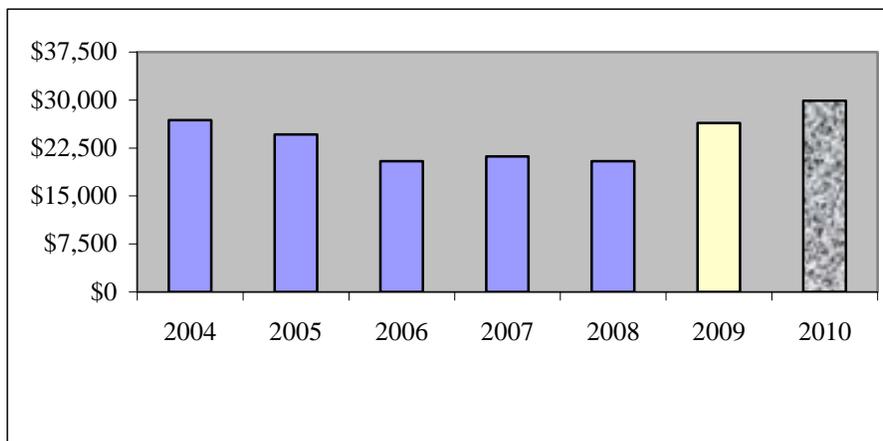
\$135 per shelter reservation for 200 or more, for 5 hours, \$13 each additional hour.

**Formula Method** # of Reservations X fees

**Projection Method** Estimate from historical figures

**Comments** Prior to July 2006 the revenue was accounted in **02.1301.33001**; currently the revenue is recorded in account **02.1301.36101**

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	26,881	14.54%
<b>Actual</b>	<b>2005</b>	24,632	-8.37%
<b>Actual</b>	<b>2006</b>	20,446	-16.99%
<b>Actual</b>	<b>2007</b>	21,190	3.64%
<b>Actual</b>	<b>2008</b>	20,441	-3.53%
<b>Estimate</b>	<b>2009</b>	26,414	29.22%
<b>Budget</b>	<b>2010</b>	29,885	13.14%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

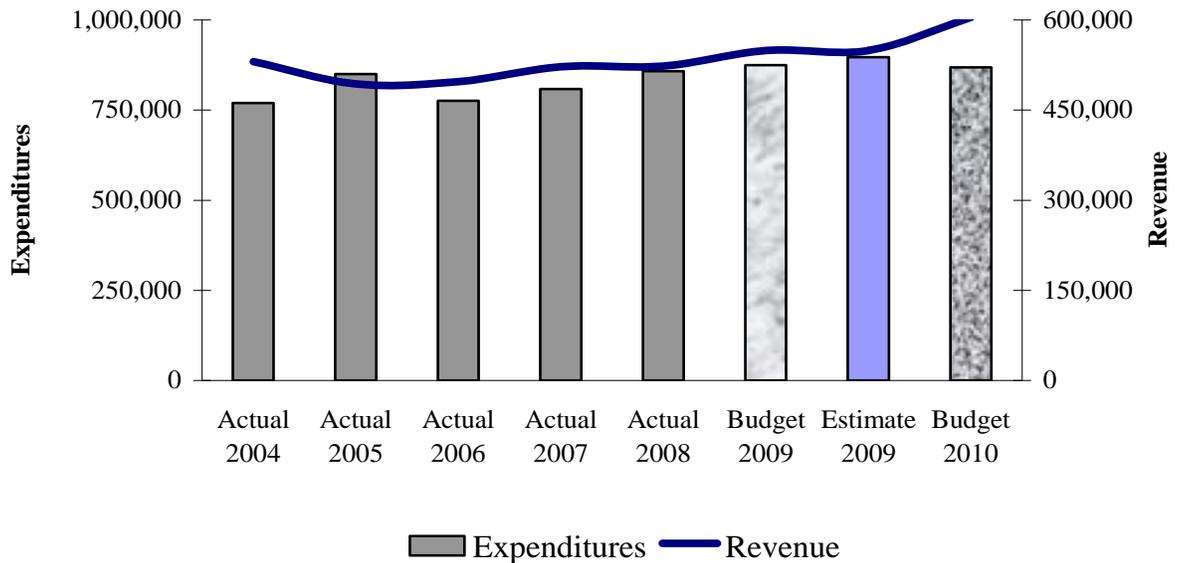
**Division** Recreation Center

**Account** 02.1302

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	530,421	493,659	497,161	522,194	523,402	549,200	549,200	604,120
<b>Percent Change</b>		<b>-6.93%</b>	<b>0.71%</b>	<b>5.04%</b>	<b>0.23%</b>	<b>4.93%</b>	<b>0.00%</b>	<b>10.00%</b>
Expenditures								
Personnel	551,994	604,637	557,768	583,158	610,386	633,636	654,826	627,395
Commodities	36,633	28,667	29,190	37,293	34,371	42,295	42,364	42,364
Contractual	180,713	216,885	188,878	188,149	212,704	199,164	199,164	199,164
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	769,340	850,189	775,836	808,600	857,461	875,095	896,354	868,923
<b>Percent Change</b>		<b>10.51%</b>	<b>-8.75%</b>	<b>4.22%</b>	<b>6.04%</b>	<b>2.06%</b>	<b>2.43%</b>	<b>-3.06%</b>
<b>Employees FTE</b>	6.200	6.250	7.160	6.269	6.580	6.580	6.580	6.580
<b>Percent Change FTE</b>		0.81%	14.56%	-12.44%	4.96%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>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.</li> <li>Numerous funding options include Silver</li> </ol>	Regular meetings with Public Works to discuss facility maintenance and custodial issues.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Recreation Center

**Account** 02.1302

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	Sneakers program, conservation Trust Fund, Admission and program fees, corporate fees, birthday parties, rentals, etc	
A safe, clean, healthy and attractive City	3. To encourage healthy citizens and a healthy environment opportunities are provided by fitness facilities & programs, youth and teen facility and programs, family swim and aquatic fitness programs and senior fitness programming and the Silver Sneakers program	Aggressive all age programming Special events such as annual fitness challenge. Recycle program
A progressive City that provides responsive and cost efficient services	4. Volunteers – Recreation Center uses volunteer support in programming and operations. 5. Staff development occurs through customer service training; certifications for program instruction, equipment management, chemical distribution (aquatics), first aid and CPR, cross training of staff, etc. 6. Web/phone registrations are available for classes and programs. 7. Program/participant surveys, facility/program suggestion boxes, community plans, scholarship programs, etc. allow us to receive input from the citizens and provide programs that can be available to everyone.	Teen survey 09
A City that is business-friendly and economically diverse	8. The recreation center provides business outreach by providing business owner and employee discounts, partnerships, and marketing/sponsorship opportunities.	Business mail piece (ERC) 10
A City that provides diverse cultural, recreational and entertainment opportunities	9. The recreation center provides individual, group, and family opportunities through scheduled programming and individual participation	Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

**Revenue Item** Recreation Center Photo ID Card Fee

**Authorization** City Council Policy

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

**Fee Schedule** \$3.00 per card

**Date Last Changed** 2008

**Previous Fee Schedule** \$2.00 per card

**Formula Method** Estimated number of cards X \$2.00

**Projection Method** 2%

**Comments** I.D. cards expire every three years.  
Combined with other programs into one account in 2004

**Revenue Item** Recreation Center Admission Fee

**Authorization** Approved Program

**Description** Sports and Center admissions to the Recreation Center.

**Fee Schedule**

	<u>Youth / Senior</u>		<u>Adult</u>	
	Resident	Non-Resident	Resident	Non-Resident
Allows use of pool, sauna, & entire Center except racquetball	3.25	3.75	4.50	5.25
<b>Discount Card</b> - 25 admissions	53.00	65.00	77.00	93.00
<b>Combo Discount Card</b> - 25 admissions with towel	63.00	75.00	87.00	103.00

**Date Last Changed** 2010

**Previous Fee Schedule**

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

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

**Projection Method** Estimate based on previous usage.

**Comments** 2010 discount cards no increase, but reduced admissions to 25

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

**Revenue Item** Racquetball Rental

**Authorization** Approved Program

**Description** Sports and Center admissions to the Recreation Center.

**Fee Schedule**

	Prime Time	Non-Prime Time	Challenge	Shuttle	Punch Card
Resident	8.00 / Court	5.25 / Court	4.50 / Court	4.50 / Court	38.00 each
Non-Resident	10.00 / Court	6.75 / Court	5.25 / Court	5.25 / Court	44.00 each

**Date Last Changed** 2010

**Previous Fee Schedule**

	Prime Time	Non-Prime Time	Challenge	Shuttle	Punch Card
Resident	7.25 / Court	5.25 / Court	4.00 / Court	4.00 / Court	34.00 each
Non-Resident	9.00 / Court	6.00 / Court	4.75 / Court	4.75 / Court	40.00 each

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

**Projection Method** Estimate based on previous participation.

**Comments** Combined with other programs into one account in 2004

**Revenue Item** Recreation Center – Various Revenues

**Authorization** Approved Program

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

**Fee Schedule**

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

**Date Last Changed** 2010

**Previous Fee Schedule**

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

**Formula Method** N/A

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

**Revenue Item** Facility Rental

**Authorization** Approved Program

**Description** Revenue from the rental of various rooms at the Center

Fee Schedule	Facility	Hourly Rate	
	AA #1	\$20	
	AA #2	\$30	
	Kitchen	\$20	
	Gym	\$70	
	½ Gym	\$35	
	Pool	\$45	includes one guard for 25 people
		\$55	includes two guards for 50 people
		\$65	includes three guards for 75 people
	Full Center	\$325	available only during non-business hours, exclusive use of the entire Center
	Pool Party Room	\$30	
	Rec Zone Room	\$60	1 hour rental
		\$90	2 hours rental
		\$130	3 hours rental

**Date Last Changed** 2010

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

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

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

**Revenue Item** Recreation Center Annual Pass

**Authorization** Approved Program

**Description** Revenue from the sale of Annual and Corporate passes.

**Fee Schedule**

	<b>Annual Pass</b>		<b>Six Month Pass</b>		<b>Corporate Pass</b>
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$299	\$199	\$173	\$123	100 visits \$280 300 visits \$840
Non-Resident	\$385	\$340	\$213	\$191	500 visits \$1400 700 visits \$1890 900 visits \$2430 1000 visits \$2700
<b>Household Pass</b>					
2 Members	1 <sup>st</sup> Member	100% of the highest individual annual pass fee			
	2 <sup>nd</sup> Member	70% of the individual annual pass fee			
3+ Members	1 <sup>st</sup> Member	100% of the highest individual annual pass fee			
	2 <sup>nd</sup> Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$30 for youth or \$25 for youth with resident discount			

**Date Last Changed** 2010

**Previous Fee Schedule**

	<b>Annual Pass</b>		<b>Six Month Pass</b>		<b>Corporate Pass</b>
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$280	\$182	\$157	\$112	100 visits \$258 300 visits \$770
Non-Resident	\$350	\$310	\$194	\$174	500 visits \$1248 700 visits \$1650 900 visits \$2134 1000 visits \$2376
<b>Household Pass</b>					
2 Members	1 <sup>st</sup> Member	100% of the highest individual annual pass fee			
	2 <sup>nd</sup> Member	70% of the individual annual pass fee			
3+ Members	1 <sup>st</sup> Member	100% of the highest individual annual pass fee			
	2 <sup>nd</sup> Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$30 for youth or \$25 for youth with resident discount			

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

**Projection Method** 2%

**Comments** 1987 was the first year that Annual and Corporate passes were sold. Combined with other programs into one account in 2004. 10% inc in 2010

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

**Revenue Item** Recreation Center Pool Swim Program

**Authorization** Approved Program

**Description** Various swim activities.

<b>Fee Schedule</b>	<b>Resident</b>	<b>Non-Resident</b>
Youth Learn to Swim	\$4.75 / Class	\$5.75 / Class
Aqua Exercise	\$5.00 / Class	\$6.00 / Class
Adult Learn to Swim	\$5.75 / Class	\$7.50 / Class

**Date Last Changed** 2010

<b>Previous Fee Schedule</b>	<b>Resident</b>	<b>Non-Resident</b>
Youth Learn to Swim	\$4.50 / Class	\$5.50 / Class
Aqua Exercise	\$4.25 / Class	\$5.25 / Class
Adult Learn to Swim	\$5.50 / Class	\$7.00 / Class

**Formula Method** Fee X number of participants.

**Projection Method** N/A

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

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Englewood Recreation Center Services

**Account** 02.1302.33001

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

For detail, see previous pages.

**Fee Schedule** Various, see previous schedules.

**Date Last Changed** Various, see previous schedules.

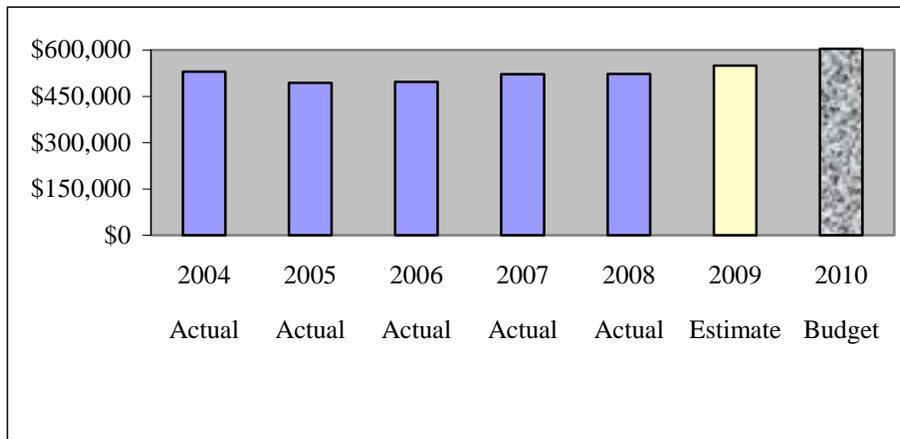
**Previous Fee Schedule** Various, see previous schedules.

**Formula Method** Various, see previous schedules.

**Projection Method** Various, see previous schedules.

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

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	529,830	10.43%
<b>Actual</b>	<b>2005</b>	493,659	-6.83%
<b>Actual</b>	<b>2006</b>	496,961	0.67%
<b>Actual</b>	<b>2007</b>	522,104	5.06%
<b>Actual</b>	<b>2008</b>	522,240	0.03%
<b>Estimate</b>	<b>2009</b>	549,200	5.16%
<b>Budget</b>	<b>2010</b>	604,120	10.00%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

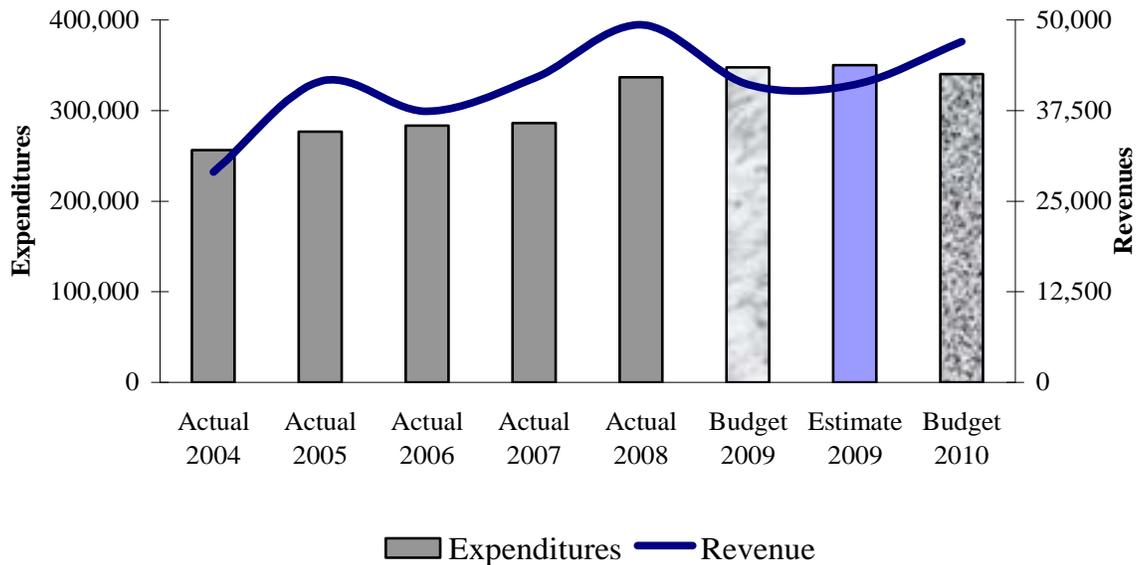
**Division** Malley Senior Recreation Center

**Account** 02.1303

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	29,026	41,507	37,395	41,971	49,361	41,100	41,100	47,000
<b>Percent Change</b>		<b>43.00%</b>	<b>-9.91%</b>	<b>12.24%</b>	<b>17.61%</b>	<b>-16.74%</b>	<b>0.00%</b>	<b>14.36%</b>
Expenditures								
Personnel	178,290	204,632	213,984	213,997	255,336	264,636	267,649	263,448
Commodities	17,560	8,219	8,422	10,190	11,397	12,651	12,676	11,486
Contractual	60,667	63,915	59,675	61,926	69,016	70,293	69,677	65,533
Capital	-	-	1,232	-	972	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	256,517	276,766	283,313	286,113	336,721	347,580	350,002	340,467
<b>Percent Change</b>		<b>7.89%</b>	<b>2.37%</b>	<b>0.99%</b>	<b>17.69%</b>	<b>3.22%</b>	<b>0.70%</b>	<b>-2.72%</b>
<b>Employees FTE</b>	2.000	2.000	2.780	2.780	2.500	2.500	2.500	2.500
<b>Percent Change FTE</b>		0.00%	39.00%	0.00%	-10.07%	0.00%	0.00%	0.00%



<b>Outcome</b>	<b>Goal / Activity</b> Answers the <b>When, What and Why</b> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <b>How</b> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets managed within the senior center include fitness facilities and equipment, social/game rooms, meeting/activity rooms, kitchen/rental assembly hall, gymnasium, craft room, computer lab, etc.	Regular meetings with Public Works to discuss maintenance and custodial issues
A safe, clean, healthy and attractive City	2. The senior center encourages a healthy environment by providing fitness facilities and	Aggressive programming and special events Recycle program

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Malley Senior Recreation Center

**Account** 02.1303

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	programs, areas for socialization, senior services and referrals, and various programs, trips and activities.	
A progressive City that provides responsive and cost efficient services	3. The senior center contributes over 150,000 hours in volunteer labor each year. 4. Staff has numerous certifications for program instruction, CPR and first aid. 5. Professional staffing training occurs on a local, state, and national level. 6. Web access for registration and information 7. Responsiveness to the community occurs through program/participant surveys, suggestion boxes, boards and commissions, master plans, etc.	Volunteer recruitment and appreciation activities  CPRA
A City that is business-friendly and economically diverse	8. Partnerships for sponsorships, programming, marketing, etc. 9. Business relationships with Swedish/Health One, Craig Hospital, Porter Hospital, Health Care providers, etc.	Rec rewards
A City that provides diverse cultural, recreational and entertainment opportunities	10. Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc. Funding and partnerships occur with local businesses, Cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

### **Revenue Item** Senior Arts and Crafts

**Authorization** Approved program

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

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous revenues.

**Comments** Combined with other programs into one account in 2004.

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### **Revenue Item** Senior Outdoor Recreation

**Authorization** Approved program.

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

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous revenues.

**Comments** Combined with other programs into one account in 2004.

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

**Revenue Item** Malley Senior Center Facility Rental

**Authorization** Council approved fee schedule

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

**Fee Schedule**

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

**Date Last Changed** 2010

**Previous Fee Schedule**

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

**Formula Method** N/A

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

**Comments** Fees made consistent with Recreation Center fees to better coordinate rentals. Combined with other programs into one account in 2004.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

### **Revenue Item** Yellow Cab Coupon Sales

**Authorization** Council Approved Program

**Description** Charge for qualified applicant's purchase of Yellow Cab Coupon Books. Program for disabled and/or limited income residents who are 60+.

**Fee Schedule** \$5.00 per book

**Date Last Changed** 2010

**Previous Fee Schedule** N/A

**Formula Method** Number of books sold per month @ \$5.00 / book

**Projection Method** Previous experience.

**Comments** Combined with other programs into one account in 2004.

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### **Revenue Item** Education

**Authorization** Approved program.

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

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous experience.

**Comments** Combined with other programs into one account in 2004.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

### **Revenue Item** Fitness

**Authorization** Approved program.

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

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous experience.

**Comments** Combined with other programs into one account in 2004.

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### **Revenue Item** One Day Trips / Excursions

**Authorization** Approved program.

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

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous experience.

**Comments** Combined with other programs into one account in 2004.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

### Revenue Item **Other Malley Programs**

**Authorization** Approved program

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

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

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

**Other** – Fees included are parking permits and billiards fees.

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

**Date Last Changed** N/A

**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on previous experience.

**Comments** Combined with other programs into one account in 2004.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Malley Senior Recreation Center

**Account** 02.1303.33001

**Description** All Malley Programs are now under one account. For detail, see previous pages.

**Fee Schedule** Various, see previous schedules.

**Date Last Changed** Various, see previous schedules.

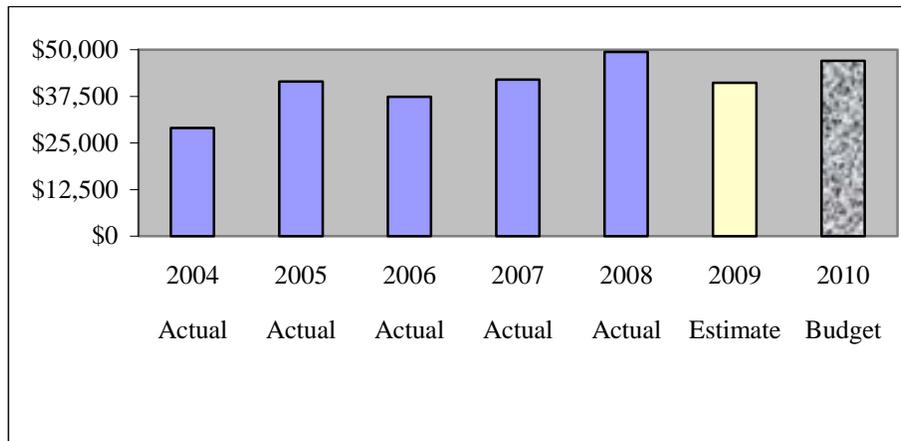
**Previous Fee Schedule** Various, see previous schedules.

**Formula Method** Various, see previous schedules.

**Projection Method** Various, see previous schedules.

**Comments** Total of all Malley programs into one account in 2004.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	29,026	9.64%
<b>Actual</b>	<b>2005</b>	41,507	43.00%
<b>Actual</b>	<b>2006</b>	37,395	-9.91%
<b>Actual</b>	<b>2007</b>	41,971	12.24%
<b>Actual</b>	<b>2008</b>	49,361	17.61%
<b>Estimate</b>	<b>2009</b>	41,100	-16.74%
<b>Budget</b>	<b>2010</b>	47,000	14.36%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

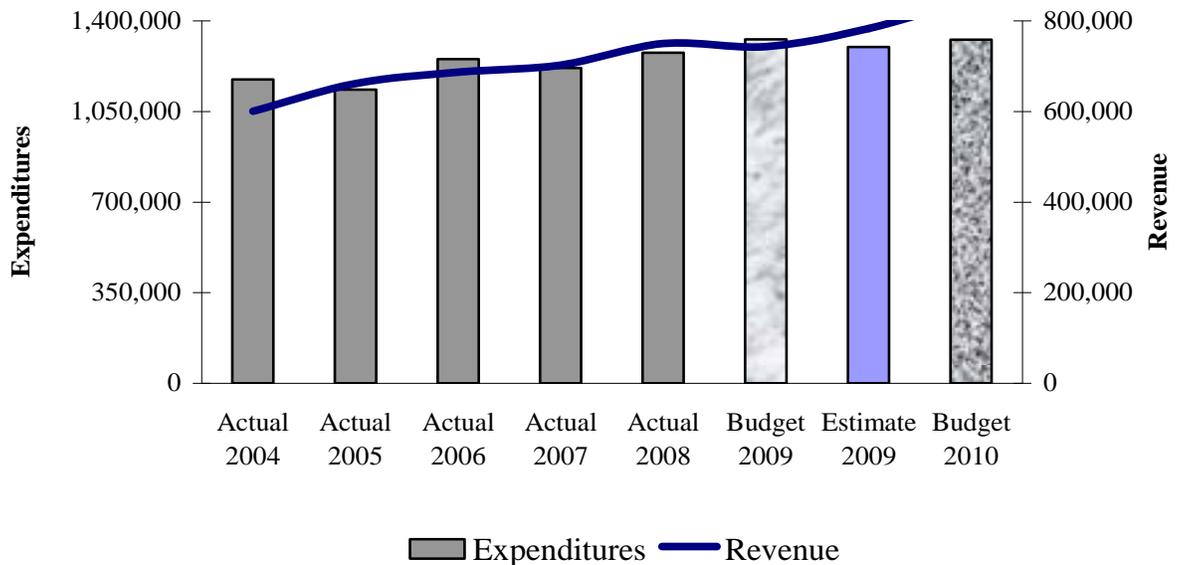
**Division** Recreation Programs

**Account** 02.1304

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	600,614	661,379	687,176	702,054	750,271	743,397	783,397	847,835
<b>Percent Change</b>		<b>10.12%</b>	<b>3.90%</b>	<b>2.17%</b>	<b>6.87%</b>	<b>-0.92%</b>	<b>5.38%</b>	<b>8.23%</b>
Expenditures								
Personnel	903,310	861,074	991,590	954,373	1,008,759	1,054,967	1,018,253	1,054,695
Commodities	95,642	93,354	94,638	105,239	98,700	76,327	77,727	80,767
Contractual	172,804	179,709	166,114	158,182	169,626	197,748	203,556	191,856
Capital	1,918	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,173,674	1,134,137	1,252,342	1,217,794	1,277,085	1,329,042	1,299,536	1,327,318
<b>Percent Change</b>		<b>-3.37%</b>	<b>10.42%</b>	<b>-2.76%</b>	<b>4.87%</b>	<b>4.07%</b>	<b>-2.22%</b>	<b>2.14%</b>
<b>Employees FTE</b>	9,300	7,000	7,000	8,920	8,580	8,580	8,580	8,580
<b>Percent Change FTE</b>		<b>-24.73%</b>	<b>0.00%</b>	<b>27.43%</b>	<b>-3.81%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Assets include program supplies and equipment.</li> <li>Funding options include SCFD, donations, sponsorships, etc.</li> </ol>	SCFD grant application/annual reports Train operation in 09
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> <li>All activities, youth, adult, senior and family programs provide a safe and healthy</li> </ol>	

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Recreation Programs

**Account** 02.1304

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	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 programming more effective and efficient.	Volunteer recruit/coordinator VOA funding SCFD funding
A City that is business-friendly and economically diverse	8. Branding is provided by Sounds of Summer concert Series, Funfest, and other special events, 9. Partnerships and sponsorships allow for promotion of local business and metro businesses. Special programs bring new visitors and program participants to the community who use other services and venues in the community.	Secure partnerships/sponsors Rec Rewards program est 09
A City that provides diverse cultural, recreational and entertainment opportunities	10. Opportunities are provided through recreation programs, classes, activities, special events, fitness/wellness programs, and cultural programs and activities. Funding Options include partnerships with Englewood Arts, schools, non-profits, fees and charges, SCFD, etc.	Scholarship program

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Revenue Item** Basketball

**Authorization** Approved Program

**Description** League and Tournament Fees

**Fee Schedule** Winter

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

Fall / Summer

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

**Date Last Changed** 2010

**Previous Fee Schedule** Winter

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

Fall / Summer

League	\$275 – Running Clock
Player Fees	\$14 / Player – Non-Resident \$8 / Player – Resident

**Formula Method** A combination of the above fees

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004.

**Revenue Item** Volleyball - Adult

**Authorization** Approved Program

**Description** League and clinic fees

**Fee Schedule**

	<u>11 Weeks</u>	<u>7 Weeks Outdoor League</u> <u>6 Players</u>	<u>4 Players</u>
League	\$205	na	\$140
Non-Resident	14	na	14
Resident	8	na	8

**Date Last Changed** 2008

**Previous Fee Schedule**

	<u>11 Weeks</u>	<u>7 Weeks Outdoor League</u> <u>6 Players</u>	<u>4 Players</u>
League	\$195	\$150	\$130
Non-Resident	14	14	14
Resident	8	8	8

**Formula Method** A combination of the above fees.

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004.

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Revenue Item** Junior American Programs

**Authorization** Approved Program

**Description** Youth sports including inline hockey, basketball, volleyball, track, and tennis.

**Fee Schedule** 6-8 Weeks Session

Resident \$55

Non-Resident \$63

**Date Last Changed** 2008

**Previous Fee Schedule** 6-8 Weeks Session

Resident \$48

Non-Resident \$55

**Formula Method** Combination of above fees.

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004.

**Revenue Item** Fitness Program

**Authorization** Approved Program

**Description** Fees for various fitness programs.

**Fee Schedule** Class fees range from **\$8 to \$12** per class depending on length and type of class.

Personal training sessions range from **\$18 to 40 per one hr. session**

**Date Last Changed** 2010

**Previous Fee Schedule** Class fees range from **\$7 to \$11** per class depending on length and type of class.

Personal training sessions range from **\$17 to \$39 per one hr. session**

**Formula Method** Combination of the above fees.

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004. 5% inc in 2010

City of Englewood, Colorado 2010 Budget

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account 02.1304.33001

Revenue Item Ski Trips

Authorization Approved Program

Description Fees for various winter outdoor programs.

Fee Schedule Fees range from \$15 to \$400 per class depending on length and type of class.

Date Last Changed 2010

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

Formula Method Combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004. 5% inc in 2010

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Revenue Item Cultural

Authorization Approved Program

Description Classes, workshops and sale of supplies

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

Date Last Changed 2010

Previous Fee Schedule N/A

Formula Method Individual programs have specific class fee.

Projection Method N/A

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

Combined with other programs into one account in 2004. 5% inc in 2010

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Revenue Item** **Playgrounds / Day Camps**

**Authorization** Council Approved Program

**Description** Fees charged for summer playground and day camp programs.

<b>Fee Schedule</b>		<b><u>Resident</u></b>	<b><u>Non-Resident</u></b>
	Regular Hours	\$27/day	\$35/day
	2 <sup>nd</sup> Child	\$23/day	\$30/day

**Date Last Changed** 2010

<b>Previous Fee Schedule</b>		<b><u>Resident</u></b>	<b><u>Non-Resident</u></b>
	Regular Hours	\$26/day	\$33/day
	2 <sup>nd</sup> Child	\$23/day	\$30/day

**Formula Method** Registration X fee

**Projection Method** Past experience - Future projection

**Comments** Combined with other programs into one account in 2004. 5% inc 2010

**Revenue Item** **Youth**

**Authorization** Approved Program

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

**Fee Schedule** Varies by program.

**Date Last Changed** 2010

**Previous Fee Schedule** N/A

**Formula Method** Fee X number of participants.

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004. 5% inc in 2010

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Revenue Item** Softball Registration

**Authorization** Approved Program

**Description** Team entry fees, player fees

**Fee Schedule**

	<u>Team Entry</u>	<u>Resident</u>	<u>Player Fees</u> <u>Non-Resident</u>
<b><u>Summer</u></b>			
Men's Fast Pitch	\$755	\$8	\$14
Men's Slow Pitch	\$460	\$8	\$14
Co-Ed Slow Pitch	\$460	\$8	\$14
<b><u>Fall</u></b>			
Slow Pitch	\$360	\$8	\$14

**Date Last Changed** 2010

**Previous Fee Schedule**

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

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

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004. 5% tieam fee inc 10

**Revenue Item** Farm Admission/Train Admission

**Authorization** Approved Program

**Description** Admission to Belleview Petting Farm/ Train ride per person

**Fee Schedule** \$1.50 per person

**Date Last Changed** 2010

**Previous Fee Schedule** \$1.00 per person

**Formula Method** Fee X number of people

**Projection Method** N/A

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

**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Revenue Item** Registration – Youth Baseball

**Authorization** Approved Program

**Description** Youth Baseball

**Fee Schedule**

Young American

**Resident**

\$55

**Non-Resident**

\$63

**Date Last Changed** 2010

**Previous Fee Schedule**

Young American

**Resident**

\$50

**Non-Resident**

\$57

**Formula Method** Combination of the above fees

**Projection Method** N/A

**Comments** Combined with other programs into one account in 2004.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Revenue Program** Recreation Programs

**Account** 02.1304.33001

**Description** All Englewood Recreation Programs are now under one account. For detail, see previous pages.

**Fee Schedule** Various, see previous schedules.

**Date Last Changed** Various, see previous schedules.

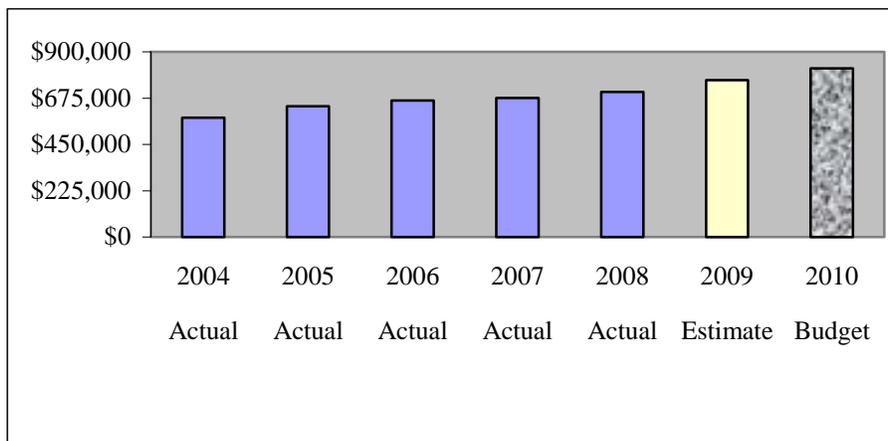
**Previous Fee Schedule** Various, see previous schedules.

**Formula Method** Various, see previous schedules.

**Projection Method** Various, see previous schedules.

**Comments** Total of all Englewood Recreation Programs into one account in 2004.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	580,022	-6.62%
<b>Actual</b>	<b>2005</b>	635,732	9.60%
<b>Actual</b>	<b>2006</b>	663,529	4.37%
<b>Actual</b>	<b>2007</b>	676,396	1.94%
<b>Actual</b>	<b>2008</b>	704,888	4.21%
<b>Estimate</b>	<b>2009</b>	761,751	8.07%
<b>Budget</b>	<b>2010</b>	819,189	7.54%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

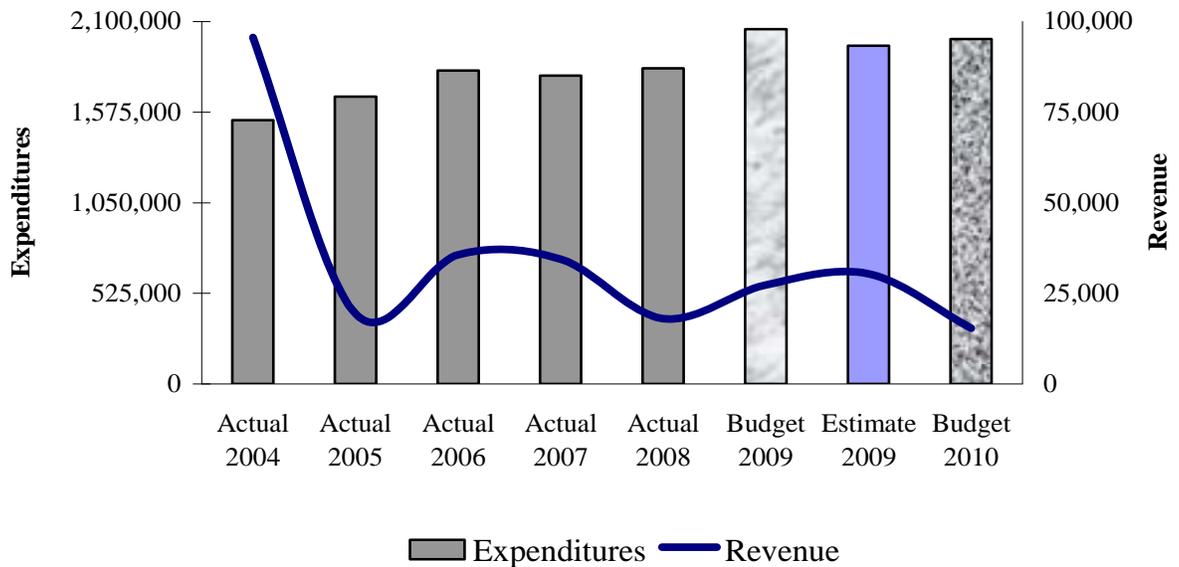
**Division** Parks

**Account** 02.1305

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	95,583	19,407	35,681	34,383	17,979	27,300	30,378	15,378
<b>Percent Change</b>		<b>-79.70%</b>	<b>83.86%</b>	<b>-3.64%</b>	<b>-47.71%</b>	<b>51.84%</b>	<b>11.27%</b>	<b>-49.38%</b>
Expenditures								
Personnel	940,544	1,030,057	1,125,251	1,075,998	1,026,156	1,199,297	1,103,074	1,136,350
Commodities	88,537	96,871	101,525	103,801	161,696	149,542	150,832	133,832
Contractual	402,666	472,504	521,692	490,222	550,297	628,169	628,460	653,577
Capital	96,030	65,895	68,267	116,106	90,746	77,895	77,895	75,371
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,527,777	1,665,327	1,816,735	1,786,127	1,828,895	2,054,903	1,960,261	1,999,130
<b>Percent Change</b>		<b>9.00%</b>	<b>9.09%</b>	<b>-1.68%</b>	<b>2.39%</b>	<b>12.36%</b>	<b>-4.61%</b>	<b>1.98%</b>
<b>Employees FTE</b>	15.000	17.000	17.000	16.500	16.000	16.000	15.500	15.500
<b>Percent Change FTE</b>		13.33%	0.00%	-2.94%	-3.03%	0.00%	-3.13%	0.00%



Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Parks Master Plan implementation 2. Dartmouth & Oxford pedestrian bridges	1.-3. Open Space Funding from Arapahoe County
A safe, clean, healthy and attractive City	3. Median maintenance 4. Weed mowing 5. Graffiti removal and flower program	4. - 9. General Fund/Parks Budget expenses.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Parks

**Account** 02.1305

Outcome	Goal / Activity Answers the <b>What</b> and <b>Why</b> we do to accomplish the desired Outcome	Action Plan Answers the <b>How</b> we accomplish the Goal / Activity
	6. Snow removal	
	7. Athletic field maintenance	
	8. Turf & landscape maintenance and renovations	
	9. Tree replacement program	
A progressive City that provides responsive and cost efficient services	10. Volunteers for trail improvements, flower program, park clean up, etc. 11. Use of community service, youth work programs, scout groups, etc. for park and open space improvements. 12. Citizen and Community outreach and support.	Scouts, local businesses, community service workers
A City that provides diverse cultural, recreational and entertainment opportunities	13. Support for City sponsored events and programs – i.e. Community meeting, summer concert series, 4 <sup>th</sup> of July program, Jr. Golf Program, City Picnic, etc	Adjust parks staff scheduling

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

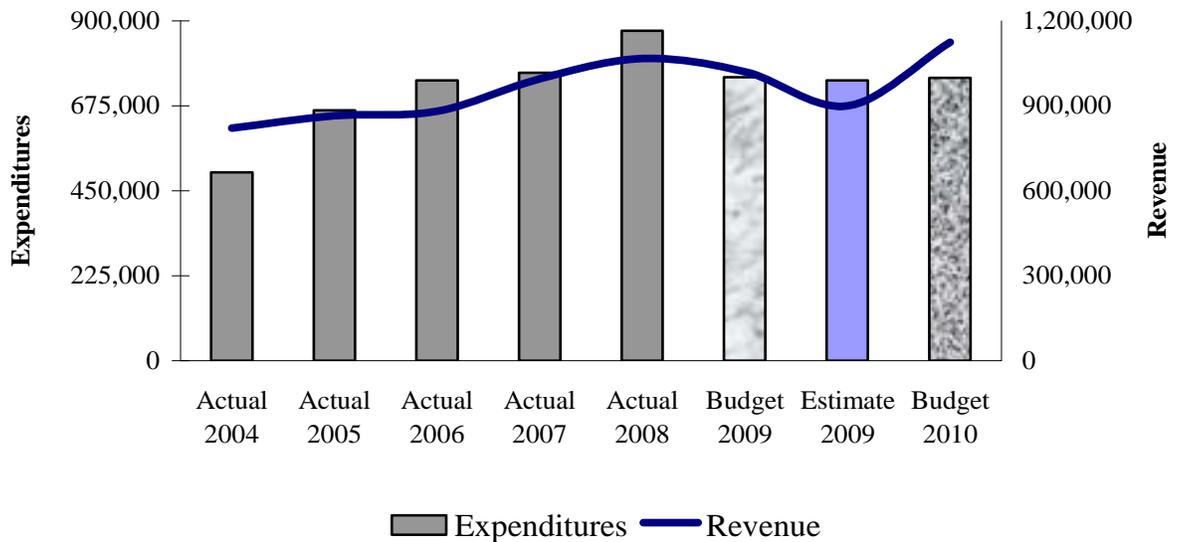
**Division** Pirates Cove

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	820,930	864,822	880,869	995,287	1,067,828	1,020,000	900,000	1,125,000
<b>Percent Change</b>		<b>5.35%</b>	<b>1.86%</b>	<b>12.99%</b>	<b>7.29%</b>	<b>-4.48%</b>	<b>-11.76%</b>	<b>25.00%</b>
Expenditures								
Personnel	295,731	378,917	442,628	472,149	482,588	425,334	418,548	425,130
Commodities	121,542	154,964	182,072	178,684	215,811	198,860	198,452	198,452
Contractual	81,637	129,194	113,079	110,345	178,993	126,400	125,400	125,400
Capital	-	-	4,410	1,155	(3,243)	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	498,910	663,075	742,189	762,333	874,149	750,594	742,400	748,982
<b>Percent Change</b>		<b>32.90%</b>	<b>11.93%</b>	<b>2.71%</b>	<b>14.67%</b>	<b>-14.13%</b>	<b>-1.09%</b>	<b>0.89%</b>
<b>Employees FTE</b>	-	-	0.250	0.730	0.750	0.750	0.750	0.750
<b>Percent Change FTE</b>		----	----	192.00%	2.74%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount.</li> <li>Funding for the facility is derived from fees and charges, concessions, rentals,</li> </ol>	CEM expanded annual maintenance program Additional R&M budget \$ 10

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services

**Fund** General

**Division** Pirates Cove

**Account** 02.1308

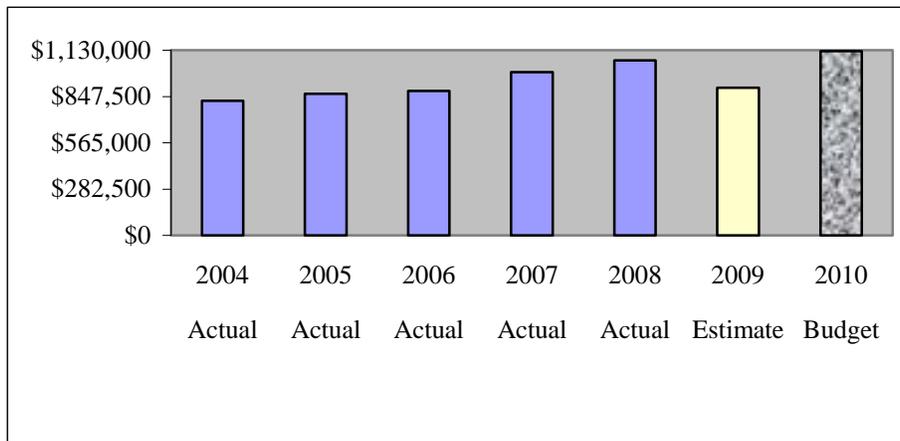
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	Conservation Trust Fund, special events, sponsorships, etc.	
A safe, clean, healthy and attractive City	3. The facility is extremely attractive and inviting to the public. 4. Swim lesson program, fitness classes, interactive use, etc. helps to promote a healthy environment. Expectation for safety, cleanliness, and appearance are held to the highest standards. 5. Food service delivery is monitored for the highest and safest quality possible	Recycle program Lifeguard training (ELLIS)
A progressive City that provides responsive and cost efficient services	6. A well trained and productive staff is essential. Training for customer service, safety, public interaction, certifications, etc. is ongoing. 7. Program and facility surveys provide feedback for public input.	Ellis certifications Survey 10
A City that is business-friendly and economically diverse	8. Branding of the facility provides economic benefit to local businesses and agencies. 9. High visibility from non residents visiting the facility promotes the City's images and markets other vendors in the community. 10. The entertainment venue promotes new business and families to the community.	Marketing/partnerships/advertising
A City that provides diverse cultural, recreational and entertainment opportunities	11. The facility provides an affordable recreation and entertainment venue for the southwest metro area. 12. Funding options include fees and charges, conservation trust fund, open space funding, etc.	

Performance Measure	Goals /	2004	2005	2006	2007	2008	2009	2010
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation Services  
**Fund** General  
**Revenue Item** Pirates Cove Aquatic Facility  
**Account** 02.1308.33001  
**Authorization** Ballot Issue #2G  
**Description** Various programs associated with outdoor swim pool.  
**Fee Schedule** See the schedule on the next page.  
**Date Last Changed** 2010  
**Previous Fee Schedule** N/A  
**Formula Method** Estimate of participants X fees  
**Projection Method** Estimate  
**Comments** New in 2004

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	820,930	--
<b>Actual</b>	<b>2005</b>	864,172	5.27%
<b>Actual</b>	<b>2006</b>	880,869	1.93%
<b>Actual</b>	<b>2007</b>	995,287	12.99%
<b>Actual</b>	<b>2008</b>	1,067,828	7.29%
<b>Estimate</b>	<b>2009</b>	900,000	-15.72%
<b>Budget</b>	<b>2010</b>	1,125,000	25.00%



**City of Englewood, Colorado 2010 Budget**

**Department** Parks and Recreation Services

**Fund** General

**Revenue Item** Pirates Cove Aquatic Facility

**Account** 02.1308.33001

**Pirates Cove Fee Schedule-Current**

<b>Program</b>			<b>Current Fee Schedule</b>			<b>Program</b>			<b>Current Fee Schedule</b>		
Youth Learn to Swim	Resident:	\$38 - 52/Session	Youth General Admission	Resident:	\$6.00	Non-Resident:	\$49 - 52/Session	Non-Resident:	\$7.50		
Pool Rentals	Up to 250 guests	\$975/2 Hours	Adult General Admission	Resident:	\$7.00	Non-Resident:	\$975/2 Hours	Non-Resident:	\$8.75		
	Resident:										
	Over 250 guests	Add \$3.50/person									
Swim Team	Resident:	\$65.00	Youth Discount Cards	Resident:	\$55.50/10 Visits	Non-Resident:	\$76.00	Non-Resident:	\$67.50/10 Visits		
	Non-Resident:										
Aqua Exercise	Resident:	\$40/Session	Adult Discount Cards	Resident:	\$67.50/10 Visits	Non-Resident:	\$50/Session	Non-Resident:	\$78.50/10 Visits		
	Non-Resident:										
Youth Season Pass	Resident:	\$104	Adult Season Pass	Resident:	\$125	Non-Resident:	\$131	Non-Resident:	\$157		
	Non-Resident:										
Family Season Pass: 2 in Family	Resident	\$184	Family Season Pass: 3+ in Family	Resident	\$263	Non-Resident	\$230	Non-Resident	\$329		
	Non-Resident										
Group Rate / Day Care	Resident	\$5.50				Non-Resident	\$6.75				
	Non-Resident										

**Pirates Cove Fee Schedule-Previous**

<b>Program</b>			<b>Previous Fee Schedule</b>			<b>Program</b>			<b>Previous Fee Schedule</b>		
Youth Learn to Swim	Resident:	\$36 - 52/Session	Youth General Admission	Resident:	\$5.75	Non-Resident:	\$46 - 52/Session	Non-Resident:	\$7.00		
Pool Rentals	Up to 250 guests	\$925/2 Hours	Adult General Admission	Resident:	\$6.75	Non-Resident:	\$925/2 Hours	Non-Resident:	\$8.25		
	Resident:										
	Over 250 guests	Add \$2.50/person									
Swim Team	Resident:	\$62.00	Youth Discount Cards	Resident:	\$52.50/10 Visits	Non-Resident:	\$72.00	Non-Resident:	\$62.50/10 Visits		
	Non-Resident:										
Aqua Exercise	Resident:	\$38/Session	Adult Discount Cards	Resident:	\$62.50/10 Visits	Non-Resident:	\$48/Session	Non-Resident:	\$74.50/10 Visits		
	Non-Resident:										
Youth Season Pass	Resident:	\$99	Adult Season Pass	Resident:	\$119	Non-Resident:	\$125	Non-Resident:	\$149		
	Non-Resident:										
Family Season Pass: 2 in Family	Resident	\$175	Family Season Pass: 3+ in Family	Resident	\$250	Non-Resident	\$219	Non-Resident	\$313		
	Non-Resident										
Group Rate / Day Care	Resident	\$5.25				Non-Resident	\$6.25				
	Non-Resident										

## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Division** Contingency

**Account** 02.0901

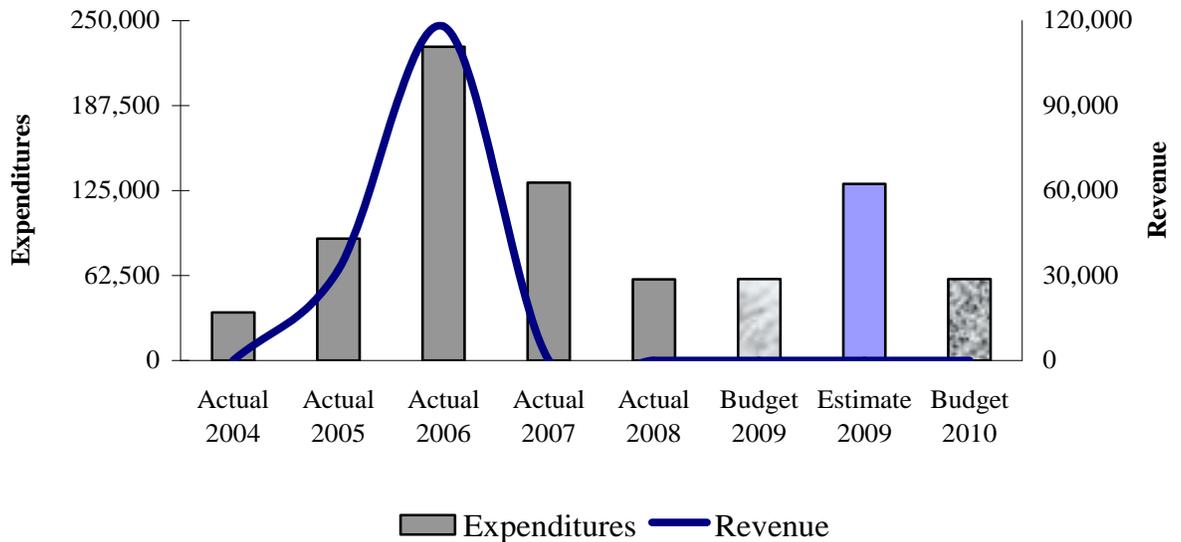
**Description** The Contingency division accounts for unforeseen and unbudgeted events as well as to pay amounts due to employees leaving the City.

The 2010 credit amount represents the following:

Amount for unforeseen event(s)	\$ 60,000
Total	\$ 60,000

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	32,002	117,998	-	-	-	-	-
<b>Percent Change</b>		----	268.72%	-100.00%	----	----	----	----
Expenditures								
Personnel	31,256	31,563	72,520	115,683	49,201	57,000	57,000	57,000
Commodities	-	41	1,219	-	1,990	-	-	-
Contractual	3,993	57,961	156,953	15,242	8,568	3,000	73,000	3,000
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	35,249	89,565	230,692	130,925	59,759	60,000	130,000	60,000
<b>Percent Change</b>		154.09%	157.57%	-43.25%	-54.36%	0.40%	116.67%	-53.85%
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Division** Debt Service

**Account** 02.1401

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

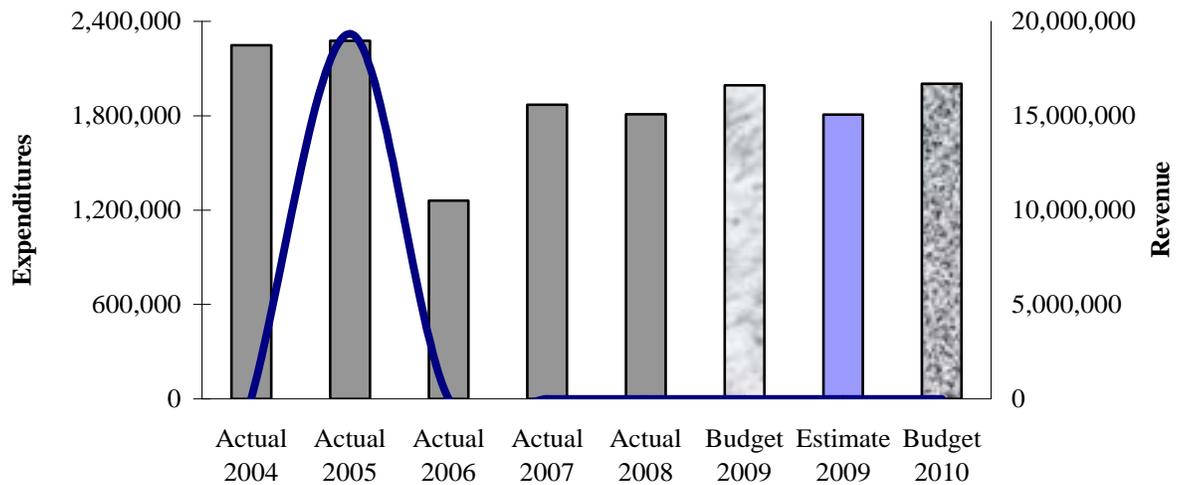
The debt service payments are for the following contractual obligations:

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Selbe Lease	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Brownsfield Loan	100,063	100,063	100,063	100,063	100,063	100,063	100,063	100,063
Computer Equipment								
Leases	553,357	359,580	178,967	178,967	-	-	-	-
Equipment Leases	-	-	-	-	-	-	-	197,000
Fire Trucks Lease	-	-	-	-	118,393	118,393	118,393	118,393
Civic Center COPS	1,579,598	1,801,169	965,578	1,575,731	1,578,000	1,578,000	1,575,000	1,574,000
<b>Totals</b>	<b>\$2,248,018</b>	<b>\$2,275,812</b>	<b>\$1,259,608</b>	<b>\$1,869,761</b>	<b>\$1,811,456</b>	<b>\$1,811,456</b>	<b>\$1,808,456</b>	<b>\$2,004,456</b>

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	19,346,678	-	-	-	-	-	-
<b>Percent Change</b>								
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	3,000	3,000	5,550	3,000	4,850	7,000	7,000	7,000
Capital	-	-	-	-	-	-	-	-
Debt Service	2,245,018	2,272,812	1,254,058	1,866,762	1,804,456	1,986,682	1,801,456	1,997,456
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,248,018</b>	<b>2,275,812</b>	<b>1,259,608</b>	<b>1,869,762</b>	<b>1,809,306</b>	<b>1,993,682</b>	<b>1,808,456</b>	<b>2,004,456</b>
<b>Percent Change</b>		<b>1.24%</b>	<b>-44.65%</b>	<b>48.44%</b>	<b>-3.23%</b>	<b>10.19%</b>	<b>-9.29%</b>	<b>10.84%</b>

<b>Employees FTE</b>	NA	NA	NA	NA	NA	NA	NA	NA
<b>Percent Change FTE</b>		---	---	---	---	---	---	---



█ Expenditures — Revenue

## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Division** Debt Service

**Account** 02.1401

### Certificates of Participation, Series 2005 Refunding

#### Civic Center Project

#### Capital Lease - 2007

Year	Total Debt Service	Englewood Environmental Foundation, Inc.				Fire Trucks (2)			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2010	1,800,212	3.500	890,000	676,756	1,566,756	4.240	84,928	33,465	118,393
2011	1,803,450	3.500	925,000	644,994	1,569,994	4.240	88,529	29,864	118,393
2012	1,699,890	3.625	955,000	611,497	1,566,497	4.240	92,282	26,111	118,393
2013	1,699,018	3.750	990,000	575,625	1,565,625	4.240	96,195	22,198	118,393
2014	1,694,956	4.000	1,025,000	536,563	1,561,563	4.240	100,274	18,119	118,393
2015	1,695,381	4.500	1,070,000	491,988	1,561,988	4.240	104,526	13,867	118,393
2016	1,692,612	4.250	1,115,000	444,219	1,559,219	4.240	108,957	9,436	118,393
2017	1,692,706	4.500	1,165,000	394,313	1,559,313	4.240	113,577	4,816	118,393
2018	1,575,650	4.500	1,220,000	340,650	1,560,650	-	-	-	-
2019	1,574,513	4.500	1,275,000	284,513	1,559,513	-	-	-	-
2020	1,566,012	4.500	1,325,000	226,012	1,551,012	-	-	-	-
2021	1,569,925	4.500	1,390,000	164,925	1,554,925	-	-	-	-
2022	1,570,912	4.500	1,455,000	100,912	1,555,912	-	-	-	-
2023	1,564,087	4.500	1,515,000	34,087	1,549,087	-	-	-	-
2024	15,000	-	-	-	-	-	-	-	-
2025	15,000	-	-	-	-	-	-	-	-
2026	15,000	-	-	-	-	-	-	-	-
2027	15,000	-	-	-	-	-	-	-	-
2028	15,000	-	-	-	-	-	-	-	-
2029	15,000	-	-	-	-	-	-	-	-
2030-2065	526,250	-	-	-	-	-	-	-	-
Totals	23,815,574		16,315,000	5,527,054	21,842,054		789,268	157,876	947,144

#### Note Payable - Brownfields - 2001

#### Selbe Lease

Year	Rate	Principal	Interest	Total
2010	2.00	96,178	3,885	100,063
2011	2.00	98,101	1,962	100,063
Totals		194,279	5,847	200,126

Annual ground sublease payment of \$15,000.  
Sublease ends February 1, 2065.

**Certificates of Participation** The Englewood Environmental Foundation, Inc. (EEF) created in 1997, is a separate legal entity. On December 29, 1998, the City entered into a lease purchase agreement (capital lease) with the EEF for the Englewood Civic Center. The lease represents a legal outstanding economic debt of the City to the EEF, a separate legal entity and not an advance. The lease purchase agreement is renewable annually and lease payments are subject to annual appropriation by the City.

On December 29, 1998, the EEF issued Series 1998 Certificates of Participation dated December 1, 1998 to finance the acquisition and renovation of an existing building for use as a Civic Center (the leased property) and the construction of various public improvements adjacent to the Civic Center. The Certificates have been issued in connection with a lease from the City to the EEF and a lease back to the City by the EEF.

On October 4, 2005, the EEF issued \$18,880,000 Refunding Certificates of Participation, Series 2005, to provide resources to purchase U.S. Treasury Notes that were placed in an irrevocable trust for the purpose of generating resources for all future debt service payment of \$18,125,000 Series 1998 Certificates of Participation. The 2005 Certificates bear interest at 3.25% to 4% and consist of term certificates due June 1, 2020. Interest is payable semiannually on June 1 and December 1. The Certificates are subject to redemption at par prior to maturity on any date on or after June 1, 2016. The Certificates are subject to mandatory redemption beginning June 1, 2017 for certificates maturing on June 1, 2020. Repayment of both principal and interest on the Certificates are insured by MBIA Insurance Corporation.

## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Division** Debt Service

**Account** 02.1401

**Note payable** Note payable to Colorado Brownfields Revolving Loan Fund, in the original principal amount of \$733,011, used for financing the environmental remediation of a new park location in the City, dated August 6, 2001, principal and interest due annually through 2011, with interest at 2%.

**Capital Lease** On April 20, 2007, the City entered into a capital lease agreement for two fire trucks. Lease payments are due in annual installments beginning March 1, 2008 through March 1, 2017, with interest at 4.24%. As of December 31, 2007, the minimum lease payments totaled \$1,183,930 and the present value of lease payments (net of interest) was \$948,900.

The 2010 equipment lease payment totaling \$197,000 is an estimate. The City plans to formalize the equipment lease agreement for the Police, Fire and Information Technology departments by the end of 2009.

**Ground Lease** A ground lease is a long-term (usually 99 year) lease of land only; such a lease typically involves commercial property, and any improvements built by the tenant usually revert to the landlord.

**Selbe Lease** On December 8, 1997, the City entered into a ground sublease with Cindermaak Associates for the land under the RTD parking lot adjacent to the light rail line and north of the Civic Center. This sublease ends on February 1, 2065.

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government							
<b>Fund</b>	General							
<b>Revenue Item</b>	<b>Transfers In (Out)</b>							
<b>Account</b>	<b>02.1501</b>							
<b>Description</b>	This division accounts for transfers to the General Fund from other funds and transfers from the General Fund to other funds.							
<b>History and Budget</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>
	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2009</b>	<b>2010</b>
<b><u>Other Financing Sources-Transfers In</u></b>								
Donors Fund	-	-	-	-	-	-	30,000.00	-
Conservation Trust Fund (CTF) ***	-	-	-	-	-	-	40,000.00	-
Special Assessment & Surplus Fund	40,108	17,657	18,956	15,324	-	-	-	-
Paving District 38 Fund	-	-	-	11,843	-	-	-	-
Public Improvement Fund	100,063	459,543	279,030	2,815,030	1,813,789	418,682	348,456	747,956
Capital Projects Fund	761,480	-	-	-	-	-	-	-
Golf Course Fund	-	-	-	-	-	-	100,000	-
Central Services Fund	-	-	-	-	100,000	50,000	50,000	-
ServiCenter Fund	64,150	-	66,714	60,000	60,000	-	-	200,000
Capital Equipment Replacement Fund	55,226	-	570,000	-	-	-	-	446,477
Risk Management Fund	-	-	-	-	-	-	-	450,000
Employee Benefits Fund	-	-	-	-	-	500,000	500,000	-
Long-Term Asset Reserve	-	-	-	-	-	-	-	-
EEF	-	-	15,500	-	-	-	-	-
EMRF	-	-	-	-	599,143	513,035	600,000	-
<b>Total Other Sources</b>	<b>1,021,027</b>	<b>477,200</b>	<b>950,200</b>	<b>2,902,197</b>	<b>2,572,932</b>	<b>1,481,717</b>	<b>1,668,456</b>	<b>1,844,433</b>
<b>Percent Change</b>		<b>-53.26%</b>	<b>99.12%</b>	<b>205.43%</b>	<b>-11.35%</b>	<b>-42.41%</b>	<b>12.60%</b>	<b>10.55%</b>
<b>*** Eligible expenditures from the General Fund Parks and Recreation Programs to be transferred to CIF</b>								
<b><u>Other Financing Uses-Transfers Out</u></b>								
Donors' Fund	-	20,000	-	11,876	-	-	-	-
Malley Center Trust Fund	-	-	13,500	-	-	-	-	-
Public Improvement Fund	-	-	-	550,000	408,915	-	177,011	-
EURA	-	-	50,000	-	-	-	-	-
EMRF	-	-	100,000	-	-	-	800,000	-
<b>Total Other Uses</b>	<b>-</b>	<b>20,000</b>	<b>163,500</b>	<b>561,876</b>	<b>408,915</b>	<b>-</b>	<b>977,011</b>	<b>-</b>
<b>Percent Change</b>		<b>----</b>	<b>717.50%</b>	<b>243.66%</b>	<b>-27.22%</b>	<b>-100.00%</b>	<b>----</b>	<b>-100.00%</b>
<b><u>Net Other Financing Sources (Uses) of Funds</u></b>								
	<b>1,021,027</b>	<b>457,200</b>	<b>786,700</b>	<b>2,340,321</b>	<b>2,164,017</b>	<b>1,481,717</b>	<b>691,445</b>	<b>1,844,433</b>
<b>Percent Change</b>		<b>-55.22%</b>	<b>72.07%</b>	<b>197.49%</b>	<b>-7.53%</b>	<b>-31.53%</b>	<b>-53.33%</b>	<b>166.75%</b>

## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

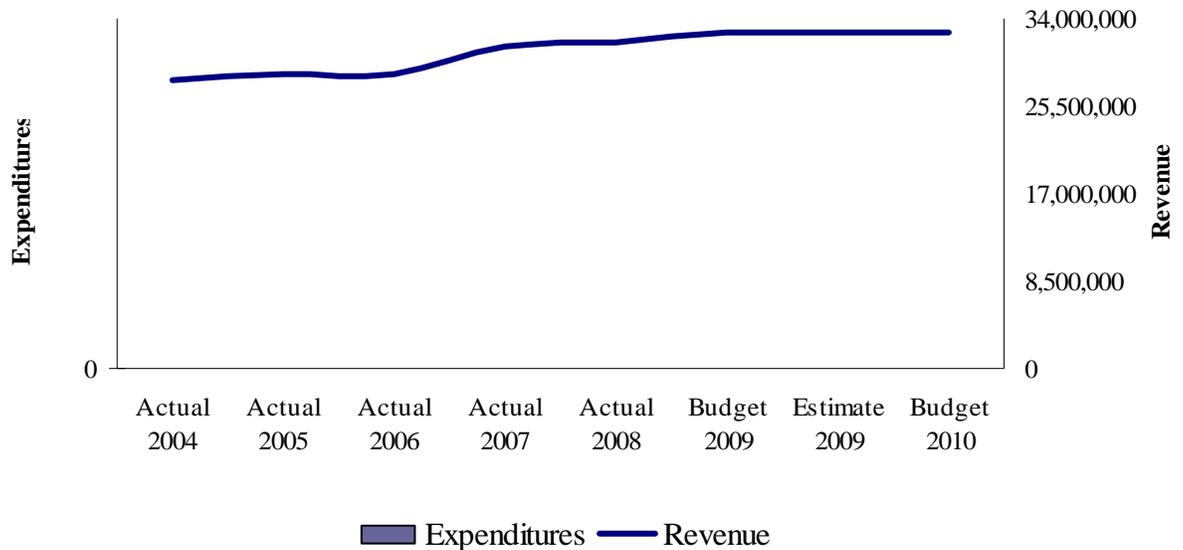
**Revenue Item** General Revenue

**Account** 02.9999

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

**History and Budget**

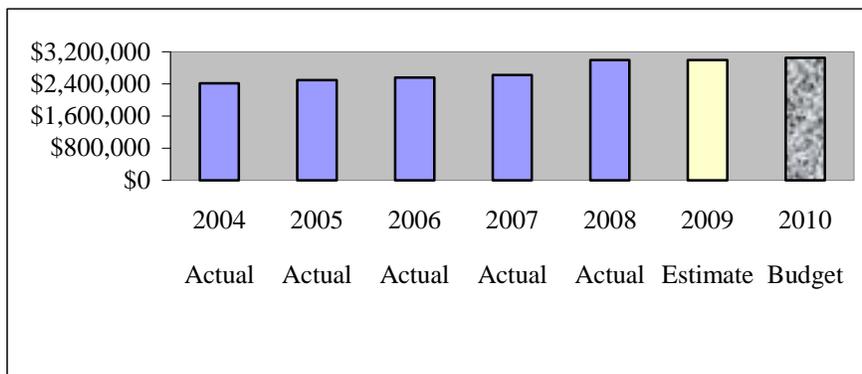
	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue								
Taxes	25,816,332	26,332,495	26,245,975	28,219,245	28,790,034	29,855,064	27,222,564	28,605,564
Intergovernmental	91,145	71,874	65,857	65,000	58,079	54,068	54,068	54,068
Charges for Services	1,885,800	1,916,964	1,916,964	2,563,720	2,167,170	2,095,492	2,114,231	2,113,574
Fines and Forfeitures	364	1,413	1,702	5,000	195	2,000	2,000	2,000
Net Investment								
Income	84,276	168,294	353,386	300,000	515,347	371,665	371,665	371,665
Other	84,398	63,672	60,253	113,900	137,198	188,908	880,249	322,508
<b>Total Revenue</b>	<b>27,962,315</b>	<b>28,554,712</b>	<b>28,644,137</b>	<b>31,266,865</b>	<b>31,668,023</b>	<b>32,567,197</b>	<b>30,644,777</b>	<b>31,469,379</b>



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>General Property Tax</b>
<b>Account</b>	<b>02.9999.31101</b>
<b>Authorization</b>	EMC Article X Finance Administration Part I Budget Paragraph 89 Certification of Tax Levy
<b>Description</b>	Ad valorem tax on all real property within municipal boundaries and all tangible personal property within municipal boundaries not exempted by 39-3-1-1 CRS, as amended.
<b>Fee Schedule</b>	5.880 mills
<b>Date Last Changed</b>	1992
<b>Previous Fee Schedule</b>	5.419 mills
<b>Formula Method</b>	Certified Assessed Valuation X Mill Levy / 1,000 less allowance for abatements and refunds = Revenue  \$418,913,060 X 5.880 mills / 1,000 - \$38,208.79 = \$2,425,000
<b>Projection Method</b>	Historical
<b>Comments</b>	Assessed valuation is dependent on Arapahoe County Assessor's Office. The value for assessment of residential real property is a percentage of actual value which is determined each year by the Colorado General Assembly. The value for assessment for all other property is 29%. Valuations are done every other year by the County Assessor.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	2,417,673	-0.28%
<b>Actual</b>	<b>2005</b>	2,493,832	3.15%
<b>Actual</b>	<b>2006</b>	2,559,369	2.63%
<b>Actual</b>	<b>2007</b>	2,623,118	2.49%
<b>Actual</b>	<b>2008</b>	2,995,990	14.21%
<b>Estimate</b>	<b>2009</b>	2,993,000	-0.10%
<b>Budget</b>	<b>2010</b>	3,046,000	1.77%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Specific Ownership Tax

**Account** 02.9999.31201

**Authorization** CRS 42-3-101

**Description** A tax levied by the Colorado General Assembly on all motor vehicles, wheeled trailers, semi-trailers, trailer coaches, mobile homes, and self-propelled construction equipment. Collected by County Treasurer and remitted to the City on or about the 15th of each month.

**Fee Schedule** Tax schedules are established by the Colorado assembly based on age and type of vehicle (42-3-106 CRS). Revenues are allocated to each city based on their pro rata share of the aggregate dollar amount of ad valorem taxes levied in the County during the preceding year per CRS 42-3-107(24)(a).

**Date Last Changed** NA

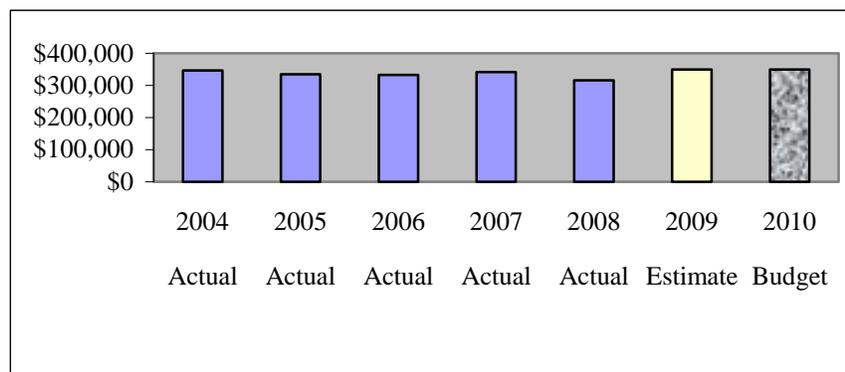
**Previous Fee Schedule** NA

**Formula Method** NA

**Projection Method** Estimate based on previous experience and evaluation of future economic conditions in the automotive industry.

**Comments** Economic conditions will largely determine revenue: The more new cars registered the higher the revenue. The tax is based on a sliding scale with the larger amounts being paid in the first years of ownership and dwindling to a minimum. The tax is also dependent upon the type of vehicle.

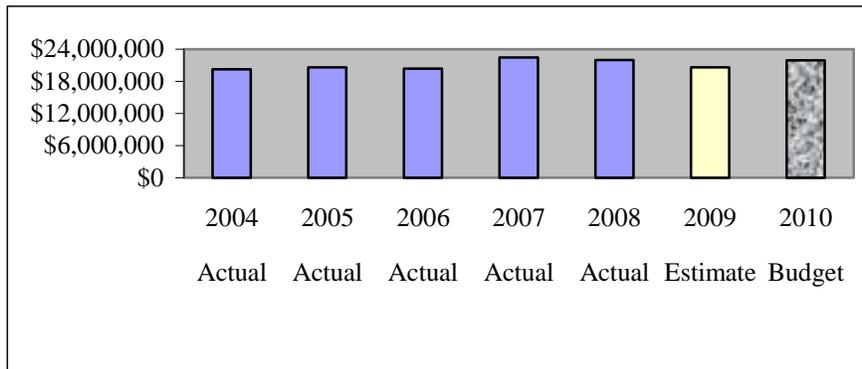
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	346,888	4.03%
<b>Actual</b>	<b>2005</b>	334,768	-3.49%
<b>Actual</b>	<b>2006</b>	333,018	-0.52%
<b>Actual</b>	<b>2007</b>	341,423	2.52%
<b>Actual</b>	<b>2008</b>	316,242	-7.38%
<b>Estimate</b>	<b>2009</b>	350,000	10.67%
<b>Budget</b>	<b>2010</b>	350,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Retail Sales Tax</b>
<b>Account</b>	<b>02.9999.31301</b>
<b>Authorization</b>	EMC 4-4-4-2
<b>Description</b>	The tax on the retail transfer or rental of tangible personal property.
<b>Fee Schedule</b>	3.5%
<b>Date Last Changed</b>	1987 Effective 1-1-1988
<b>Previous Fee Schedule</b>	3.0%
<b>Formula Method</b>	Taxable sales X 3.5% = Revenue
<b>Projection Method</b>	Projections of sales tax revenue are based on a linear regression formula utilizing historical data of collections, factored by local data for Englewood
<b>Comments</b>	Economic conditions will largely determine revenue: The more new cars registered the higher the revenue. The tax is based on a sliding scale with the larger amounts being paid in the first years of ownership and dwindling to a minimum. The tax is also dependent upon the type of vehicle.

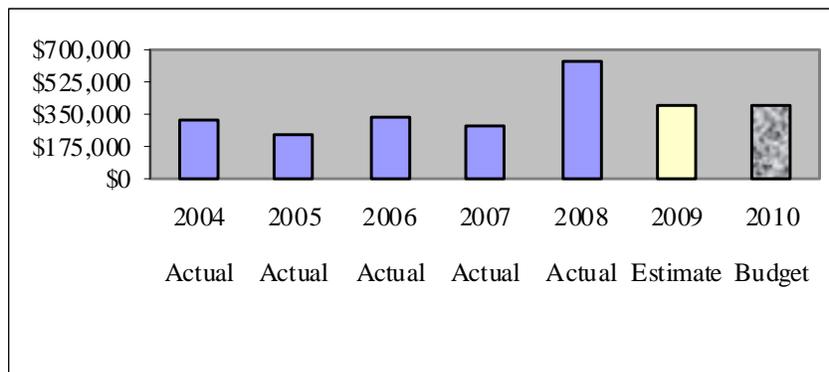
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	20,267,090	0.72%
<b>Actual</b>	<b>2005</b>	20,640,873	1.84%
<b>Actual</b>	<b>2006</b>	20,349,366	-1.41%
<b>Actual</b>	<b>2007</b>	22,473,038	10.44%
<b>Actual</b>	<b>2008</b>	21,984,771	-2.17%
<b>Estimate</b>	<b>2009</b>	20,600,000	-6.30%
<b>Budget</b>	<b>2010</b>	21,900,000	6.31%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Use Tax</b>
<b>Account</b>	<b>02.9999.31302</b>
<b>Authorization</b>	EMC 4-4-5-3
<b>Description</b>	The tax on the use, consumption or storage of tangible personal property purchased at retail from sources outside of Englewood corporate limits.
<b>Fee Schedule</b>	3.5%
<b>Date Last Changed</b>	1987 Effective 1-1-1988
<b>Previous Fee Schedule</b>	3.0%
<b>Formula Method</b>	Purchases X 3.5% = Revenue
<b>Projection Method</b>	Estimate calculated by evaluating economic conditions and local business conditions. Audit activity is also taken into account.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	324,304	-24.98%
<b>Actual</b>	<b>2005</b>	245,983	-24.15%
<b>Actual</b>	<b>2006</b>	338,891	37.77%
<b>Actual</b>	<b>2007</b>	280,782	-17.15%
<b>Actual</b>	<b>2008</b>	632,996	125.44%
<b>Estimate</b>	<b>2009</b>	400,000	-36.81%
<b>Budget</b>	<b>2010</b>	400,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Cigarette Tax

**Account** 02.9999.31401

**Authorization** CRS 39-22-623

**Description** A tax levied by the State on the cigarette wholesaler of \$.20 per pack. The State distributes 27% of gross cigarette tax.

**Fee Schedule** Cities and towns' distribution is based on the pro rata share of state sales tax collections in the previous year.

**Date Last Changed** 1987

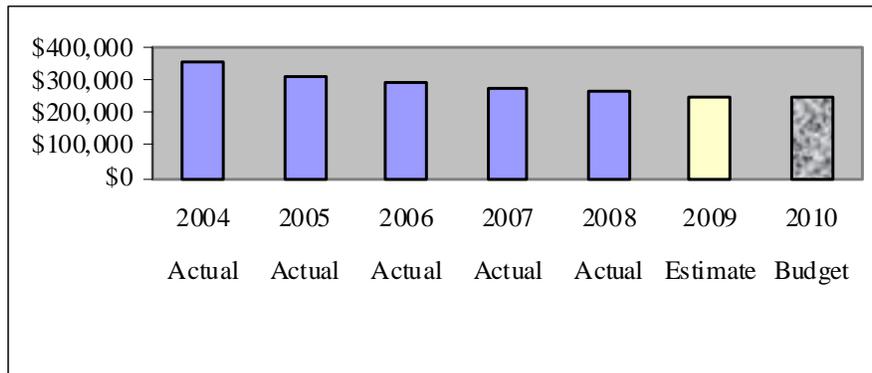
**Previous Fee Schedule** State tax of 10 mills per pack.

**Formula Method** N/A

**Projection Method** Estimate based on previous collections.

**Comments** Change in State cigarette tax will change revenue. Likely to increase rate periodically to discourage smoking.

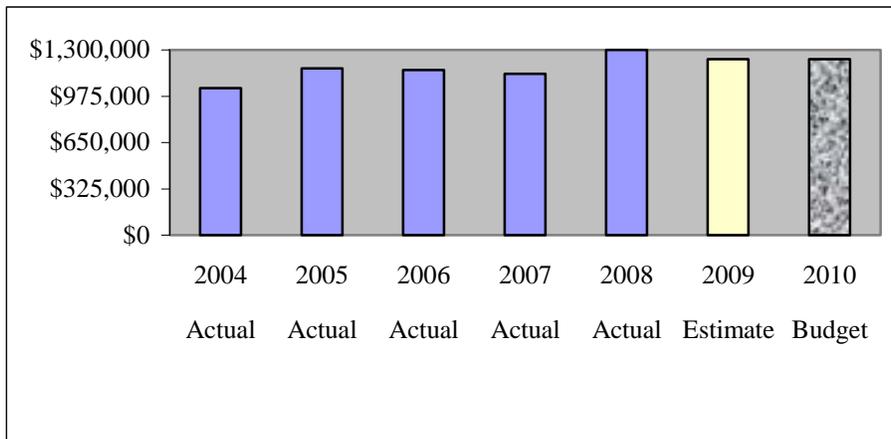
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	354,876	-3.29%
<b>Actual</b>	<b>2005</b>	313,731	-11.59%
<b>Actual</b>	<b>2006</b>	293,777	-6.36%
<b>Actual</b>	<b>2007</b>	278,785	-5.10%
<b>Actual</b>	<b>2008</b>	261,743	-6.11%
<b>Estimate</b>	<b>2009</b>	250,000	-4.49%
<b>Budget</b>	<b>2010</b>	250,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Public Service Franchise Tax</b>
<b>Account</b>	<b>02.9999.31501</b>
<b>Authorization</b>	Ordinance No. 14, Series of 1988
<b>Description</b>	Franchise tax levied on Xcel Energy (formerly Public Service Company of Colorado)
<b>Fee Schedule</b>	3% of gross revenues derived from the sale of electric energy and gaseous fuel.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Sales X 3%
<b>Projection Method</b>	Estimate, since this varies with weather conditions and utility rates.
<b>Comments</b>	N/A

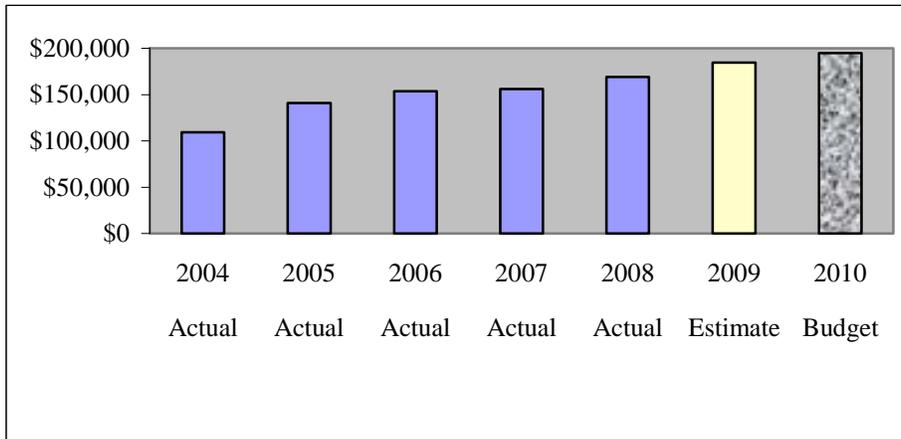
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	1,031,734	7.81%
<b>Actual</b>	<b>2005</b>	1,169,497	13.35%
<b>Actual</b>	<b>2006</b>	1,159,815	-0.83%
<b>Actual</b>	<b>2007</b>	1,133,578	-2.26%
<b>Actual</b>	<b>2008</b>	1,299,146	14.61%
<b>Estimate</b>	<b>2009</b>	1,236,000	-4.86%
<b>Budget</b>	<b>2010</b>	1,236,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government  
**Fund** General  
**Revenue Item** Franchise Tax – Water Utility  
**Account** 02.9999.31503  
**Authorization** City Budget Policy  
**Description** Franchise tax on Water Utility  
**Fee Schedule** 3% of budgeted gross water sales.  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** 3% X budgeted water sales revenues.  
**Projection Method** See Water Fund for projected water sales.  
**Comments** This is an accounting transfer from the Water Fund.

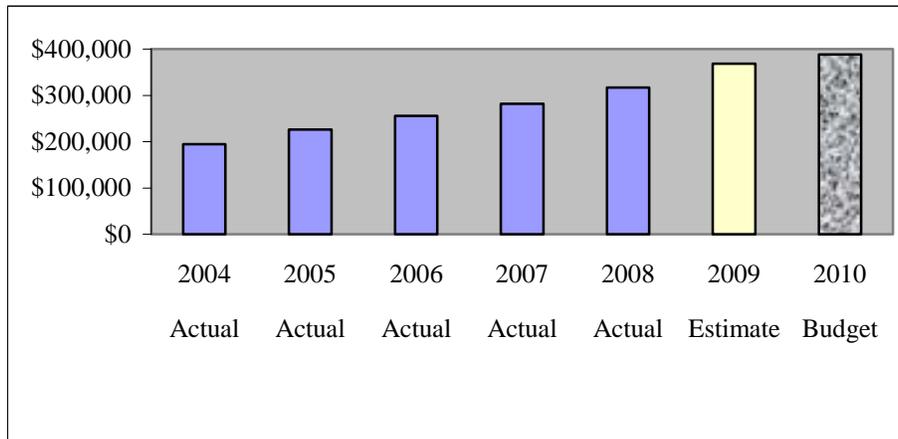
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	109,158	-0.41%
<b>Actual</b>	<b>2005</b>	140,908	29.09%
<b>Actual</b>	<b>2006</b>	153,622	9.02%
<b>Actual</b>	<b>2007</b>	156,049	1.58%
<b>Actual</b>	<b>2008</b>	169,061	8.34%
<b>Estimate</b>	<b>2009</b>	184,703	9.25%
<b>Budget</b>	<b>2010</b>	194,703	5.41%



## City of Englewood, Colorado 2010 Budget

**Department** General Government  
**Fund** General  
**Revenue Item** Franchise Tax – Sewer Utility  
**Account** 02.9999.31504  
**Authorization** City Budget Policy  
**Description** Franchise Tax on City Sewer Utility.  
**Fee Schedule** 3% of budgeted sewer disposal revenue.  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** 3% X budgeted sewer disposal revenues.  
**Projection Method** See Sewer Fund for projected sewer disposal revenues.  
**Comments** This is an accounting transfer from the Sewer Fund.

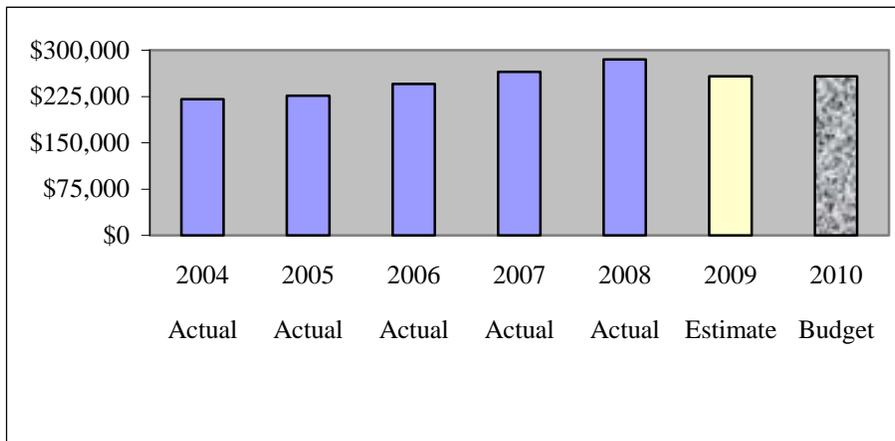
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	194,689	27.37%
<b>Actual</b>	<b>2005</b>	225,887	16.02%
<b>Actual</b>	<b>2006</b>	255,542	13.13%
<b>Actual</b>	<b>2007</b>	282,106	10.40%
<b>Actual</b>	<b>2008</b>	316,587	12.22%
<b>Estimate</b>	<b>2009</b>	368,096	16.27%
<b>Budget</b>	<b>2010</b>	388,096	5.43%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Cable TV Permit Fee</b>
<b>Account</b>	<b>02.9999.31505</b>
<b>Authorization</b>	Contract
<b>Description</b>	Permit fee on cable television services.
<b>Fee Schedule</b>	5% of gross revenues of cable television.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Estimated revenues X 5%
<b>Projection Method</b>	Estimate based on previous collections.
<b>Comments</b>	Originated in 1980. Current permit grantee is AT&T Broadband.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	220,782	0.50%
<b>Actual</b>	<b>2005</b>	226,260	2.48%
<b>Actual</b>	<b>2006</b>	245,149	8.35%
<b>Actual</b>	<b>2007</b>	264,946	8.08%
<b>Actual</b>	<b>2008</b>	285,169	7.63%
<b>Estimate</b>	<b>2009</b>	257,500	-9.70%
<b>Budget</b>	<b>2010</b>	257,500	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Basic Local Exchange Telecommunications Tax

**Account** 02.9999.31506

**Authorization** Ordinance 46, Series of 2000

**Description** Franchise tax on local exchange services

**Fee Schedule** The lesser \$.55 per line per month or \$160,000 per year.

**Date Last Changed** N/A

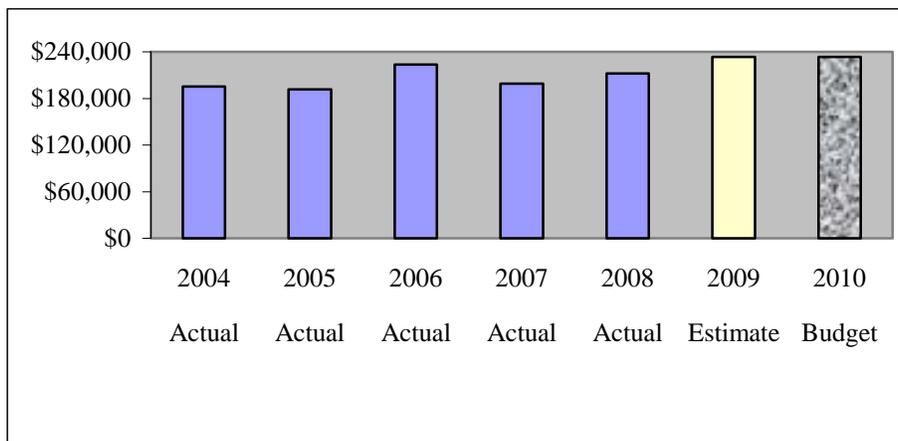
**Previous Fee Schedule** N/A

**Formula Method** The lesser of the number of lines X .55 X 12, or \$160,000 per year.

**Projection Method** Estimate based on prior collections.

**Comments** Adopted June, 2000. Repealed Title 4, Chapter 5 and replaced with this tax.

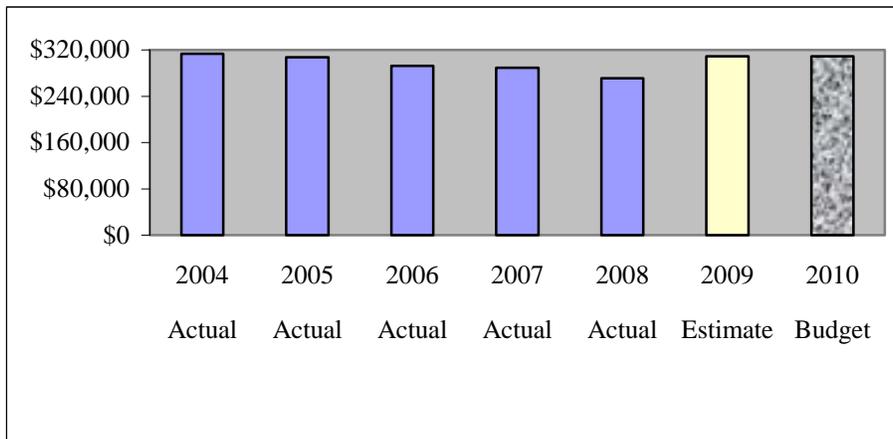
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	195,278	4.45%
<b>Actual</b>	<b>2005</b>	191,635	-1.87%
<b>Actual</b>	<b>2006</b>	223,698	16.73%
<b>Actual</b>	<b>2007</b>	198,845	-11.11%
<b>Actual</b>	<b>2008</b>	211,948	6.59%
<b>Estimate</b>	<b>2009</b>	233,552	10.19%
<b>Budget</b>	<b>2010</b>	233,552	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Waste Transfer Surcharge</b>
<b>Account</b>	<b>02.9999.31507</b>
<b>Authorization</b>	EMC 4-7-3
<b>Description</b>	Surcharge on disposal of trash at a waste transfer site.
<b>Fee Schedule</b>	\$ .20 on each cubic yard of trash.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	\$ .20 / cubic yard of trash
<b>Projection Method</b>	Estimate based on previous collections.
<b>Comments</b>	Enacted by Ordinance #25, Series of 1987: effective 5/23/87.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	313,375	-9.79%
<b>Actual</b>	<b>2005</b>	307,547	-1.86%
<b>Actual</b>	<b>2006</b>	292,705	-4.83%
<b>Actual</b>	<b>2007</b>	289,101	-1.23%
<b>Actual</b>	<b>2008</b>	271,033	-6.25%
<b>Estimate</b>	<b>2009</b>	309,000	14.01%
<b>Budget</b>	<b>2010</b>	309,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Liquor Occupational Tax

**Account** 02.9999.31508

**Authorization** EMC 5-3B

**Description** A tax levied on the businesses selling malt or vinous liquors within the City.

**Fee Schedule**

Type of License	Occupational	No of	No of	Budget
	Tax	Licenses	Licenses	
	2009/2010	2010	2009	2010
Beer and Wine	\$ 450.00	2	2	\$ 900
Club	\$ 450.00	2	2	\$ 900
Hotel/Restaurant	\$ 650.00	30	30	\$ 19,500
Retail Liquor & Drug Store	\$ 300.00	14	14	\$ 4,200
Tavern	\$ 650.00	8	8	\$ 5,200
3.2 Beer Off Premise	\$ 300.00	17	17	\$ 5,100
3.2 Beer On Premise	\$ 450.00	0	0	\$ -
Arts	\$ -	0	0	\$ -
Brew Pub	\$ 750.00	0	0	\$ -
Optional Premises	\$ 650.00	0	0	\$ -
Optional Premises with Hotel/				
Restaurant License	\$100.00 each	0	0	\$ -
Bed and Breakfast	\$ -	0	0	\$ -
Mini Bar	\$ 450.00	0	0	\$ -
<b>Totals</b>		<b>73</b>	<b>73</b>	<b>\$ 35,800</b>

**Date Last Changed** N/A

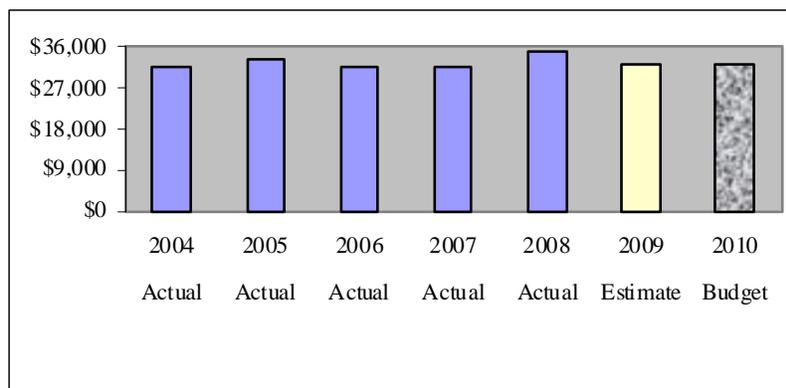
**Previous Fee Schedule** N/A

**Formula Method** Number of licenses X License Fee.

**Projection Method** Estimate.

**Comments** Enacted 1980

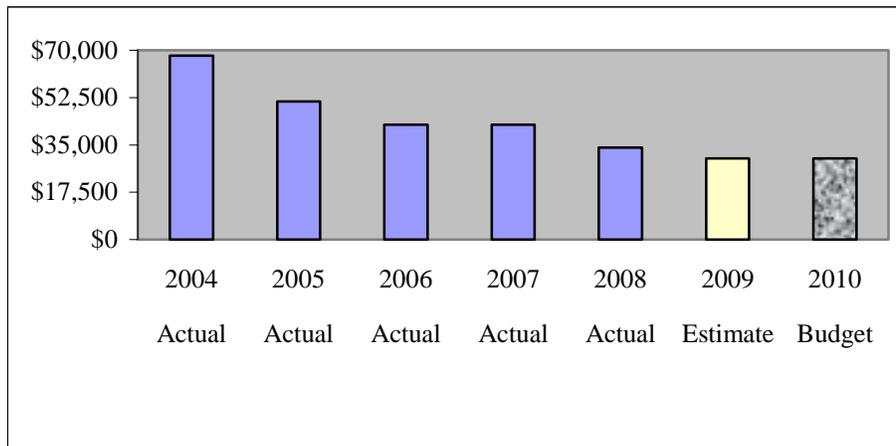
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	31,409	4.88%
<b>Actual</b>	<b>2005</b>	33,239	5.83%
<b>Actual</b>	<b>2006</b>	31,468	-5.33%
<b>Actual</b>	<b>2007</b>	31,760	0.93%
<b>Actual</b>	<b>2008</b>	35,272	11.06%
<b>Estimate</b>	<b>2009</b>	32,000	-9.28%
<b>Budget</b>	<b>2010</b>	32,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Denver Metro Major League Baseball Stadium District Tax</b>
<b>Account</b>	<b>02.9999.32566</b>
<b>Authorization</b>	Colorado State Statute 32-14-104 – 32-14-133
<b>Description</b>	Re-payment of taxes collected above the required debt service.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	N/A
<b>Projection Method</b>	N/A
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	68,022	-37.50%
<b>Actual</b>	<b>2005</b>	51,016	-25.00%
<b>Actual</b>	<b>2006</b>	42,514	-16.67%
<b>Actual</b>	<b>2007</b>	42,514	0.00%
<b>Actual</b>	<b>2008</b>	34,011	-20.00%
<b>Estimate</b>	<b>2009</b>	30,000	-11.79%
<b>Budget</b>	<b>2010</b>	30,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Intergovernmental Charges for Services

**Account** 02.9999.33202

**Authorization** Policy

**Description** Charges made to Water & Sewer funds for services provided by General Fund departments.

**Fee Schedule** The value of the indirect costs benefiting non-general fund departments completed each year during the budget process.

**Date Last Changed** N/A

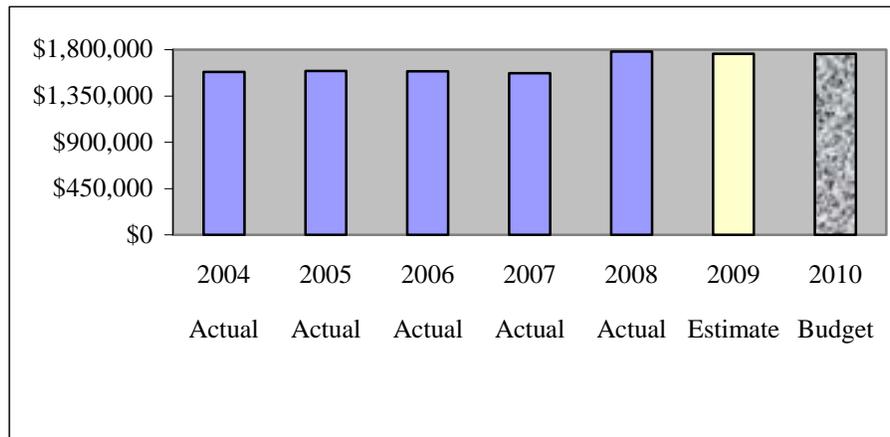
**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate until study complete.

**Comments** A study is conducted by consultants every other year. Intergovernmental Charges for Services to the Water and Sewer Funds are based on this study.

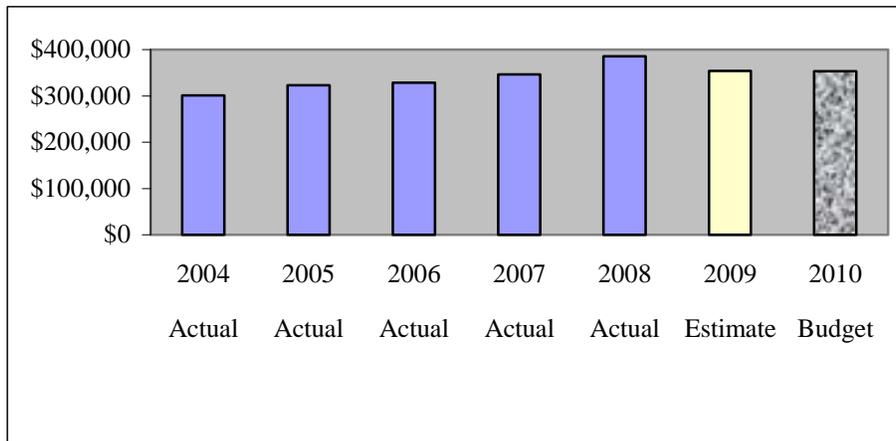
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	1,584,894	52.99%
<b>Actual</b>	<b>2005</b>	1,593,918	0.57%
<b>Actual</b>	<b>2006</b>	1,588,657	-0.33%
<b>Actual</b>	<b>2007</b>	1,570,882	-1.12%
<b>Actual</b>	<b>2008</b>	1,781,482	13.41%
<b>Estimate</b>	<b>2009</b>	1,760,492	-1.18%
<b>Budget</b>	<b>2010</b>	1,760,492	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government  
**Fund** General  
**Revenue Item** LEWWTP Administration Charge  
**Account** 02.9999.33291  
**Authorization** Contract with City of Littleton  
**Description** Administration charge to Littleton for share of General Fund administrative costs for Littleton/Englewood Wastewater Treatment Plant.  
**Fee Schedule** 3% of total operating budget for Littleton/Englewood Wastewater Treatment Plant.  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** Proposed Budget Operating Costs X 3%  
**Projection Method** N/A  
**Comments**

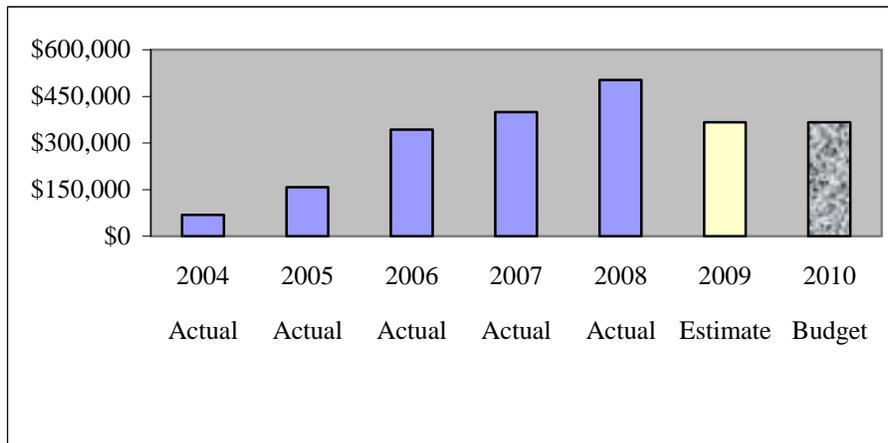
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	300,906	9.99%
<b>Actual</b>	<b>2005</b>	323,046	7.36%
<b>Actual</b>	<b>2006</b>	328,307	1.63%
<b>Actual</b>	<b>2007</b>	346,082	5.41%
<b>Actual</b>	<b>2008</b>	385,688	11.44%
<b>Estimate</b>	<b>2009</b>	353,739	-8.28%
<b>Budget</b>	<b>2010</b>	353,082	-0.19%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	General Government
<b>Fund</b>	General
<b>Revenue Item</b>	<b>Interest Income</b>
<b>Account</b>	<b>02.9999.35101</b>
<b>Authorization</b>	EMC 4-1-2
<b>Description</b>	Interest earned on funds available for investment.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Estimated funds available X estimated average interest rate X estimated pro rata share of total fund.
<b>Projection Method</b>	N/A
<b>Comments</b>	Results depend on current interest rate and the amount of funds available to invest.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	68,837	11.69%
<b>Actual</b>	<b>2005</b>	157,482	128.78%
<b>Actual</b>	<b>2006</b>	342,827	117.69%
<b>Actual</b>	<b>2007</b>	398,807	16.33%
<b>Actual</b>	<b>2008</b>	503,164	26.17%
<b>Estimate</b>	<b>2009</b>	366,165	-27.23%
<b>Budget</b>	<b>2010</b>	366,165	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** General Government

**Fund** General

**Revenue Item** Other Miscellaneous Income

**Account** 02.9999.36101

**Authorization** Policy

**Account** 02.9999.36301

**Description** Unanticipated revenue. Sources of income include: returned check charges, copying charges, miscellaneous revenue from purchasing card program.

**Fee Schedule** N/A

**Date Last Changed** N/A

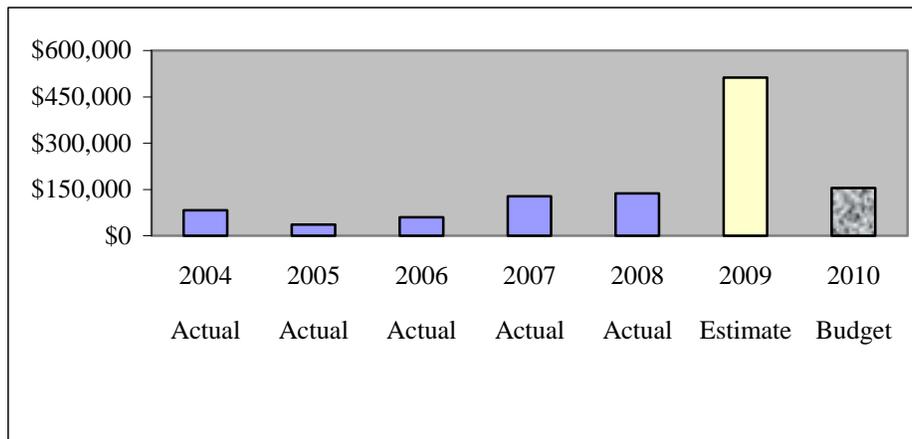
**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate based on past performance

**Comments** N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	82,369	9.76%
<b>Actual</b>	<b>2005</b>	35,672	-56.69%
<b>Actual</b>	<b>2006</b>	59,998	68.19%
<b>Actual</b>	<b>2007</b>	127,661	112.78%
<b>Actual</b>	<b>2008</b>	137,198	7.47%
<b>Estimate</b>	<b>2009</b>	512,249	273.36%
<b>Budget</b>	<b>2010</b>	154,508	-69.84%



# City of Englewood, Colorado 2010 Budget



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## 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.

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

**Community Development Fund** – Accounts for the operation revenue and expenditures of Englewood's "circulator" shuttle, *art*, which is funded in part by the Regional Transportation District. *art* provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.

**Malley Center Trust Fund** – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.

**Parks and Recreation Trust Fund** – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.

**Open Space Fund** – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on January 1, 2004 and expires on December 31, 2013.

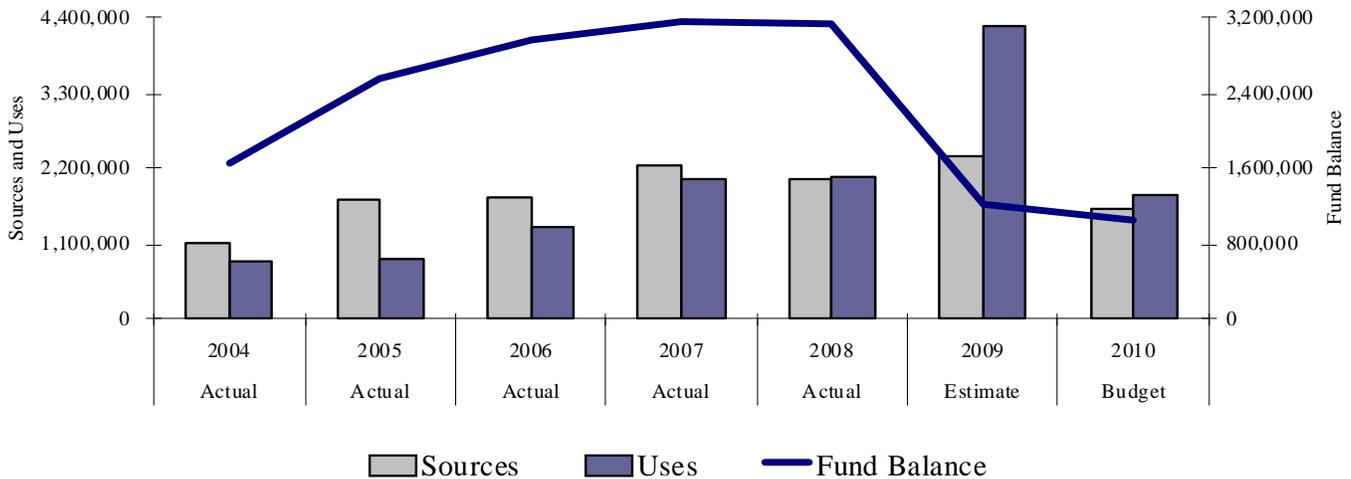
# City of Englewood, Colorado 2010 Budget

## Special Revenue Funds

Conservation Trust Fund, Commercial Revolving Loan Fund, Community Development Fund,  
Donors' Fund, Malley Center Trust Fund, Parks and Recreation Trust Fund,  
Surplus and Deficiency Fund, and Open Space Fund

### Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	<b>\$ 1,427,072</b>	<b>\$ 1,669,638</b>	<b>\$ 2,560,206</b>	<b>\$ 2,964,034</b>	<b>\$ 3,174,608</b>	<b>\$ 1,450,705</b>	<b>\$ 3,144,456</b>	<b>\$ 3,144,456</b>	<b>\$ 1,221,603</b>
<b>Sources of Funds</b>									
Total Revenue	1,031,729	1,409,213	1,741,674	2,239,241	1,879,376	1,477,600	1,477,600	2,275,195	1,522,107
Other Financing Sources	75,000	352,633	26,287	11,876	158,000	95,000	95,000	95,000	107,000
<b>Total Sources of Funds</b>	<b>1,106,729</b>	<b>1,761,846</b>	<b>1,767,961</b>	<b>2,251,117</b>	<b>2,037,376</b>	<b>1,572,600</b>	<b>1,572,600</b>	<b>2,370,195</b>	<b>1,629,107</b>
<b>Uses of Funds</b>									
Total Expenditures	824,055	853,621	1,345,177	2,025,220	2,067,528	2,012,237	3,396,177	4,293,048	1,806,905
Other Financing Uses	40,108	17,657	18,956	15,323	-	25,000	25,000	-	-
<b>Total Uses of Funds</b>	<b>864,163</b>	<b>871,278</b>	<b>1,364,133</b>	<b>2,040,543</b>	<b>2,067,528</b>	<b>2,037,237</b>	<b>3,421,177</b>	<b>4,293,048</b>	<b>1,806,905</b>
<b>Net Sources (Uses) of Funds</b>	<b>242,566</b>	<b>890,568</b>	<b>403,828</b>	<b>210,574</b>	<b>(30,152)</b>	<b>(464,637)</b>	<b>(1,848,577)</b>	<b>(1,922,853)</b>	<b>(177,798)</b>
<b>Ending Fund Balance</b>	<b>\$ 1,669,638</b>	<b>\$ 2,560,206</b>	<b>\$ 2,964,034</b>	<b>\$ 3,174,608</b>	<b>\$ 3,144,456</b>	<b>\$ 986,068</b>	<b>\$ 1,295,879</b>	<b>\$ 1,221,603</b>	<b>\$ 1,043,805</b>
Fund Balance Percentage Change		53.34%	15.77%	7.10%	-0.95%	-68.64%	31.42%	-5.73%	-14.55%
<b>Funds Designated For:</b>									
Project Completion	-	-	-	1,281,654	1,383,940	-	-	-	-
Council approval	-	-	-	-	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 1,669,638</b>	<b>\$ 2,560,206</b>	<b>\$ 2,964,034</b>	<b>\$ 1,892,954</b>	<b>\$ 1,760,516</b>	<b>\$ 986,068</b>	<b>\$ 1,295,879</b>	<b>\$ 1,221,603</b>	<b>\$ 1,043,805</b>



## City of Englewood, Colorado 2010 Budget

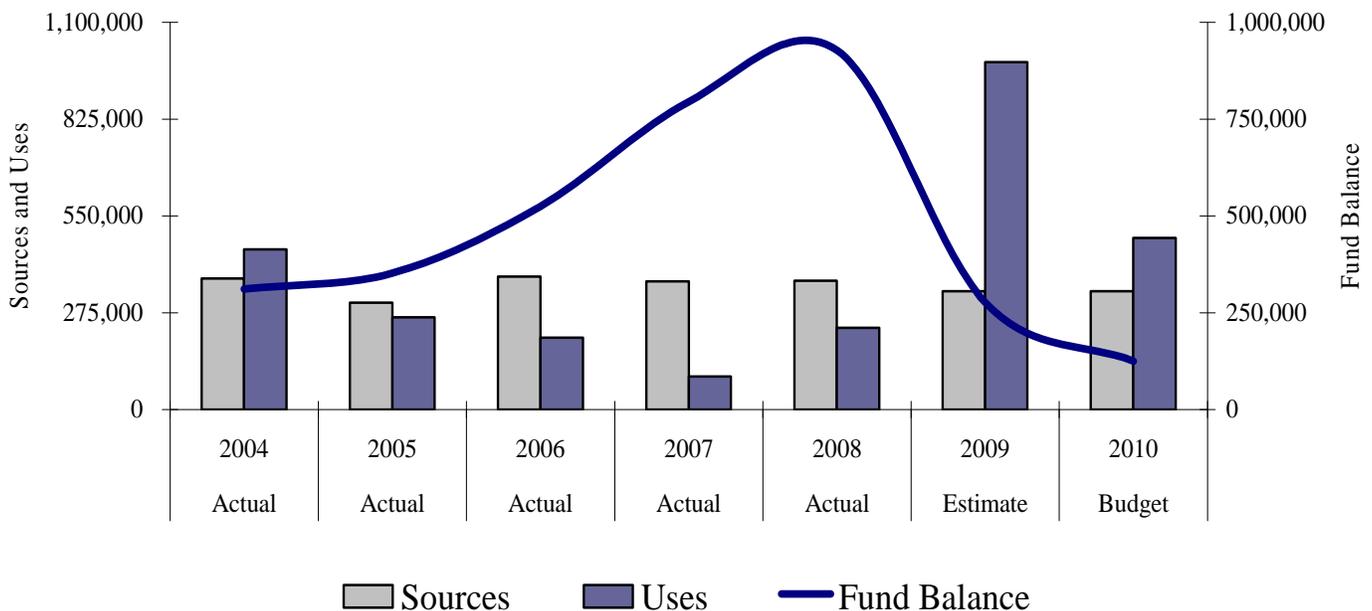
**Department** Parks and Recreation

**Fund** Conservation Trust

### CONSERVATION TRUST FUND (CTF)

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 394,285	\$ 310,917	\$ 352,032	\$ 524,630	\$ 794,841	\$ 340,241	\$ 927,981	\$ 927,981	\$ 276,864
<b>Sources of Funds</b>									
<b>Revenue</b>									
Intergovernmental	291,173	294,921	356,925	327,051	325,505	350,000	350,000	312,000	312,000
Net Investment Income	5,998	8,438	20,168	37,356	40,129	25,000	25,000	24,000	24,000
<b>Total Revenue</b>	<b>297,171</b>	<b>303,359</b>	<b>377,093</b>	<b>364,407</b>	<b>365,634</b>	<b>375,000</b>	<b>375,000</b>	<b>336,000</b>	<b>336,000</b>
Other Financing Sources	75,000	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>372,171</b>	<b>303,359</b>	<b>377,093</b>	<b>364,407</b>	<b>365,634</b>	<b>375,000</b>	<b>375,000</b>	<b>336,000</b>	<b>336,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Cultural and Recreation	455,539	262,244	204,495	94,196	232,494	464,500	983,862	987,117	488,000
<b>Total Expenditures</b>	<b>455,539</b>	<b>262,244</b>	<b>204,495</b>	<b>94,196</b>	<b>232,494</b>	<b>464,500</b>	<b>983,862</b>	<b>987,117</b>	<b>488,000</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>455,539</b>	<b>262,244</b>	<b>204,495</b>	<b>94,196</b>	<b>232,494</b>	<b>464,500</b>	<b>983,862</b>	<b>987,117</b>	<b>488,000</b>
<b>Net Sources (Uses) of Funds</b>	<b>(83,368)</b>	<b>41,115</b>	<b>172,598</b>	<b>270,211</b>	<b>133,140</b>	<b>(89,500)</b>	<b>(608,862)</b>	<b>(651,117)</b>	<b>(152,000)</b>
<b>Ending Fund Balance</b>	<b>\$ 310,917</b>	<b>\$ 352,032</b>	<b>\$ 524,630</b>	<b>\$ 794,841</b>	<b>\$ 927,981</b>	<b>\$ 250,741</b>	<b>\$ 319,119</b>	<b>\$ 276,864</b>	<b>\$ 124,864</b>
Fund Balance Percentage Change		13.22%	49.03%	51.51%	16.75%	-72.98%	27.27%	-13.24%	-54.90%
<b>Funds Designated For:</b>									
Project Completion				383,100	519,362	-	-	-	-
Council approval				-	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 310,917</b>	<b>\$ 352,032</b>	<b>\$ 524,630</b>	<b>\$ 411,741</b>	<b>\$ 408,619</b>	<b>\$ 250,741</b>	<b>\$ 319,119</b>	<b>\$ 276,864</b>	<b>\$ 124,864</b>



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Conservation Trust

**Revenue Item** State Lottery Distribution

**Account** 03.1301.32563

**Authorization** CRS 29-21-101

**Description** State distribution from the proceeds of the State Lottery. The funds received are earmarked for recreation acquisition and operation.

**Fee Schedule** Distribution based on population. The pro rata share will be determined at the time of distribution by the State of Colorado.

**Date Last Changed** N/A

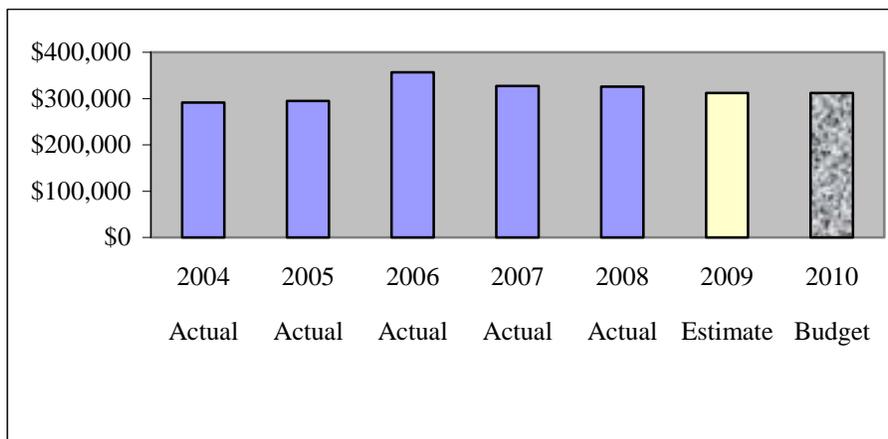
**Previous Fee Schedule** N/A

**Formula Method** Based on historical trends.

**Projection Method** No increase is foreseen.

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	291,173	-5.54%
<b>Actual</b>	<b>2005</b>	294,921	1.29%
<b>Actual</b>	<b>2006</b>	356,925	21.02%
<b>Actual</b>	<b>2007</b>	327,051	-8.37%
<b>Actual</b>	<b>2008</b>	325,505	-0.47%
<b>Estimate</b>	<b>2009</b>	312,000	-4.15%
<b>Budget</b>	<b>2010</b>	312,000	0.00%



## City of Englewood, Colorado 2010 Budget

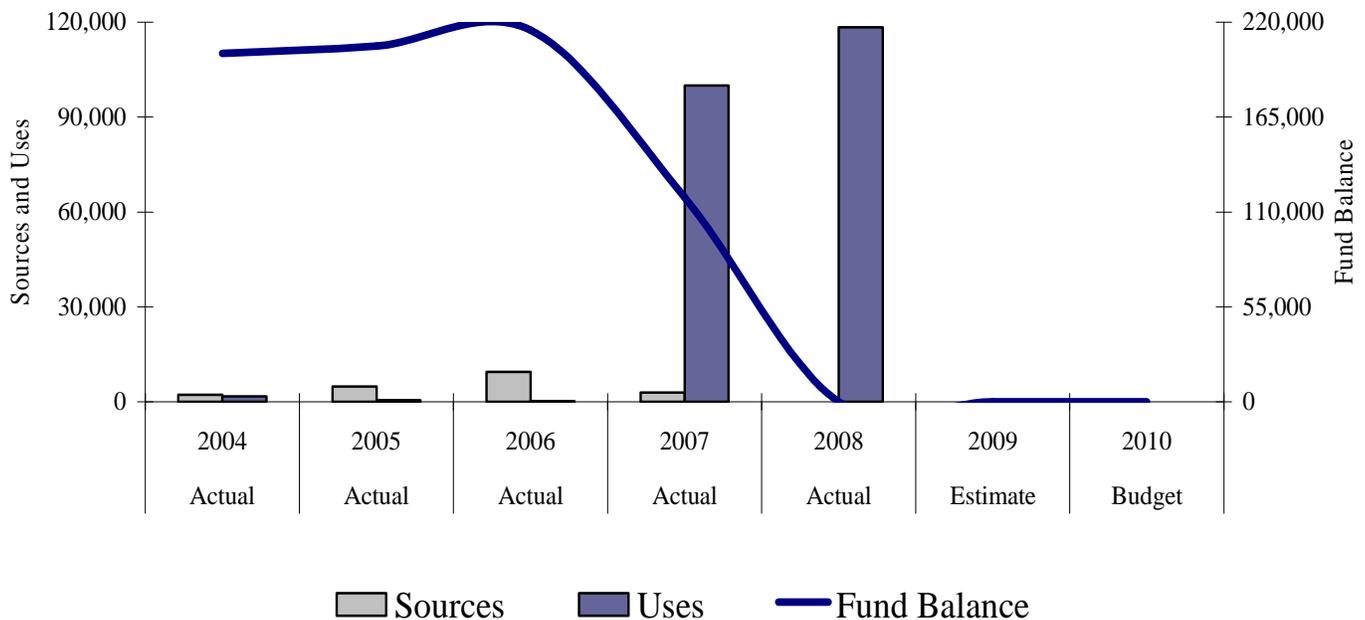
**Department** Community Development  
**Fund** Commercial Revolving Loan

### COMMERCIAL REVOLVING LOAN FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<i>Beginning Fund Balance</i>	\$ 201,359	\$ 201,862	\$ 206,203	\$ 215,454	\$ 118,366	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>									
<i>Revenue</i>									
Net Investment Income	2,163	4,841	9,451	2,912	-	-	-	-	-
Other	40	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>2,203</b>	<b>4,841</b>	<b>9,451</b>	<b>2,912</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>2,203</b>	<b>4,841</b>	<b>9,451</b>	<b>2,912</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Uses of Funds</i>									
<i>Expenditures</i>									
General Government	1,700	500	200	100,000	118,366	-	-	-	-
<b>Total Expenditures</b>	<b>1,700</b>	<b>500</b>	<b>200</b>	<b>100,000</b>	<b>118,366</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,700</b>	<b>500</b>	<b>200</b>	<b>100,000</b>	<b>118,366</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Net Sources (Uses) of Funds</i>	<b>503</b>	<b>4,341</b>	<b>9,251</b>	<b>(97,088)</b>	<b>(118,366)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 201,862</b>	<b>\$ 206,203</b>	<b>\$ 215,454</b>	<b>\$ 118,366</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance Percentage Change		2.15%	4.49%	-45.06%	-100.00%				

2007 Budget Amended with Resolution No. 35 of Series 2008 based on Contract 53-2007 approved on 5/21/2007 paid the first disbursement of \$100,000 to Micro Business Development Corporation according to Grant Agreement for a Micro Loan and Guarantee Pool program the balance due was paid in 2008.



## City of Englewood, Colorado 2010 Budget

**Department** Community Development

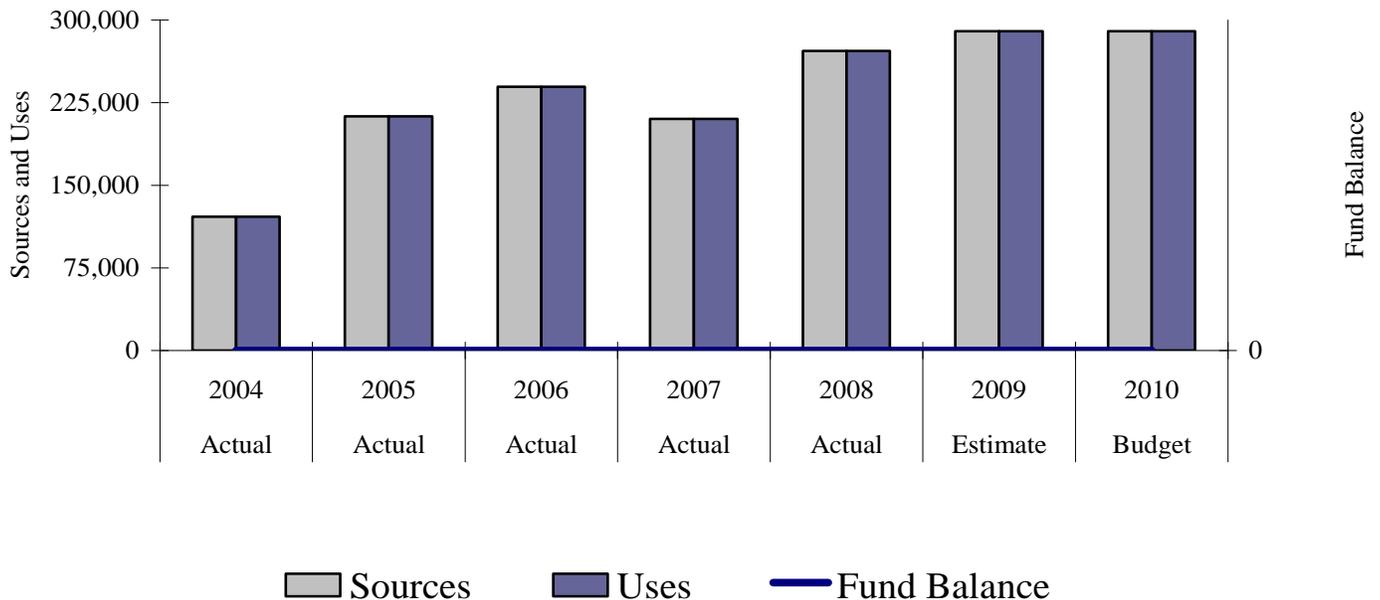
**Fund** Community Development

### COMMUNITY DEVELOPMENT FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2009</i>	<i>2009</i>	<i>2010</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Current</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sources of Funds</b>									
<b>Revenue</b>									
Intergovernmental	121,451	212,533	239,506	210,309	272,031	195,000	195,000	195,000	183,000
Miscellaneous	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>121,451</b>	<b>212,533</b>	<b>239,506</b>	<b>210,309</b>	<b>272,031</b>	<b>195,000</b>	<b>195,000</b>	<b>195,000</b>	<b>183,000</b>
Other Financing Sources	-	-	-	-	-	95,000	95,000	95,000	107,000
<b>Total Sources of Funds</b>	<b>121,451</b>	<b>212,533</b>	<b>239,506</b>	<b>210,309</b>	<b>272,031</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
General Government	121,451	212,533	239,506	210,309	272,031	290,000	290,000	290,000	290,000
<b>Total Expenditures</b>	<b>121,451</b>	<b>212,533</b>	<b>239,506</b>	<b>210,309</b>	<b>272,031</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>121,451</b>	<b>212,533</b>	<b>239,506</b>	<b>210,309</b>	<b>272,031</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>
<b>Net Sources (Uses) of Funds</b>	<b>-</b>	<b>-</b>							
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>							

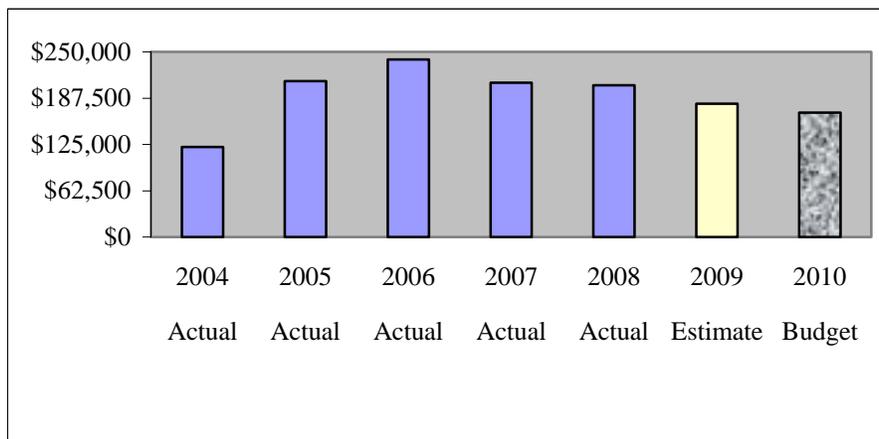
Fund Balance Percentage Change



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Community Development
<b>Fund</b>	Community Development
<b>Revenue Item</b>	<b>Local Grant</b>
<b>Account</b>	<b>06.0801.32551</b>
<b>Authorization</b>	Ordinance #10, Series of 2008 Intergovernmental Agreement (IGA) with the Regional Transportation District (RTD).
<b>Description</b>	Agreement with the RTD to fund the operation of a limited shuttle bus service in downtown Englewood. Service Area includes Englewood light rail station on the west and Swedish Medical Center/Craig Hospital to the east.
<b>Fee Schedule</b>	Estimated fare equivalent \$107,000
<b>Date Last Changed</b>	2010
<b>Previous Fee Schedule</b>	Estimated fare equivalent \$95,000
<b>Formula Method</b>	The IGA with RTD provides the City for the reimbursement of shuttle operations costs less an amount equal to the local fares that would have been collected had the shuttle operated as a fare service rather than free service (fare equivalent). This estimated fare equivalent amount is based on an annual survey conducted by RTD. The survey is typically administered in March of each year.
<b>Projection Method</b>	RTD Survey Results
<b>Comments</b>	The City contracts with First Transit for art Shuttle operations.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	121,451	--
<b>Actual</b>	<b>2005</b>	210,543	73.36%
<b>Actual</b>	<b>2006</b>	239,506	13.76%
<b>Actual</b>	<b>2007</b>	208,334	-13.02%
<b>Actual</b>	<b>2008</b>	204,825	-1.68%
<b>Estimate</b>	<b>2009</b>	180,000	-12.12%
<b>Budget</b>	<b>2010</b>	168,000	-6.67%



City of Englewood, Colorado 2010 Budget

Department Multiple  
Fund Donors'

**DONORS' FUND**

**Statement of Fund Sources, Uses and Changes in Fund Balance**

	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Adopted Budget	2009 Current Budget	2009 Estimated Actual	2010 Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 475,463</b>	<b>\$ 372,644</b>	<b>\$ 334,086</b>	<b>\$ 269,732</b>	<b>\$ 237,727</b>	<b>\$ 183,057</b>	<b>\$ 155,818</b>	<b>\$ 155,818</b>	<b>\$ 85,949</b>
<b>Sources of Funds</b>									
Program Revenue									
General Government									
City Council				1,824	2,750	1,600	1,600	2,200	2,000
Community Development	28,129	20,686	20,234	17,276	-	-	-	-	-
Safety Services	47,761	25,909	82,568	77,899					
Fire					498	3,000	3,000	1,000	1,000
Police					48,040	25,000	25,000	35,000	35,000
Cultural and Recreation									
Parks & Recreation	40,633	32,282	32,972	32,992	32,349	45,000	45,000	45,000	45,000
Library	19,639	13,819	22,190	18,241	15,943	20,000	20,000	9,000	11,300
Total Program Revenue	136,162	92,696	157,964	148,232	99,580	94,600	94,600	92,200	94,300
Other Revenue	4,416	8,138	16,444	16,256	10,815	10,000	10,000	10,000	10,000
<b>Total Revenue</b>	<b>140,578</b>	<b>100,834</b>	<b>174,408</b>	<b>164,488</b>	<b>110,395</b>	<b>104,600</b>	<b>104,600</b>	<b>102,200</b>	<b>104,300</b>
Other Financing Sources	-	20,000	-	11,876	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>140,578</b>	<b>120,834</b>	<b>174,408</b>	<b>176,364</b>	<b>110,395</b>	<b>104,600</b>	<b>104,600</b>	<b>102,200</b>	<b>104,300</b>
<b>Uses of Funds</b>									
Program Expenditures									
General Government									
City Council	143	-	-	907	2,447	1,600	1,600	2,700	2,800
Community Development	29,216	25,985	30,853	36,599	-	-	-	-	-
Safety Services	161,969	89,892	146,637	86,891					
Fire					-	3,000	3,000	3,000	3,000
Police					132,963	154,000	154,000	75,000	75,000
Cultural and Recreation									
Parks & Recreation	30,057	24,929	42,724	56,436	39,670	75,000	75,000	75,000	75,000
Library Services	22,012	18,586	18,548	27,536	17,224	22,182	22,182	16,369	16,350
<b>Total Uses of Funds</b>	<b>243,397</b>	<b>159,392</b>	<b>238,762</b>	<b>208,369</b>	<b>192,304</b>	<b>255,782</b>	<b>255,782</b>	<b>172,069</b>	<b>172,150</b>
<b>Net Sources (Uses) of Funds</b>	<b>(102,819)</b>	<b>(38,558)</b>	<b>(64,354)</b>	<b>(32,005)</b>	<b>(81,909)</b>	<b>(151,182)</b>	<b>(151,182)</b>	<b>(69,869)</b>	<b>(67,850)</b>
<b>Ending Fund Balance</b>	<b>\$ 372,644</b>	<b>\$ 334,086</b>	<b>\$ 269,732</b>	<b>\$ 237,727</b>	<b>\$ 155,818</b>	<b>\$ 31,875</b>	<b>\$ 4,636</b>	<b>\$ 85,949</b>	<b>\$ 18,099</b>
Fund Balance Percentage Change		-10.35%	-19.26%	-11.87%	-34.46%	-79.54%	-85.46%	1753.95%	-78.94%

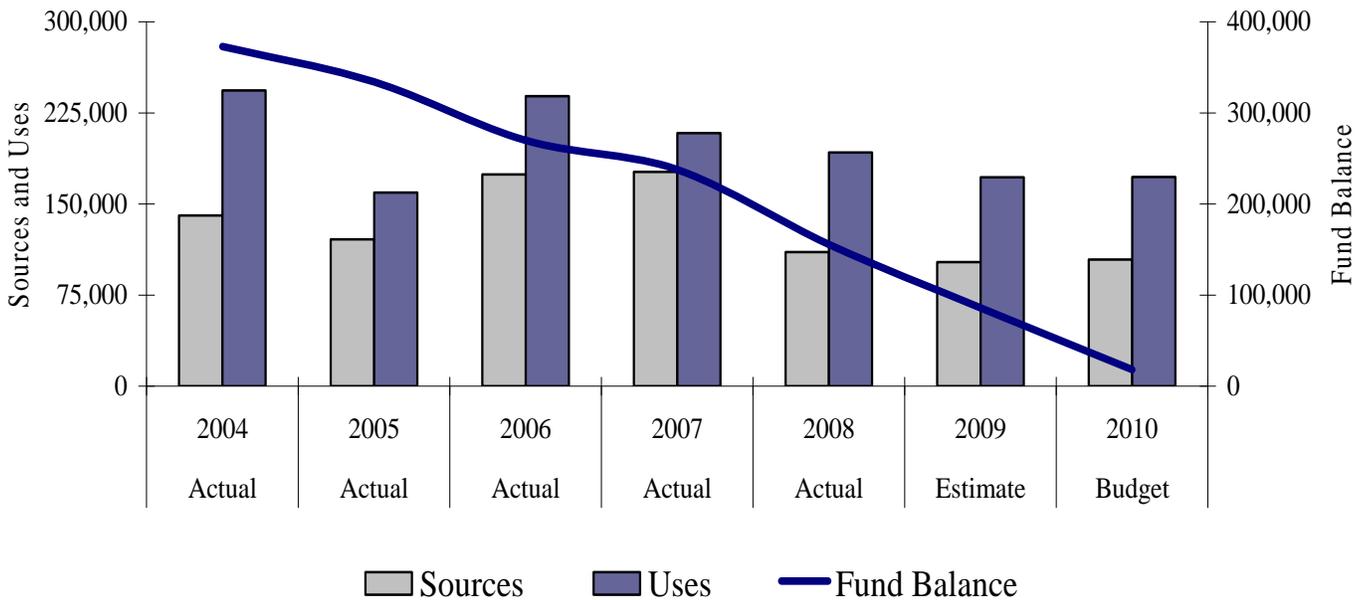
Continue on next page

## City of Englewood, Colorado 2010 Budget

**Department** Multiple  
**Fund** Donors'

### Continued from previous page

	<i>2004 Actual</i>	<i>2005 Actual</i>	<i>2006 Actual</i>	<i>2007 Actual</i>	<i>2008 Actual</i>	<i>2009 Adopted Budget</i>	<i>2009 Current Budget</i>	<i>2009 Estimated Actual</i>	<i>2010 Adopted Budget</i>
<b><u>Ending Fund Balance Allocation</u></b>									
General Government									
Community Development	\$ 889	\$ 15,781	\$ 7,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Council	1,411	1,445	-	958	1,317	1,369	1,402	902	206
Subtotal	2,300	17,226	7,366	958	1,317	1,369	1,402	902	206
Safety Services	269,959	211,392	158,280						
Fire				4,910	3,864	5,396	4,112	2,112	358
Police				154,597	78,440	2,736	(45,526)	43,474	8,532
Cultural and Recreation									
Parks & Recreation	80,368	89,808	83,909	65,283	60,924	10,107	34,834	34,834	8,887
Library Services	20,017	15,660	20,177	11,979	11,273	12,267	9,814	4,627	116
Subtotal	100,385	105,468	104,086	77,262	72,197	22,374	44,648	39,461	9,003
<b>Total</b>	<b>\$ 372,644</b>	<b>\$ 334,086</b>	<b>\$ 269,732</b>	<b>\$ 237,727</b>	<b>\$ 155,818</b>	<b>\$ 31,875</b>	<b>\$ 4,636</b>	<b>\$ 85,949</b>	<b>\$ 18,099</b>



## City of Englewood, Colorado 2010 Budget

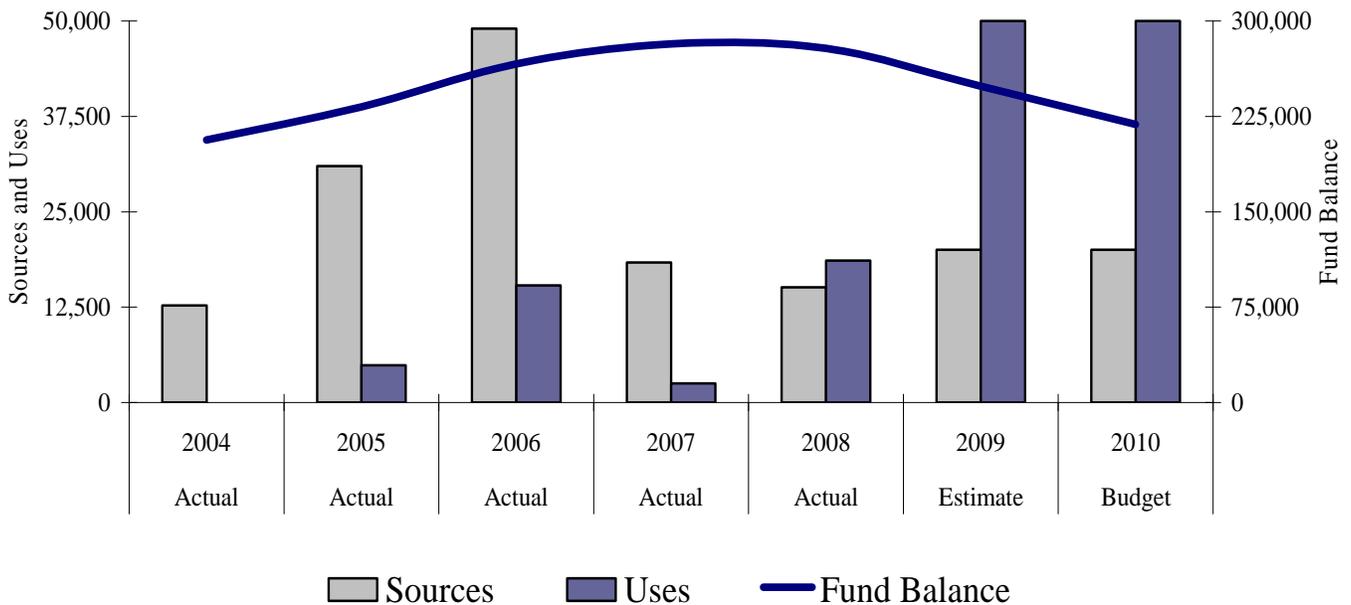
**Department** Parks and Recreation

**Fund** Malley Center Trust

### MALLEY CENTER TRUST FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 193,776	\$ 206,478	\$ 232,568	\$ 266,216	\$ 282,087	\$ 252,087	\$ 278,586	\$ 278,586	\$ 248,586
<b>Sources of Funds</b>									
<b>Revenue</b>									
Net investment income	2,197	5,182	12,022	16,223	13,659	16,000	16,000	16,000	16,000
Contributions	10,505	25,804	23,461	2,140	1,430	4,000	4,000	4,000	4,000
<b>Total Revenue</b>	<b>12,702</b>	<b>30,986</b>	<b>35,483</b>	<b>18,363</b>	<b>15,089</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
Other Financing Sources	-	-	13,500	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>12,702</b>	<b>30,986</b>	<b>48,983</b>	<b>18,363</b>	<b>15,089</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Culture and recreation	-	4,896	15,335	2,492	18,590	50,000	50,000	50,000	50,000
Capital outlay	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>4,896</b>	<b>15,335</b>	<b>2,492</b>	<b>18,590</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>-</b>	<b>4,896</b>	<b>15,335</b>	<b>2,492</b>	<b>18,590</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Net Sources (Uses) of Funds</b>	<b>12,702</b>	<b>26,090</b>	<b>33,648</b>	<b>15,871</b>	<b>(3,501)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>
<b>Ending Fund Balance</b>	<b>\$ 206,478</b>	<b>\$ 232,568</b>	<b>\$ 266,216</b>	<b>\$ 282,087</b>	<b>\$ 278,586</b>	<b>\$ 222,087</b>	<b>\$ 248,586</b>	<b>\$ 248,586</b>	<b>\$ 218,586</b>
Fund Balance Percentage Change		12.64%	14.47%	5.96%	-1.24%	-20.28%	11.93%	0.00%	-12.07%



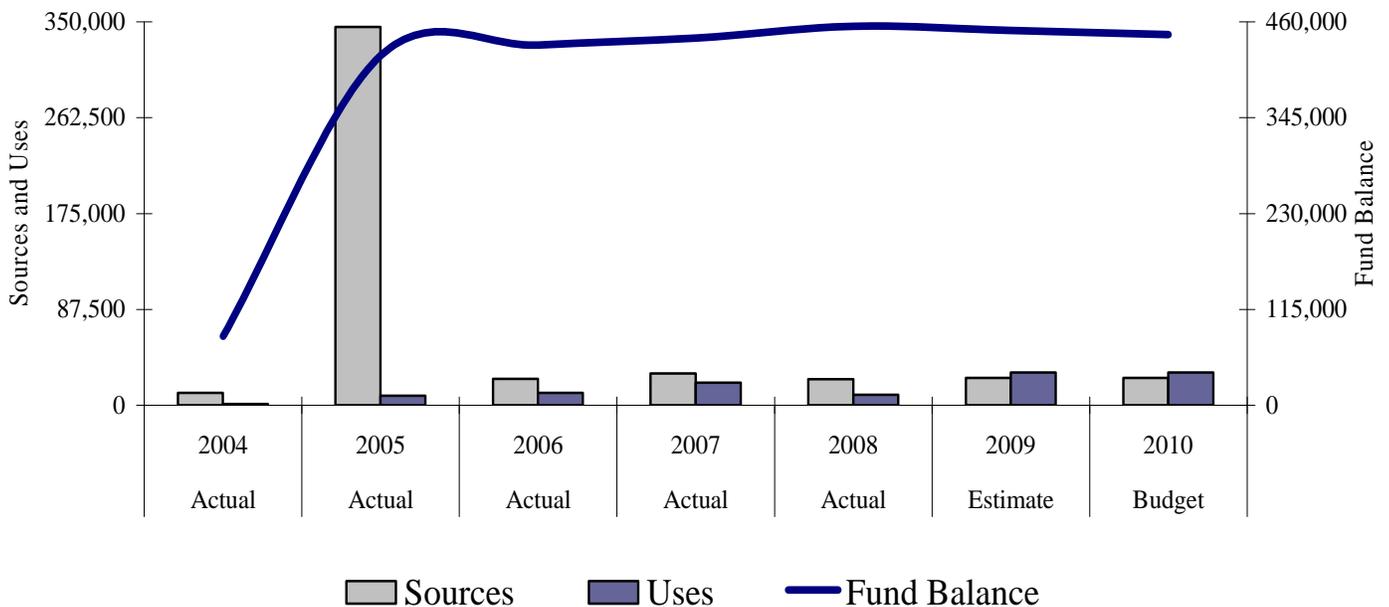
## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation  
**Fund** Parks and Recreation Trust

### PARKS & RECREATION TRUST FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	<b>\$ 72,539</b>	<b>\$ 82,715</b>	<b>\$ 419,346</b>	<b>\$ 432,219</b>	<b>\$ 440,641</b>	<b>\$ 435,641</b>	<b>\$ 454,700</b>	<b>\$ 454,700</b>	<b>\$ 449,700</b>
<b>Sources of Funds</b>									
<b>Revenue</b>									
Rental Income	10,400	-	-	-	-	-	-	-	-
Charges for services	-	1,615	1,425	-	-	2,000	2,000	2,000	2,000
Net investment income	844	4,501	19,048	25,624	21,510	20,000	20,000	20,000	20,000
Contributions	-	6,461	3,758	3,540	895	3,000	3,000	3,000	3,000
Other	-	-	-	-	1,300	-	-	-	-
<b>Total Revenue</b>	<b>11,244</b>	<b>12,577</b>	<b>24,231</b>	<b>29,164</b>	<b>23,705</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
Other Financing Sources	-	332,633	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>11,244</b>	<b>345,210</b>	<b>24,231</b>	<b>29,164</b>	<b>23,705</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Culture & Recreation	1,068	8,579	11,358	20,742	9,646	30,000	30,000	30,000	30,000
<b>Total Expenditures</b>	<b>1,068</b>	<b>8,579</b>	<b>11,358</b>	<b>20,742</b>	<b>9,646</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>1,068</b>	<b>8,579</b>	<b>11,358</b>	<b>20,742</b>	<b>9,646</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Net Sources (Uses) of Funds</b>	<b>10,176</b>	<b>336,631</b>	<b>12,873</b>	<b>8,422</b>	<b>14,059</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>Ending Fund Balance</b>	<b>\$ 82,715</b>	<b>\$ 419,346</b>	<b>\$ 432,219</b>	<b>\$ 440,641</b>	<b>\$ 454,700</b>	<b>\$ 430,641</b>	<b>\$ 449,700</b>	<b>\$ 449,700</b>	<b>\$ 444,700</b>
Fund Balance Percentage Change		406.98%	3.07%	1.95%	3.19%	-5.29%	4.43%	0.00%	-1.11%



## City of Englewood, Colorado 2010 Budget

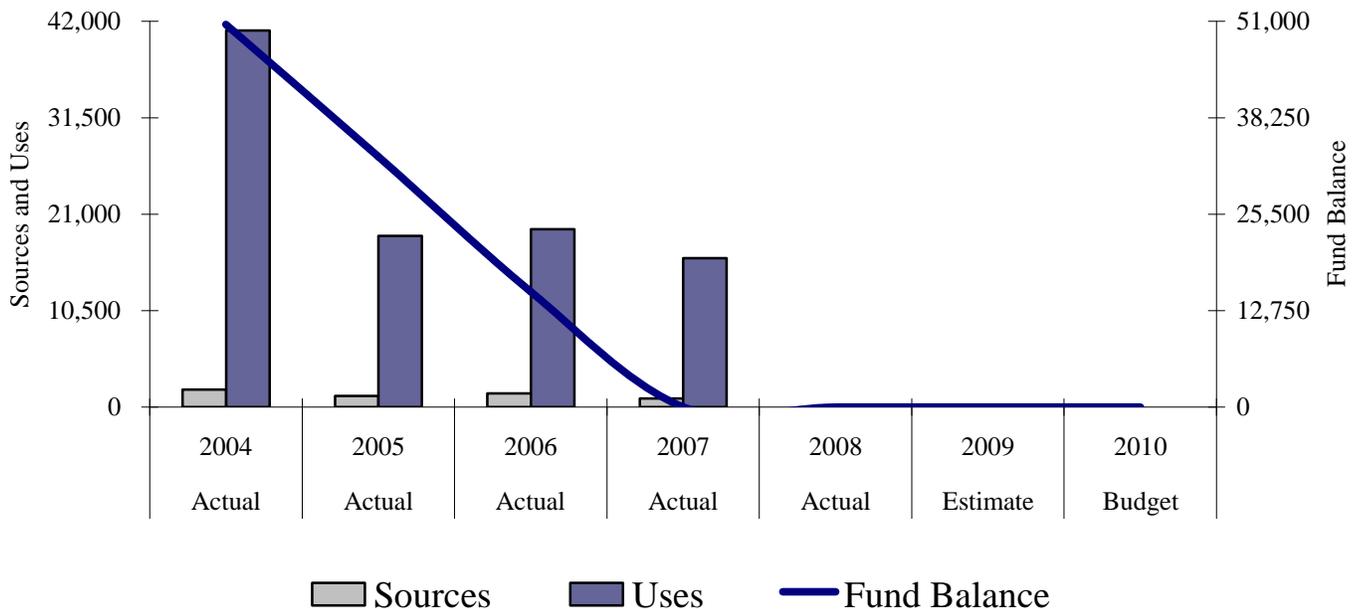
**Department** Finance and Administrative Services

**Fund** Special Assessment and Surplus Fund

### SPECIAL ASSESSMENT & SURPLUS FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 89,650	\$ 50,562	\$ 33,122	\$ 15,271	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sources of Funds</b>									
<b>Revenue</b>									
Assessments	662	-	-	-	-	-	-	-	-
Interest on Assessments	432	-	-	-	-	-	-	-	-
Interest	826	1,217	1,505	952	-	-	-	-	-
<b>Total Revenue</b>	<b>1,920</b>	<b>1,217</b>	<b>1,505</b>	<b>952</b>	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,920</b>	<b>1,217</b>	<b>1,505</b>	<b>952</b>	-	-	-	-	-
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Miscellaneous	900	1,000	400	900	-	-	-	-	-
<b>Total Expenditures</b>	<b>900</b>	<b>1,000</b>	<b>400</b>	<b>900</b>	-	-	-	-	-
Other Financing Uses	40,108	17,657	18,956	15,323	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>41,008</b>	<b>18,657</b>	<b>19,356</b>	<b>16,223</b>	-	-	-	-	-
<b>Net Sources (Uses) of Funds</b>	<b>(39,088)</b>	<b>(17,440)</b>	<b>(17,851)</b>	<b>(15,271)</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 50,562</b>	<b>\$ 33,122</b>	<b>\$ 15,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Fund Balance Percentage Change		-34.49%	-53.89%	-100.00%					



## City of Englewood, Colorado 2010 Budget

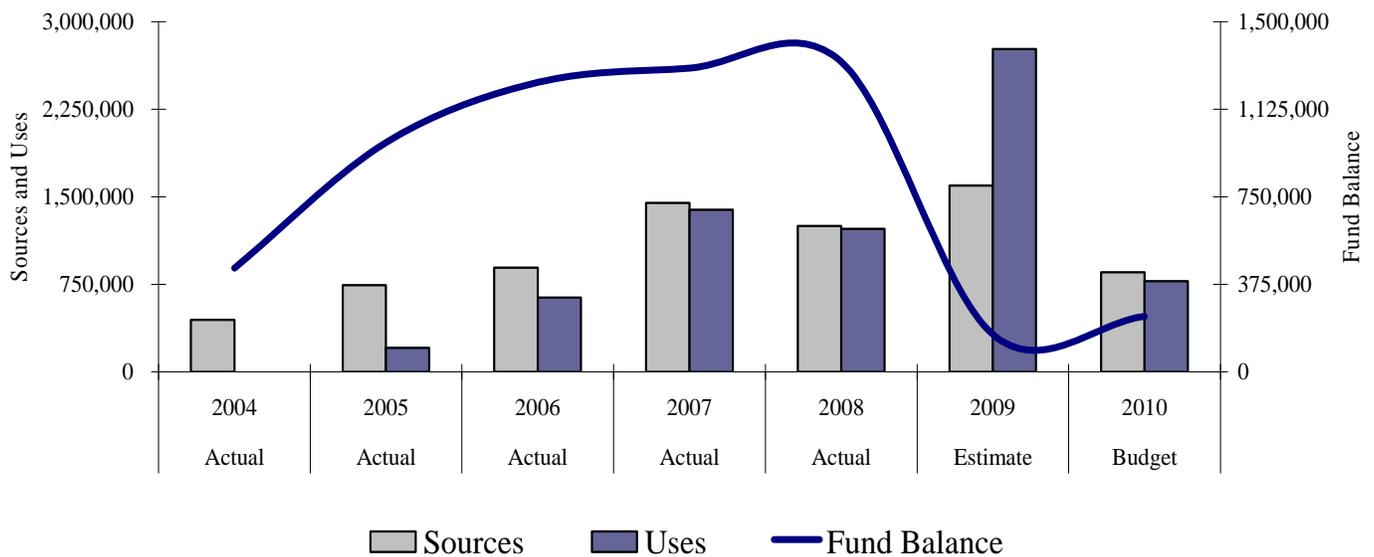
**Department** Parks and Recreation

**Fund** Open Space Fund

### OPEN SPACE FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Current Budget	Estimated Actual	Adopted Budget
<b>Beginning Fund Balance</b>	\$ -	\$ 444,460	\$ 982,849	\$ 1,240,512	\$ 1,300,946	\$ 239,679	\$ 1,327,371	\$ 1,327,371	\$ 160,504
<b>Sources of Funds</b>									
<b>Revenue</b>									
Intergovernmental									
County Shareback	444,036	730,471	832,478	733,539	663,148	733,000	733,000	640,000	640,000
County Grant	-	-	-	538,594	382,852	-	-	200,000	200,000
State Grant	-	-	-	73,000	-	-	-	361,748	-
Local Grant	-	-	-	33,748	-	-	-	381,440	-
<b>Total Intergovernmental</b>	444,036	730,471	832,478	1,378,881	1,046,000	733,000	733,000	1,583,188	840,000
Miscellaneous	424	12,395	47,519	69,765	46,522	25,000	25,000	13,807	13,807
<b>Total Revenue</b>	<b>444,460</b>	<b>742,866</b>	<b>879,997</b>	<b>1,448,646</b>	<b>1,092,522</b>	<b>758,000</b>	<b>758,000</b>	<b>1,596,995</b>	<b>853,807</b>
Other Financing Sources	-	-	12,787	-	158,000	-	-	-	-
<b>Total Sources of Funds</b>	<b>444,460</b>	<b>742,866</b>	<b>892,784</b>	<b>1,448,646</b>	<b>1,250,522</b>	<b>758,000</b>	<b>758,000</b>	<b>1,596,995</b>	<b>853,807</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Cultural and Recreation	-	204,477	635,121	1,388,212	1,224,097	921,955	1,786,533	2,763,862	776,755
<b>Total Expenditures</b>	<b>-</b>	<b>204,477</b>	<b>635,121</b>	<b>1,388,212</b>	<b>1,224,097</b>	<b>921,955</b>	<b>1,786,533</b>	<b>2,763,862</b>	<b>776,755</b>
Other Financing Uses	-	-	-	-	-	25,000	25,000	-	-
<b>Total Uses of Funds</b>	<b>-</b>	<b>204,477</b>	<b>635,121</b>	<b>1,388,212</b>	<b>1,224,097</b>	<b>946,955</b>	<b>1,811,533</b>	<b>2,763,862</b>	<b>776,755</b>
<b>Net Sources (Uses) of Funds</b>	<b>444,460</b>	<b>538,389</b>	<b>257,663</b>	<b>60,434</b>	<b>26,425</b>	<b>(188,955)</b>	<b>(1,053,533)</b>	<b>(1,166,867)</b>	<b>77,052</b>
<b>Ending Fund Balance</b>	<b>\$ 444,460</b>	<b>\$ 982,849</b>	<b>\$ 1,240,512</b>	<b>\$ 1,300,946</b>	<b>\$ 1,327,371</b>	<b>\$ 50,724</b>	<b>\$ 273,838</b>	<b>\$ 160,504</b>	<b>\$ 237,556</b>
Fund Balance Percentage Change		121.13%	26.22%	4.87%	2.03%	-96.18%	439.86%	-41.39%	48.01%
<b>Funds Designated For:</b>									
Project Completion				898,554	864,578	-	-	-	-
Council approval				-	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 444,460</b>	<b>\$ 982,849</b>	<b>\$ 1,240,512</b>	<b>\$ 402,392</b>	<b>\$ 462,793</b>	<b>\$ 50,724</b>	<b>\$ 273,838</b>	<b>\$ 160,504</b>	<b>\$ 237,556</b>



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Open Space Fund

**Revenue Item** Arapahoe County Open Space Tax Distribution

**Account** 10.1301.32567

**Authorization** Ordinance #48 Series of 2004

**Description** Share back funds from the Arapahoe County Open Space Tax that was created on January 1, 2004 and expires on December 31, 2013.

**Fee Schedule** The City of Englewood's portion of the .25% sales tax collected on sales in Arapahoe County.

**Date Last Changed** 1/1/2004

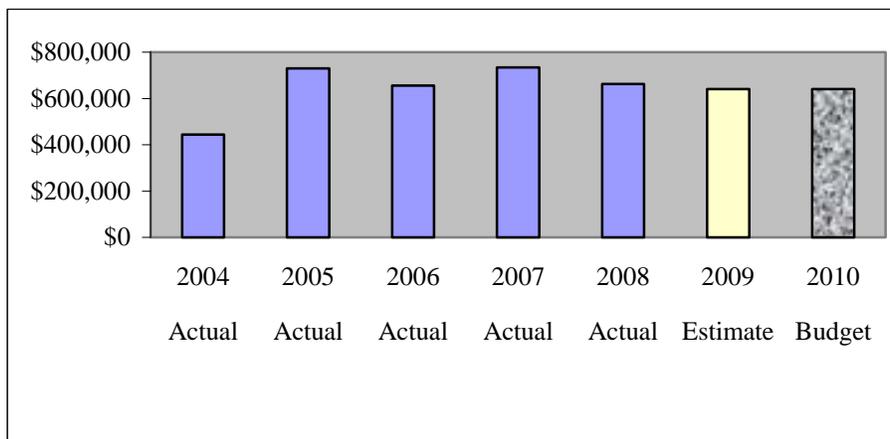
**Previous Fee Schedule** N/A

**Formula Method** N/A

**Projection Method** Estimate

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	444,036	---
<b>Actual</b>	<b>2005</b>	730,471	64.51%
<b>Actual</b>	<b>2006</b>	656,254	-10.16%
<b>Actual</b>	<b>2007</b>	733,539	11.78%
<b>Actual</b>	<b>2008</b>	663,148	-9.60%
<b>Estimate</b>	<b>2009</b>	640,000	-3.49%
<b>Budget</b>	<b>2010</b>	640,000	0.00%



**City of Englewood, Colorado 2010 Budget**



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## **Debt Service Fund**

Debt Service Fund accounts for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

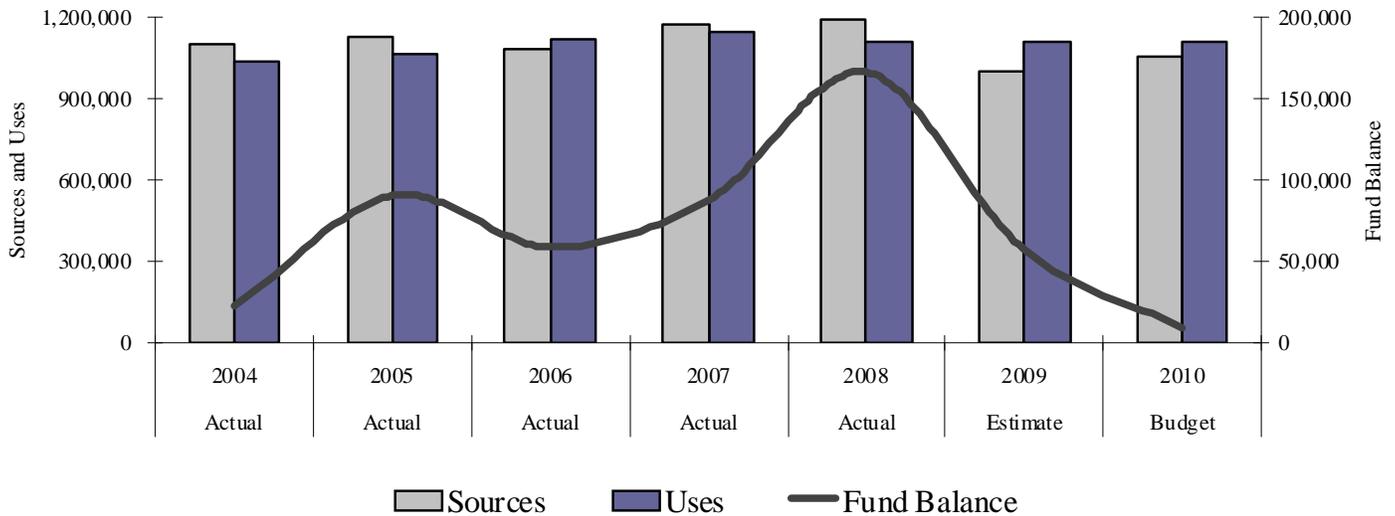
**General Obligation Bonds Fund** – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.

# City of Englewood, Colorado 2010 Budget

## Debt Service Funds

General Obligation Bond, Paving Districts 35, 37, 38 and Concrete Replacement District 1995  
**Combined Statement of Fund Sources, Uses and Changes in Fund Balances**

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ (48,018)	\$ 22,040	\$ 90,216	\$ 58,283	\$ 87,630	\$ 140,402	\$ 166,137	\$ 166,137	\$ 57,087
<b>Sources of Funds</b>									
Total Revenue	1,100,255	1,128,199	1,080,160	1,175,717	1,187,153	995,000	995,000	996,570	1,056,000
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	1,100,255	1,128,199	1,080,160	1,175,717	1,187,153	995,000	995,000	996,570	1,056,000
<b>Uses of Funds</b>									
Total Expenditures	1,030,197	1,060,023	1,112,093	1,134,526	1,108,646	1,110,320	1,110,320	1,105,620	1,103,995
Other Financing Uses	-	-	-	11,844	-	-	-	-	-
<b>Total Uses of Funds</b>	1,030,197	1,060,023	1,112,093	1,146,370	1,108,646	1,110,320	1,110,320	1,105,620	1,103,995
<b>Net Sources (Uses) of Funds</b>	70,058	68,176	(31,933)	29,347	78,507	(115,320)	(115,320)	(109,050)	(47,995)
<b>Ending Fund Balance</b>	\$ 22,040	\$ 90,216	\$ 58,283	\$ 87,630	\$ 166,137	\$ 25,082	\$ 50,817	\$ 57,087	\$ 9,092
Fund Balance Percentage Change		309.33%	-35.40%	50.35%	89.59%	-84.90%	102.60%	12.34%	-84.07%



## City of Englewood, Colorado 2010 Budget

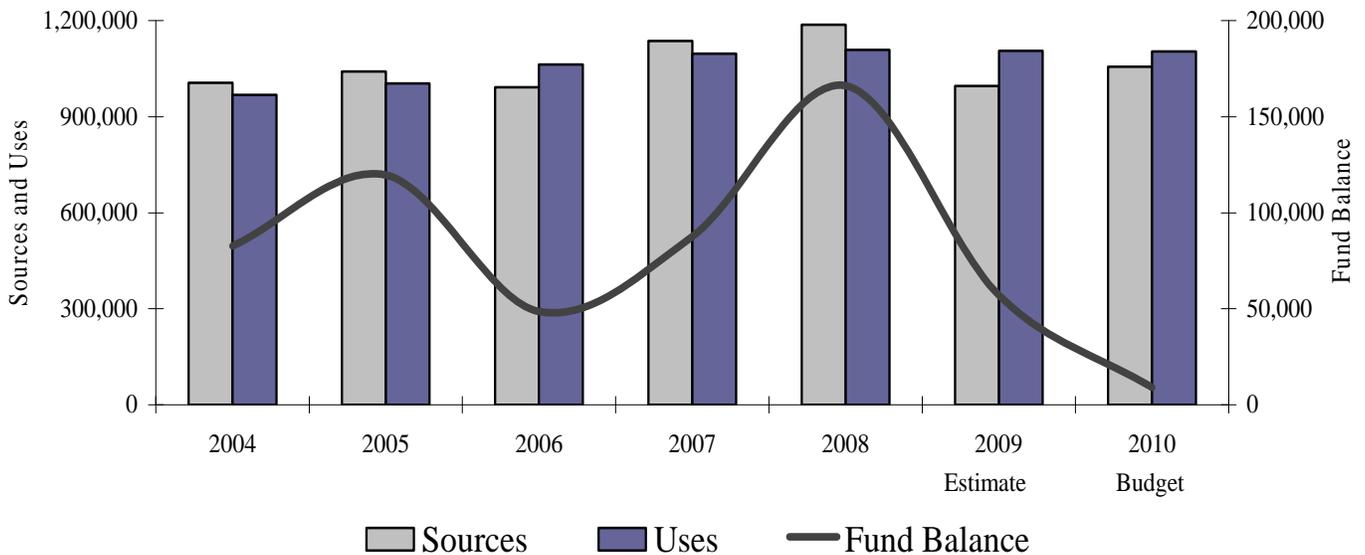
**Department** Finance and Administrative Services

**Fund** General Obligation Bond

### GENERAL OBLIGATION BOND FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balances

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Current Budget	Estimated Actual	Adopted Budget
<b>Beginning Fund Balance</b>	<b>\$ 45,058</b>	<b>\$ 82,742</b>	<b>\$ 119,638</b>	<b>\$ 48,541</b>	<b>\$ 87,630</b>	<b>\$ 140,402</b>	<b>\$ 166,137</b>	<b>\$ 166,137</b>	<b>\$ 57,087</b>
<b>Sources of Funds</b>									
<b>Revenues</b>									
Property Tax	998,782	1,028,188	965,831	1,104,289	1,167,492	990,000	990,000	990,000	1,050,000
Net Investment Income	7,308	12,931	25,986	31,857	19,661	5,000	5,000	6,570	6,000
<b>Total Revenues</b>	<b>1,006,090</b>	<b>1,041,119</b>	<b>991,817</b>	<b>1,136,146</b>	<b>1,187,153</b>	<b>995,000</b>	<b>995,000</b>	<b>996,570</b>	<b>1,056,000</b>
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,006,090</b>	<b>1,041,119</b>	<b>991,817</b>	<b>1,136,146</b>	<b>1,187,153</b>	<b>995,000</b>	<b>995,000</b>	<b>996,570</b>	<b>1,056,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Debt Service									
Principal	395,000	435,000	500,000	545,000	565,000	585,000	585,000	585,000	605,000
Interest	559,620	555,720	548,518	540,306	531,335	510,120	510,120	510,120	487,895
Other	13,786	13,503	14,396	11,751	12,311	15,200	15,200	10,500	11,100
<b>Total Expenditures</b>	<b>968,406</b>	<b>1,004,223</b>	<b>1,062,914</b>	<b>1,097,057</b>	<b>1,108,646</b>	<b>1,110,320</b>	<b>1,110,320</b>	<b>1,105,620</b>	<b>1,103,995</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>968,406</b>	<b>1,004,223</b>	<b>1,062,914</b>	<b>1,097,057</b>	<b>1,108,646</b>	<b>1,110,320</b>	<b>1,110,320</b>	<b>1,105,620</b>	<b>1,103,995</b>
<b>Net Sources(Uses) of Funds</b>	<b>37,684</b>	<b>36,896</b>	<b>(71,097)</b>	<b>39,089</b>	<b>78,507</b>	<b>(115,320)</b>	<b>(115,320)</b>	<b>(109,050)</b>	<b>(47,995)</b>
<b>Ending Fund Balance</b>	<b>\$ 82,742</b>	<b>\$ 119,638</b>	<b>\$ 48,541</b>	<b>\$ 87,630</b>	<b>\$ 166,137</b>	<b>\$ 25,082</b>	<b>\$ 50,817</b>	<b>\$ 57,087</b>	<b>\$ 9,092</b>
Fund Balance Percentage Change		44.59%	-59.43%	80.53%	89.59%	-84.90%	102.60%	12.34%	-84.07%
<b>Debt Service Mill Levy</b>	<b>2.430</b>	<b>2.440</b>	<b>2.220</b>	<b>2.520</b>	<b>2.930</b>	<b>1.947</b>	<b>1.947</b>	<b>1.947</b>	<b>2.031</b>



## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** General Obligation Bond

### Schedules of Debt Service Requirements

Year	Total Debt Service	General Obligation Bonds, Series 2001				General Obligation Bonds, Series 2002			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2010	<b>1,092,895</b>	4.350	260,000	219,350	479,350	3.750	345,000	268,545	613,545
2011	<b>1,078,647</b>	4.500	260,000	208,040	468,040	3.750	355,000	255,607	610,607
2012	<b>1,098,635</b>	4.600	285,000	196,340	481,340	3.650	375,000	242,295	617,295
2013	<b>1,096,838</b>	4.625	300,000	183,230	483,230	3.750	385,000	228,608	613,608
2014	<b>1,093,525</b>	4.750	310,000	169,355	479,355	3.900	400,000	214,170	614,170
2015	<b>1,098,400</b>	4.800	325,000	154,630	479,630	4.000	420,000	198,770	618,770
2016	<b>1,095,800</b>	4.850	340,000	139,030	479,030	4.150	435,000	181,770	616,770
2017	<b>1,101,257</b>	4.900	360,000	122,540	482,540	4.250	455,000	163,717	618,717
2018	<b>1,094,280</b>	4.950	375,000	104,900	479,900	4.350	470,000	144,380	614,380
2019	<b>1,100,272</b>	5.000	400,000	86,337	486,337	4.450	490,000	123,935	613,935
2020	<b>1,098,468</b>	5.100	415,000	66,338	481,338	4.500	515,000	102,130	617,130
2021	<b>1,094,127</b>	5.050	435,000	45,172	480,172	4.600	535,000	78,955	613,955
2022	<b>1,092,550</b>	5.100	455,000	23,205	478,205	4.700	560,000	54,345	614,345
2023	<b>618,025</b>	-	-	-	-	4.750	590,000	28,025	618,025
Totals	<b>\$ 14,853,719</b>		<b>\$ 4,520,000</b>	<b>\$ 1,718,467</b>	<b>\$ 6,238,467</b>		<b>\$ 6,330,000</b>	<b>\$ 2,285,252</b>	<b>\$ 8,615,252</b>

#### General Obligation Bonds

The City has issued general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the City. The City is authorized to levy an ad valorem tax to pay the principal and interest on these bonds.

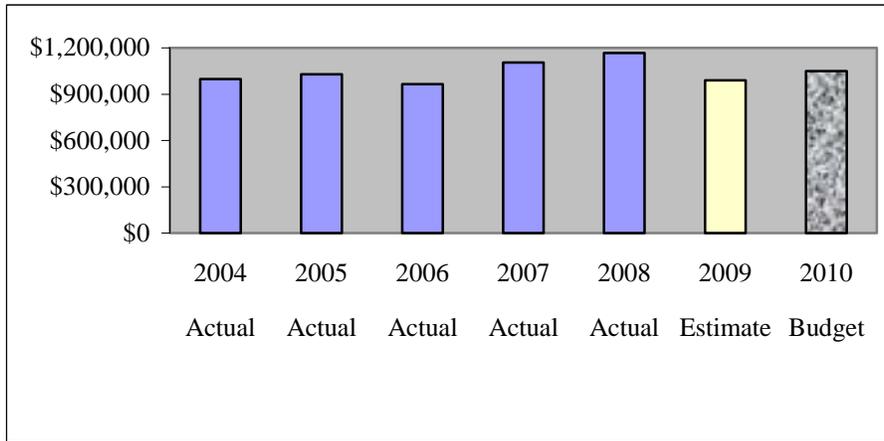
**General Obligation Bonds, Series 2001**, original principal amount of \$5,988,924 dated December 1, 2001. The bonds were issued to fund improvements to the City's two recreation centers. The bonds consist of \$5,810,000 of serial bonds due annually in varying amounts through 2022, with interest payable semiannually at rates ranging from 3.0% to 5.1%; and \$178,924 of "B" Interest Registered Coupons due in 2003 and 2007, with interest accruing through maturity at stated yield rates of 3.2% to 3.6%. Serial bonds maturing on or after December 1, 2012 are callable at par in any order of maturity on December 1, 2012. The "B" Interest Registered Coupons are not callable. The bonds are rated "AAA" by Standard & Poor's and "Aaa" by Moody's. The underlying rating by Standard & Poor's and Moody's is "A" and "A2", respectively. Repayment of both principal and interest on the bonds are insured by MBIA Insurance Corporation.

**General Obligation Bonds, Series 2002**, original principal amount of \$7,846,879 dated August 15, 2002. The bonds were issued primarily to fund the construction of the Pirates Cove Family Aquatics Center. The bonds consist of \$6,990,000 of serial bonds due annually in varying amounts from 2008 through 2023, with interest payable semiannually at rates ranging from 3.50% to 4.75%; and \$856,879 of "B" Interest Registered Coupons due in varying amounts through 2007, with interest accruing through maturity at stated yield rates of 2.2% to 3.3%. Serial bonds maturing on or after December 1, 2013 are callable at par in any order of maturity on December 1, 2013. The "B" Interest Registered Coupons are not callable. The bonds are rated "AAA" by Standard & Poor's and "Aaa" by Moody's. The underlying rating by Standard & Poor's and Moody's is "A" and "A2", respectively. Repayment of both principal and interest on the bonds are insured by MBIA Insurance Corporation.

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Finance and Administrative Services
<b>Fund</b>	General Obligation Bond
<b>Revenue Item</b>	<b>General Property Tax – Debt Service Levy</b>
<b>Account</b>	<b>20.1401.31101</b>
<b>Authorization</b>	Bond Covenant, Ordinance 73, Series of 2003
<b>Description</b>	Property taxes for General Obligation Bonds Levy
<b>Fee Schedule</b>	1.947 Mills
<b>Date Last Changed</b>	2009
<b>Previous Fee Schedule</b>	2.293 Mills
<b>Formula Method</b>	Mill levy set by City Council annually. Certified Assessed Valuation X Mill Levy.
<b>Projection Method</b>	Debt service schedule.
<b>Comments</b>	Mill levy based on assessed valuation divided by total requirements for payment of bond principal and interest

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	998,782	28.18%
<b>Actual</b>	<b>2005</b>	1,028,188	2.94%
<b>Actual</b>	<b>2006</b>	965,831	-6.06%
<b>Actual</b>	<b>2007</b>	1,104,289	14.34%
<b>Actual</b>	<b>2008</b>	1,167,492	5.72%
<b>Estimate</b>	<b>2009</b>	990,000	-15.20%
<b>Budget</b>	<b>2010</b>	1,050,000	6.06%





**City of Englewood, Colorado 2010 Budget**

**Department** Finance and Administrative Services

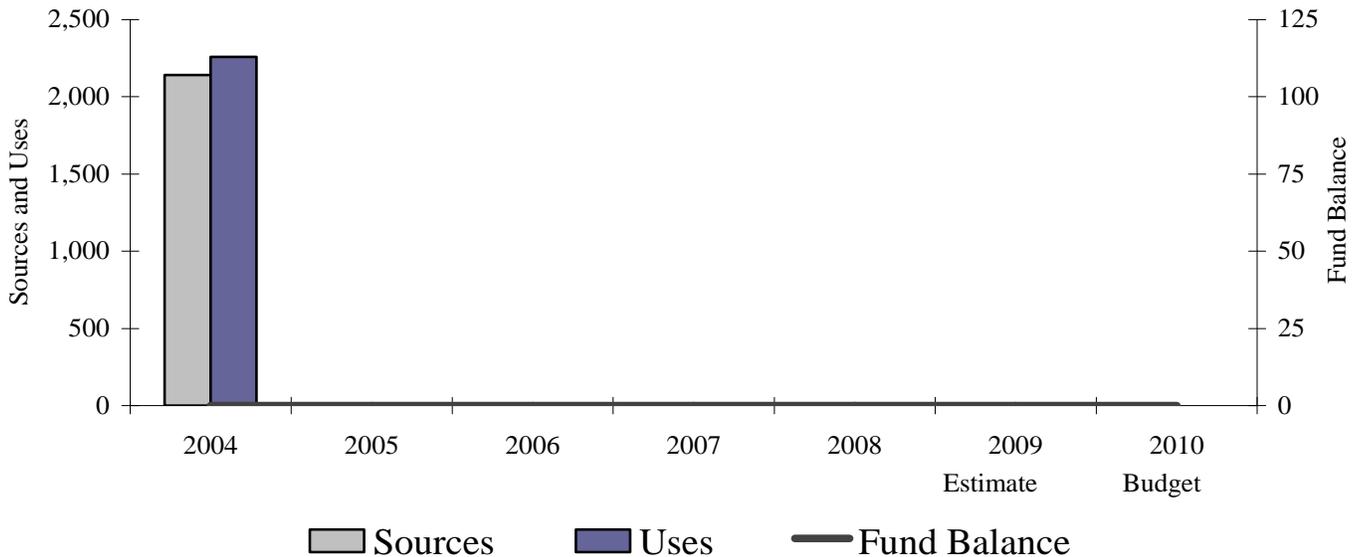
**Fund** Paving District #37 - Yale

**PAVING DISTRICT # 37 - YALE**

**Statement of Fund Sources, Uses and Changes in Fund Balances**

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 117	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sources of Funds</b>									
<b>Revenues</b>									
Assessments	2,012	-	-	-	-	-	-	-	-
Interest on assessments	120	-	-	-	-	-	-	-	-
Net Investment Income	10	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>2,142</b>	-	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>2,142</b>	-	-	-	-	-	-	-	-
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Debt Service	1,938	-	-	-	-	-	-	-	-
Other	321	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,259</b>	-	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>2,259</b>	-	-	-	-	-	-	-	-
<b>Net Sources(Uses) of Funds</b>	<b>(117)</b>	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fund Balance Percentage Change







## **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 and a share in the Arapahoe County Road and Bridge Mill Levy.

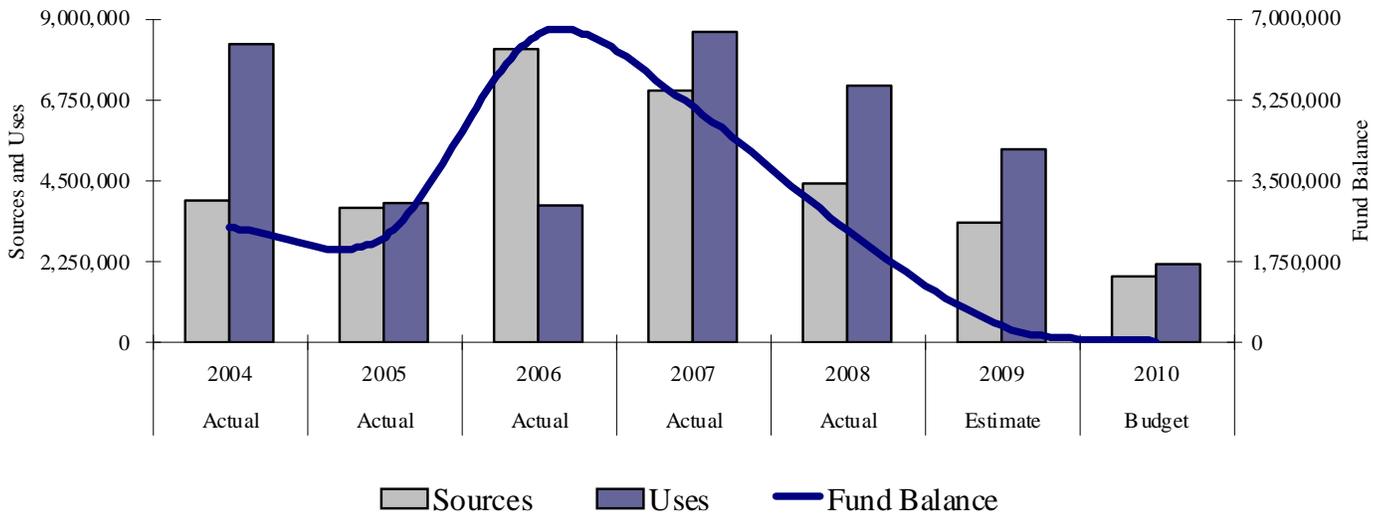
**Capital Projects Fund** – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

# City of Englewood, Colorado 2010 Budget

## Capital Projects Funds

### Public Improvement Fund, Capital Projects Fund and Recreation Bond Fund Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	<b>\$ 6,787,678</b>	<b>\$ 2,470,019</b>	<b>\$ 2,285,965</b>	<b>\$ 6,685,467</b>	<b>\$ 5,073,662</b>	<b>\$ 707,518</b>	<b>\$ 2,405,610</b>	<b>\$ 2,405,610</b>	<b>\$ 345,667</b>
<b>Sources of Funds</b>									
Total Revenue	3,305,975	3,216,832	7,319,251	4,974,750	3,581,164	2,273,000	2,273,000	3,052,814	1,763,000
Other Financing Sources	652,500	492,835	877,726	2,035,205	865,450	79,370	244,370	256,381	64,455
<b>Total Sources of Funds</b>	<b>3,958,475</b>	<b>3,709,667</b>	<b>8,196,977</b>	<b>7,009,955</b>	<b>4,446,614</b>	<b>2,352,370</b>	<b>2,517,370</b>	<b>3,309,195</b>	<b>1,827,455</b>
<b>Uses of Funds</b>									
Total Expenditures	6,687,091	2,941,343	2,627,932	4,321,525	4,686,342	1,959,200	3,976,525	4,941,312	1,354,676
Other Financing Uses	1,589,043	952,378	1,169,543	4,300,235	2,428,324	498,052	498,052	427,826	812,411
<b>Total Uses of Funds</b>	<b>8,276,134</b>	<b>3,893,721</b>	<b>3,797,475</b>	<b>8,621,760</b>	<b>7,114,666</b>	<b>2,457,252</b>	<b>4,474,577</b>	<b>5,369,138</b>	<b>2,167,087</b>
<b>Net Sources (Uses) of Funds</b>	<b>(4,317,659)</b>	<b>(184,054)</b>	<b>4,399,502</b>	<b>(1,611,805)</b>	<b>(2,668,052)</b>	<b>(104,882)</b>	<b>(1,957,207)</b>	<b>(2,059,943)</b>	<b>(339,632)</b>
<b>Ending Fund Balance</b>	<b>\$ 2,470,019</b>	<b>\$ 2,285,965</b>	<b>\$ 6,685,467</b>	<b>\$ 5,073,662</b>	<b>\$ 2,405,610</b>	<b>\$ 602,636</b>	<b>\$ 448,403</b>	<b>\$ 345,667</b>	<b>\$ 6,035</b>
Fund Balance Percentage Change		-7.45%	192.46%	-24.11%	-52.59%	-74.95%	-25.59%	-2.91%	-98.25%
<b>Funds Designated For:</b>									
Project Completion	1,881,292	1,980,226	2,750,772	4,491,115	2,017,325	-	-	-	-
Council approval	-	-	4,036,066	1,500,066	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 588,727</b>	<b>\$ 305,739</b>	<b>\$ (101,371)</b>	<b>\$ (917,519)</b>	<b>\$ 388,285</b>	<b>\$ 602,636</b>	<b>\$ 448,403</b>	<b>\$ 345,667</b>	<b>\$ 6,035</b>



## City of Englewood, Colorado 2010 Budget

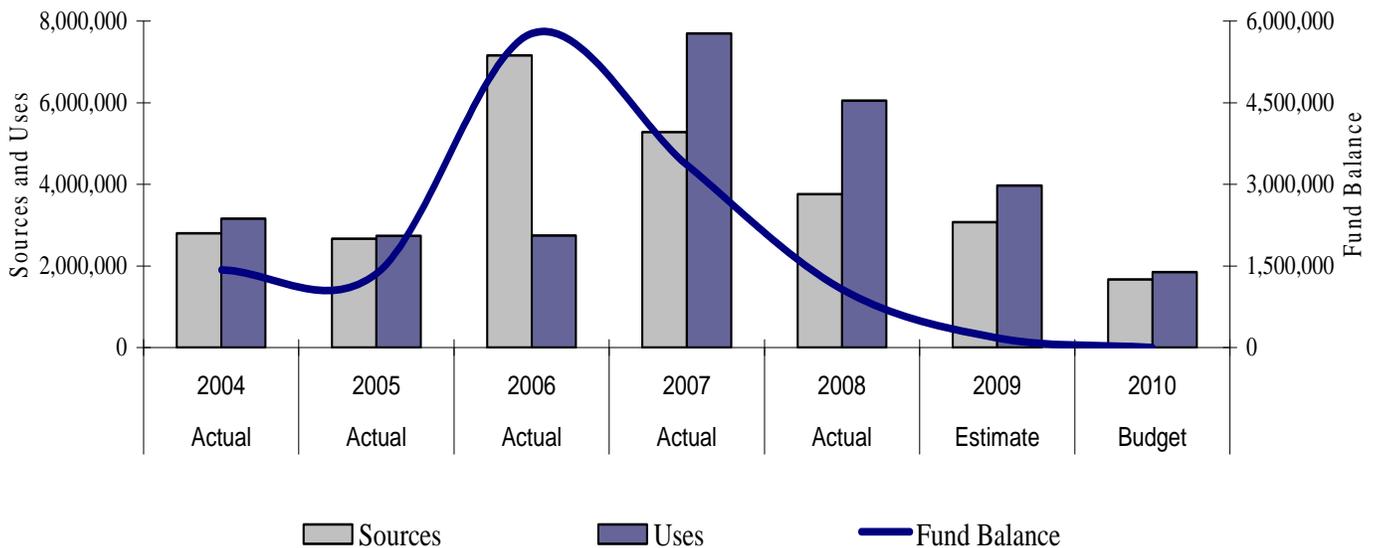
**Department** Finance and Administrative Services

**Fund** Public Improvement

### PUBLIC IMPROVEMENT FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 1,790,548	\$ 1,427,093	\$ 1,359,568	\$ 5,773,194	\$ 3,359,169	\$ 286,688	\$ 1,067,525	\$ 1,067,525	\$ 174,501
<b>Sources of Funds</b>									
<b>Revenue</b>									
Vehicle Use Tax	1,416,817	1,294,635	1,239,648	1,440,089	1,252,178	1,400,000	1,400,000	900,000	1,000,000
Building Use Tax	612,217	863,275	849,507	1,968,380	769,078	450,000	450,000	330,000	400,000
Road and Bridge	190,015	185,696	203,845	189,531	197,943	198,000	198,000	200,990	200,000
Intergovernmental	508,969	305,895	223,729	863,531	991,800	-	-	1,314,828	-
Other	68,386	18,801	4,638,850	269,028	64,325	50,000	50,000	151,996	8,000
<b>Total Revenue</b>	<b>2,796,404</b>	<b>2,668,302</b>	<b>7,155,579</b>	<b>4,730,559</b>	<b>3,275,324</b>	<b>2,098,000</b>	<b>2,098,000</b>	<b>2,897,814</b>	<b>1,608,000</b>
Other Financing Sources	-	-	-	550,000	483,915	-	165,000	177,011	64,455
<b>Total Sources of Funds</b>	<b>2,796,404</b>	<b>2,668,302</b>	<b>7,155,579</b>	<b>5,280,559</b>	<b>3,759,239</b>	<b>2,098,000</b>	<b>2,263,000</b>	<b>3,074,825</b>	<b>1,672,455</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Capital Outlay	2,332,296	1,783,449	1,585,197	3,394,349	3,697,559	1,434,000	2,480,408	3,540,023	1,099,000
Other Financing Uses	827,563	952,378	1,156,756	4,300,235	2,353,324	498,052	498,052	427,826	747,956
<b>Total Uses of Funds</b>	<b>3,159,859</b>	<b>2,735,827</b>	<b>2,741,953</b>	<b>7,694,584</b>	<b>6,050,883</b>	<b>1,932,052</b>	<b>2,978,460</b>	<b>3,967,849</b>	<b>1,846,956</b>
<b>Net Sources (Uses) of Funds</b>	(363,455)	(67,525)	4,413,626	(2,414,025)	(2,291,644)	165,948	(715,460)	(893,024)	(174,501)
<b>Ending Fund Balance</b>	<b>\$ 1,427,093</b>	<b>\$ 1,359,568</b>	<b>\$ 5,773,194</b>	<b>\$ 3,359,169</b>	<b>\$ 1,067,525</b>	<b>\$ 452,636</b>	<b>\$ 352,065</b>	<b>\$ 174,501</b>	<b>\$ -</b>
Fund Balance Percentage Change		-4.73%	324.63%	-41.81%	-68.22%	-57.60%	-22.22%	-50.44%	-100.00%
<b>Funds Designated For:</b>									
Project Completion	1,298,116	1,347,010	1,904,145	3,137,223	1,046,408	-	-	-	-
Council approval	-	-	4,036,066	1,500,066	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 128,977</b>	<b>\$ 12,558</b>	<b>\$ (167,017)</b>	<b>\$ (1,278,120)</b>	<b>\$ 21,117</b>	<b>\$ 452,636</b>	<b>\$ 352,065</b>	<b>\$ 174,501</b>	<b>\$ -</b>



## City of Englewood, Colorado 2010 Budget

**Department** Finance and Administrative Services

**Fund** Public Improvement

**Revenue Item** Arapahoe County Road and Bridge

**Account** 30.1003.32565

**Authorization** 43-2-202 & 43-2-203 CRS

1973 as amended

**Description** Establishment of the Road & Bridge Fund mill levy, collection of tax and disbursement of fund, are by authority of the above noted Colorado Revised Statutes. Englewood's share equals mill levy X City's assessed valuation X 50%. Expenditures are restricted to construction and maintenance of streets and roads.

**Fee Schedule** 1.061 mills

**Date Last Changed** 1999

**Previous Fee Schedule** 1.274 mills

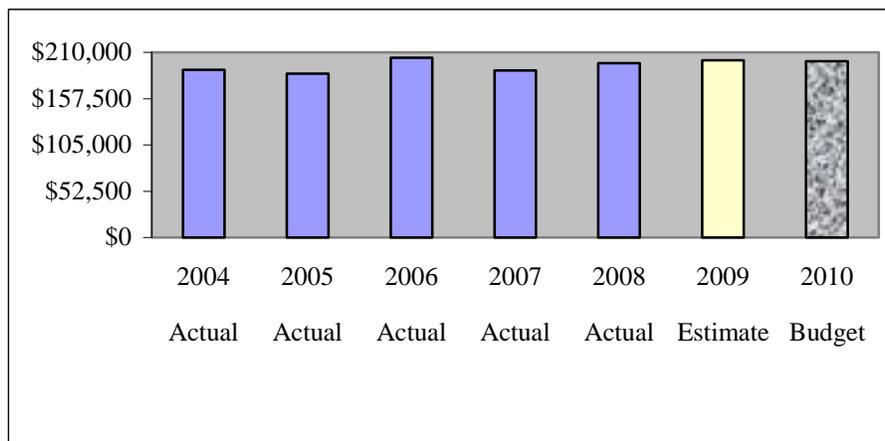
**Formula Method** The property tax mill levy is established by resolution of the Arapahoe County Board of County Commissioners. (Projected expenditures by County Engineer vs. projected total property valuation by the County Assessor.)

**Projection Method** Estimate based on prior years.

**Comments** Mill levy established by Arapahoe County for collection the following year.

Tax distributed by the County Treasurer on the 15th of January, April, July and October.

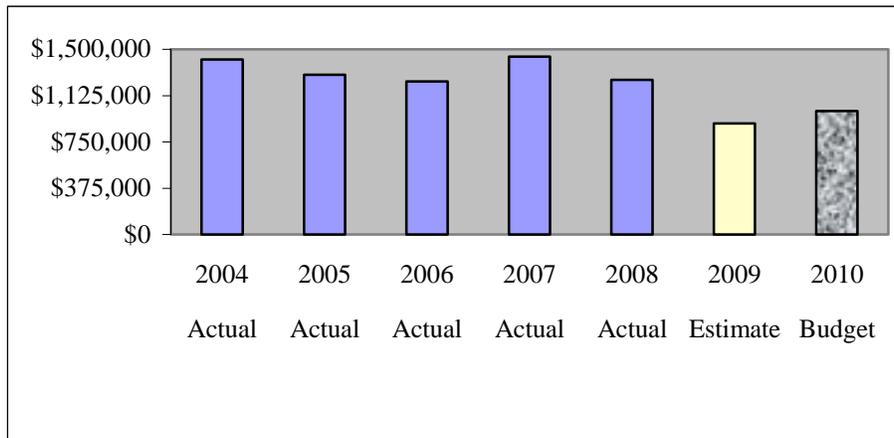
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	190,015	2.34%
<b>Actual</b>	<b>2005</b>	185,696	-2.27%
<b>Actual</b>	<b>2006</b>	203,845	9.77%
<b>Actual</b>	<b>2007</b>	189,530	-7.02%
<b>Actual</b>	<b>2008</b>	197,743	4.33%
<b>Estimate</b>	<b>2009</b>	200,990	1.64%
<b>Budget</b>	<b>2010</b>	200,000	-0.49%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Finance and Administrative Services
<b>Fund</b>	Public Improvement
<b>Revenue Item</b>	<b>Vehicle Use Tax</b>
<b>Account</b>	<b>30.9999.31303</b>
<b>Authorization</b>	EMC 4-4-5
<b>Description</b>	A tax levied on motor vehicles purchased by Englewood residents from dealers outside of the City.
<b>Fee Schedule</b>	3.5%
<b>Date Last Changed</b>	1987 - Effective 1/1/88
<b>Previous Fee Schedule</b>	3.0%
<b>Formula Method</b>	N/A
<b>Projection Method</b>	Projection based on a percentage change over the preceding year's collections. The percentage change is determined by evaluating economic conditions and local business conditions.
<b>Comments</b>	This tax is collected by the County Clerk and paid to the City monthly about the 15th of each month.

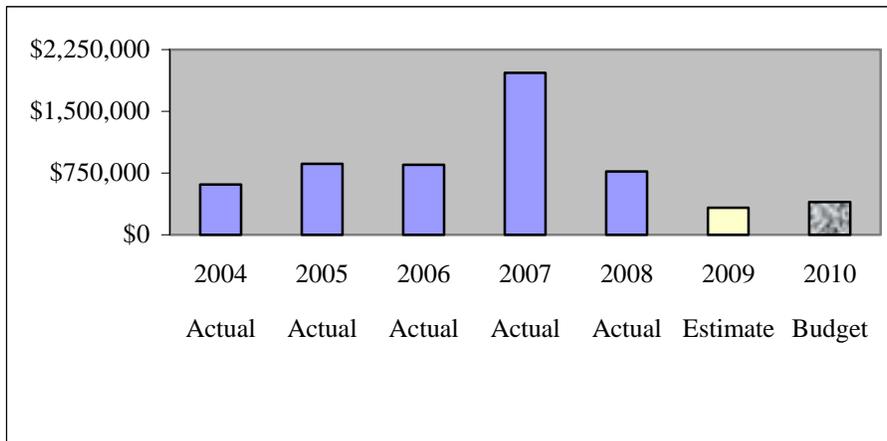
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	1,416,817	-0.02%
<b>Actual</b>	<b>2005</b>	1,294,635	-8.62%
<b>Actual</b>	<b>2006</b>	1,239,648	-4.25%
<b>Actual</b>	<b>2007</b>	1,440,089	16.17%
<b>Actual</b>	<b>2008</b>	1,252,178	-13.05%
<b>Estimate</b>	<b>2009</b>	900,000	-28.13%
<b>Budget</b>	<b>2010</b>	1,000,000	11.11%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Finance and Administrative Services
<b>Fund</b>	Public Improvement
<b>Revenue Item</b>	<b>Building Use Tax</b>
<b>Account</b>	<b>30.9999.31304</b>
<b>Authorization</b>	EMC 4-4-5
<b>Description</b>	A tax levied on the value of building materials used in construction projects within the City.
<b>Fee Schedule</b>	3.5%
<b>Date Last Changed</b>	1987 - Effective 1/1/88
<b>Previous Fee Schedule</b>	3.0%
<b>Formula Method</b>	Estimated valuation of projects X 50% X 3.5%
<b>Projection Method</b>	Projections are based on an estimate of building activity expected for the budget year.
<b>Comments</b>	The redevelopment at City Center has not proceeded according to the original schedule.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	612,217	11.18%
<b>Actual</b>	<b>2005</b>	863,275	41.01%
<b>Actual</b>	<b>2006</b>	849,507	-1.59%
<b>Actual</b>	<b>2007</b>	1,968,381	131.71%
<b>Actual</b>	<b>2008</b>	769,079	-60.93%
<b>Estimate</b>	<b>2009</b>	330,000	-57.09%
<b>Budget</b>	<b>2010</b>	400,000	21.21%



## City of Englewood, Colorado 2010 Budget

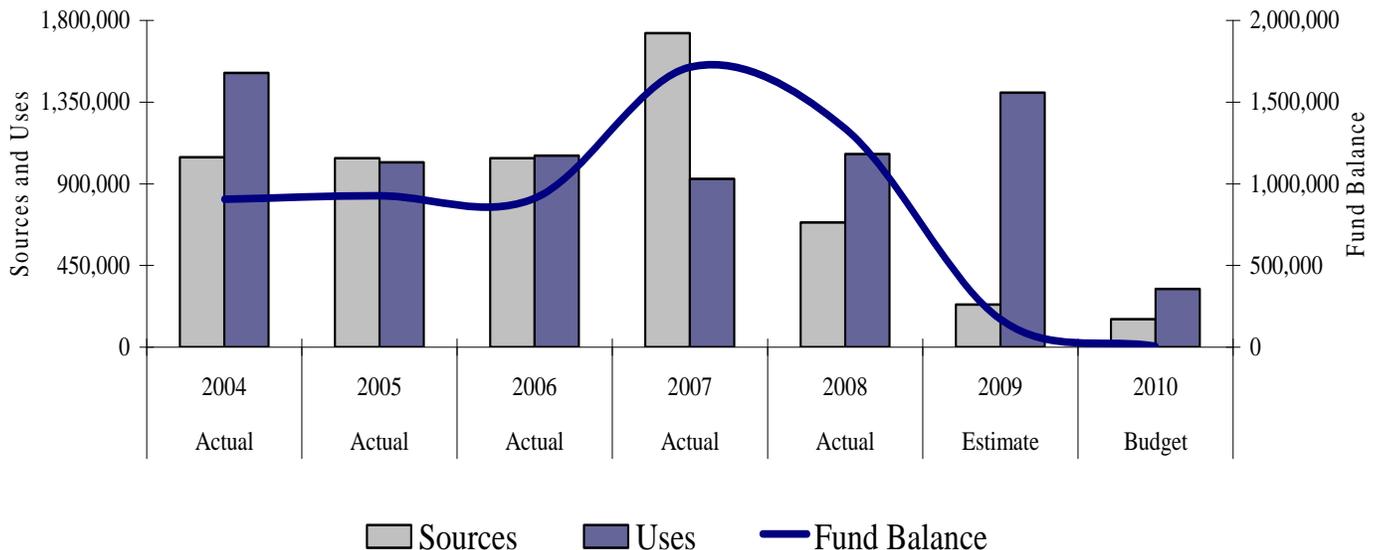
**Department** Finance and Administrative Services

**Fund** Capital Projects

### CAPITAL PROJECTS FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Fund Balance</b>	\$ 1,369,924	\$ 905,194	\$ 926,397	\$ 912,273	\$ 1,714,493	\$ 420,830	\$ 1,338,085	\$ 1,338,085	\$ 171,166
<b>Sources of Funds</b>									
<b>Revenue</b>									
Miscellaneous	493,183	547,487	163,672	244,191	305,840	175,000	175,000	155,000	155,000
<b>Total Revenue</b>	<b>493,183</b>	<b>547,487</b>	<b>163,672</b>	<b>244,191</b>	<b>305,840</b>	<b>175,000</b>	<b>175,000</b>	<b>155,000</b>	<b>155,000</b>
Other Financing Sources	552,500	492,835	877,726	1,485,205	381,535	79,370	79,370	79,370	-
<b>Total Sources of Funds</b>	<b>1,045,683</b>	<b>1,040,322</b>	<b>1,041,398</b>	<b>1,729,396</b>	<b>687,375</b>	<b>254,370</b>	<b>254,370</b>	<b>234,370</b>	<b>155,000</b>
<b>Uses of Funds</b>									
<b>Expenditures</b>									
Capital Outlay	748,933	1,019,119	1,042,735	927,176	988,783	525,200	1,496,117	1,401,289	255,676
Other Financing Uses	761,480	-	12,787	-	75,000	-	-	-	64,455
<b>Total Uses of Funds</b>	<b>1,510,413</b>	<b>1,019,119</b>	<b>1,055,522</b>	<b>927,176</b>	<b>1,063,783</b>	<b>525,200</b>	<b>1,496,117</b>	<b>1,401,289</b>	<b>320,131</b>
<b>Net Sources (Uses) of Funds</b>	<b>(464,730)</b>	<b>21,203</b>	<b>(14,124)</b>	<b>802,220</b>	<b>(376,408)</b>	<b>(270,830)</b>	<b>(1,241,747)</b>	<b>(1,166,919)</b>	<b>(165,131)</b>
<b>Ending Fund Balance</b>	<b>\$ 905,194</b>	<b>\$ 926,397</b>	<b>\$ 912,273</b>	<b>\$ 1,714,493</b>	<b>\$ 1,338,085</b>	<b>\$ 150,000</b>	<b>\$ 96,338</b>	<b>\$ 171,166</b>	<b>\$ 6,035</b>
Fund Balance Percentage Change		2.34%	-1.52%	87.94%	-21.95%	-88.79%	-35.77%	77.67%	-96.47%
<b>Funds Designated For:</b>									
Project Completion	445,444	633,216	846,627	1,353,892	970,917	-	-	-	-
Council approval	-	-	-	-	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ 459,750</b>	<b>\$ 293,181</b>	<b>\$ 65,646</b>	<b>\$ 360,601</b>	<b>\$ 367,168</b>	<b>\$ 150,000</b>	<b>\$ 96,338</b>	<b>\$ 171,166</b>	<b>\$ 6,035</b>



### Major Revenue Source

The Capital Projects Fund receives its financing by inter-fund transfers from the General Fund and/or the Public Improvement Fund if funds are available. Additional funding is received from the Utility Enterprise Funds for their share of the capital required to maintain the City's information technology's infrastructure.

## City of Englewood, Colorado 2010 Budget

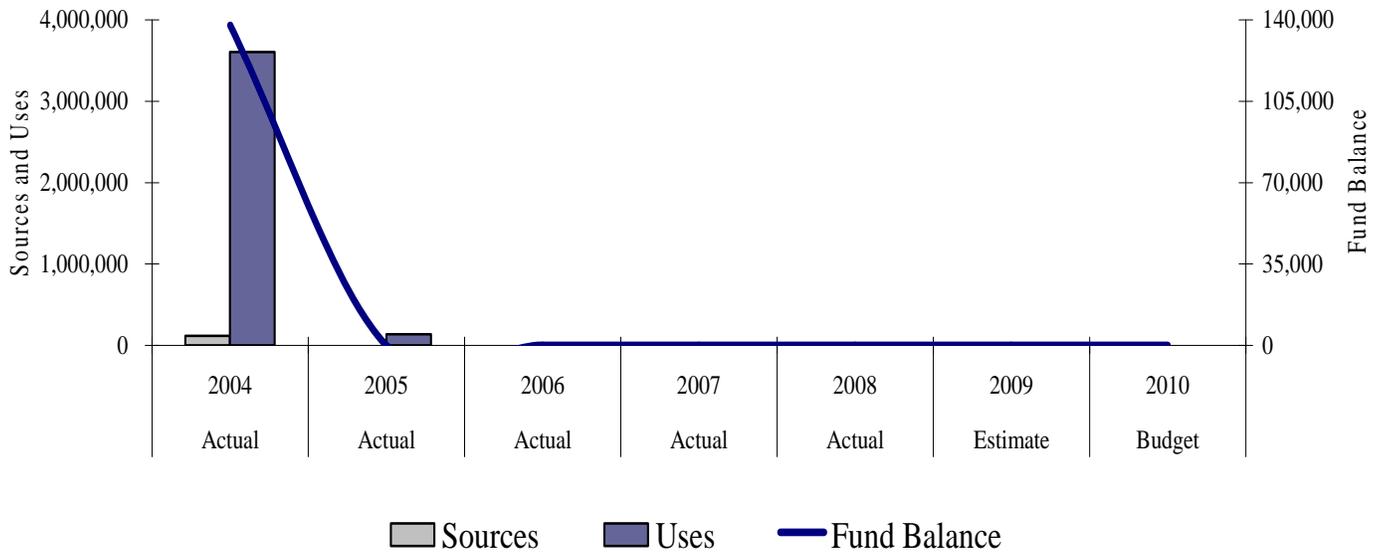
**Department** Finance and Administrative Services

**Fund** Recreation Bond

### RECREATION BOND FUND

#### Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<i>Beginning Fund Balance</i>	\$ 3,627,206	\$ 137,732	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>									
<i>Revenue</i>									
Other	16,388	1,043	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>16,388</b>	<b>1,043</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Financing Sources	100,000	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>116,388</b>	<b>1,043</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<i>Uses of Funds</i>									
<i>Expenditures</i>									
Capital Projects	3,605,862	138,775	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,605,862</b>	<b>138,775</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Other Financing Uses	-	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>3,605,862</b>	<b>138,775</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Sources(Uses) of Funds</b>	<b>(3,489,474)</b>	<b>(137,732)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 137,732</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>				
Fund Balance Percentage Change		-100.00%							
<i>Funds Designated For:</i>									
Project Completion	137,732	-	-	-	-	-	-	-	-
<b>Unappropriated Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>					



# City of Englewood, Colorado 2010 Budget



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## **ENTERPRISE FUNDS**

Enterprise Funds account for operations that: (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the City Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

**Water Fund** – Accounts for revenues and expenses associated with providing water services to City of Englewood residents.

**Sewer Fund** – Accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.

**Storm Drainage Fund** – Accounts for revenues and expenses associated with maintaining the City's storm drainage system.

**Golf Course Fund** – Accounts for revenues and expenses associated with the operations of the Broken Tee Englewood Golf Course.

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

**Housing Rehabilitation Fund** – Accounts for revenues and expenses associated with the City's housing rehabilitation program.

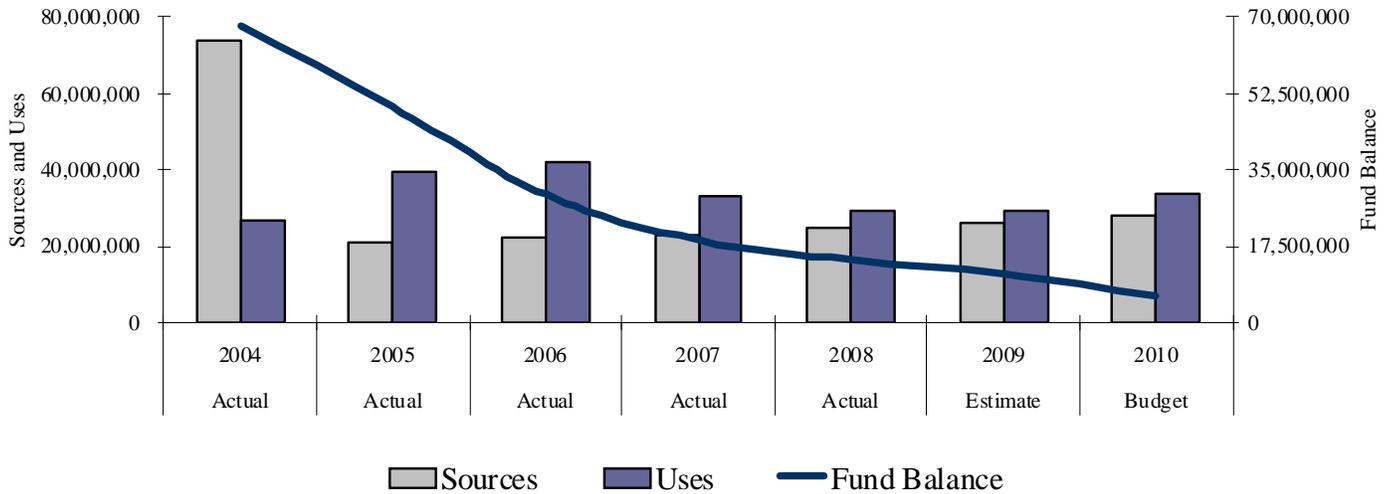
# City of Englewood, Colorado 2010 Budget

## Enterprise Funds

Water Fund, Sewer Fund, Storm Drainage Fund, Golf Course Fund,  
Concrete Utility Fund and Housing Rehabilitation Fund

### Combined Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	<b>\$ 20,757,370</b>	<b>\$ 67,984,657</b>	<b>\$ 49,275,009</b>	<b>\$ 29,208,512</b>	<b>\$ 18,722,251</b>	<b>\$ 10,932,581</b>	<b>\$ 14,231,605</b>	<b>\$ 14,231,605</b>	<b>\$ 11,685,683</b>
<b>Sources of Funds</b>									
Total Revenue	19,683,495	21,147,120	21,713,992	21,658,878	24,285,918	26,459,482	26,459,482	26,354,169	27,976,484
Other Financing Sources	54,181,340	-	416,606	1,111,247	652,805	1,800,000	-	-	-
<b>Total Sources of Funds</b>	<b>73,864,835</b>	<b>21,147,120</b>	<b>22,130,598</b>	<b>22,770,125</b>	<b>24,938,723</b>	<b>28,259,482</b>	<b>26,459,482</b>	<b>26,354,169</b>	<b>27,976,484</b>
<b>Uses of Funds</b>									
Total Expenditures	26,586,520	39,737,324	42,070,593	33,117,978	29,294,389	29,724,719	29,724,719	29,316,981	33,514,496
Other Financing Uses	-	-	-	-	-	-	-	100,000	-
<b>Total Uses of Funds</b>	<b>26,586,520</b>	<b>39,737,324</b>	<b>42,070,593</b>	<b>33,117,978</b>	<b>29,294,389</b>	<b>29,724,719</b>	<b>29,724,719</b>	<b>29,416,981</b>	<b>33,514,496</b>
<b>Net Sources (Uses) of Funds</b>	<b>47,278,315</b>	<b>(18,590,204)</b>	<b>(19,939,995)</b>	<b>(10,347,853)</b>	<b>(4,355,666)</b>	<b>(1,465,237)</b>	<b>(3,265,237)</b>	<b>(3,062,812)</b>	<b>(5,538,012)</b>
<b>Ending Funds Available</b>	<b>\$ 68,035,685</b>	<b>\$ 49,394,453</b>	<b>\$ 29,335,014</b>	<b>\$ 18,860,659</b>	<b>\$ 14,366,585</b>	<b>\$ 9,467,344</b>	<b>\$ 10,966,368</b>	<b>\$ 11,168,793</b>	<b>\$ 6,147,671</b>
Funds Available Percentage Change		-27.40%	-40.61%	-35.71%	-23.83%	-34.10%	15.83%	1.85%	-44.96%



## City of Englewood, Colorado 2010 Budget

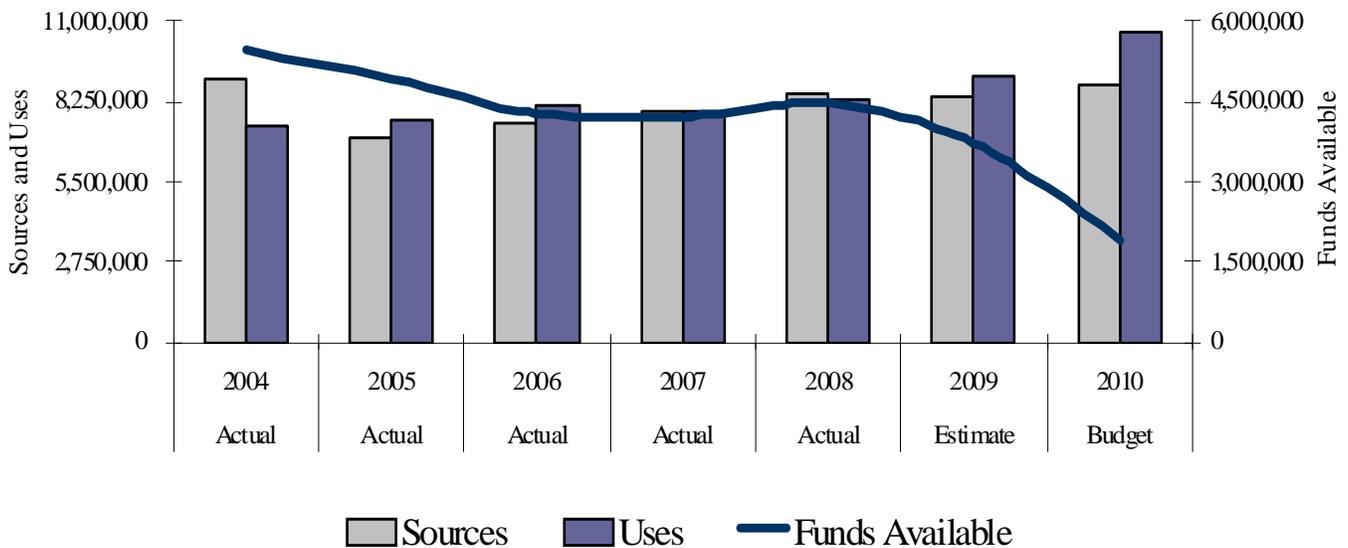
Department Utilities

Fund Water

### WATER FUND

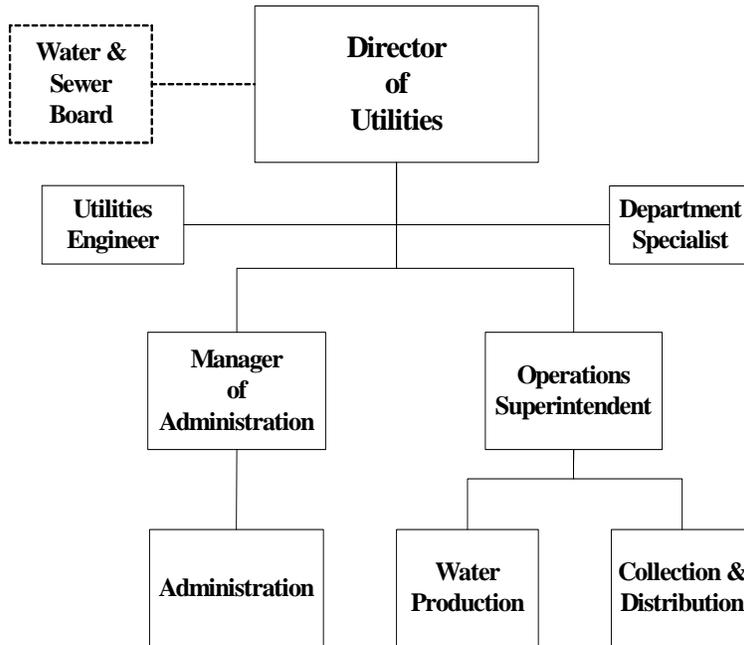
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 3,842,016	\$ 5,466,706	\$ 4,920,133	\$ 4,281,914	\$ 4,224,593	\$ 2,973,635	\$ 4,467,524	\$ 4,467,524	\$ 3,735,642
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Charges for Services	4,054,548	4,696,926	5,340,002	5,456,092	5,923,560	6,271,790	6,271,790	6,378,132	6,822,921
Raw water sales	1,585,089	1,764,343	1,731,390	1,883,483	1,969,543	1,700,000	1,700,000	1,700,000	1,700,000
City ditch revenue	41,890	40,036	40,252	35,327	51,038	40,000	40,000	40,000	40,000
Water meter sales	54,463	37,832	31,711	27,873	25,027	30,000	30,000	30,000	30,000
<b>Total Operating Revenues</b>	<b>5,735,990</b>	<b>6,539,137</b>	<b>7,143,355</b>	<b>7,402,775</b>	<b>7,969,168</b>	<b>8,041,790</b>	<b>8,041,790</b>	<b>8,148,132</b>	<b>8,592,921</b>
Nonoperating revenues	150,006	491,333	329,673	448,968	516,725	183,616	183,616	225,044	241,558
System development fees	104,743	23,324	23,949	37,059	55,293	20,000	20,000	20,000	20,000
Other Financing Sources	3,055,000	-	-	-	-	1,800,000	-	-	-
<b>Total Sources of Funds</b>	<b>9,045,739</b>	<b>7,053,794</b>	<b>7,496,977</b>	<b>7,888,802</b>	<b>8,541,186</b>	<b>10,045,406</b>	<b>8,245,406</b>	<b>8,393,176</b>	<b>8,854,479</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	5,138,618	5,494,431	6,244,594	6,082,067	6,385,393	6,256,701	6,256,701	6,435,644	6,477,489
<b>Total Operating Expenses</b>	<b>5,138,618</b>	<b>5,494,431</b>	<b>6,244,594</b>	<b>6,082,067</b>	<b>6,385,393</b>	<b>6,256,701</b>	<b>6,256,701</b>	<b>6,435,644</b>	<b>6,477,489</b>
Capital outlay	1,106,088	894,123	540,325	507,940	560,626	1,957,168	1,957,168	1,325,168	2,726,413
Debt Service - Principal	668,057	684,520	800,891	827,442	845,276	880,852	880,852	880,852	898,686
Debt Service - Interest	508,286	527,293	549,386	528,674	506,960	483,394	483,394	483,394	573,653
<b>Total Uses of Funds</b>	<b>7,421,049</b>	<b>7,600,367</b>	<b>8,135,196</b>	<b>7,946,123</b>	<b>8,298,255</b>	<b>9,578,115</b>	<b>9,578,115</b>	<b>9,125,058</b>	<b>10,676,241</b>
<b>Net Sources(Uses) of Funds</b>	<b>1,624,690</b>	<b>(546,573)</b>	<b>(638,219)</b>	<b>(57,321)</b>	<b>242,931</b>	<b>467,291</b>	<b>(1,332,709)</b>	<b>(731,882)</b>	<b>(1,821,762)</b>
<b>Ending Funds Available</b>	<b>\$ 5,466,706</b>	<b>\$ 4,920,133</b>	<b>\$ 4,281,914</b>	<b>\$ 4,224,593</b>	<b>\$ 4,467,524</b>	<b>\$ 3,440,926</b>	<b>\$ 3,134,815</b>	<b>\$ 3,735,642</b>	<b>\$ 1,913,880</b>
Funds Available Percentage Change		-10.00%	-12.97%	-1.34%	5.75%	-22.98%	-8.90%	19.17%	-48.77%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Water



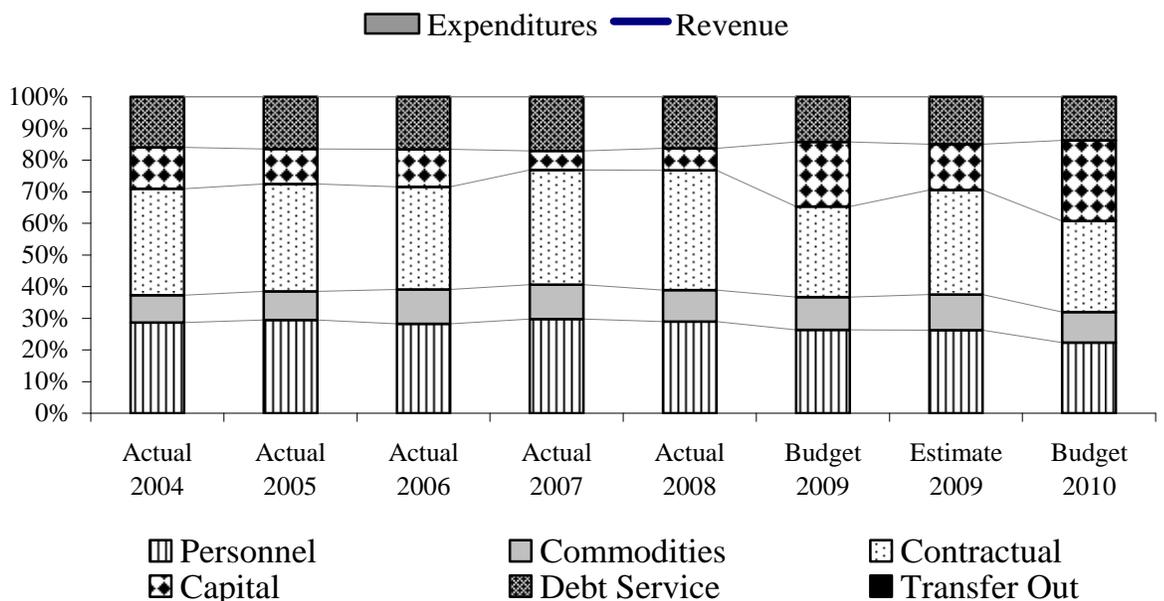
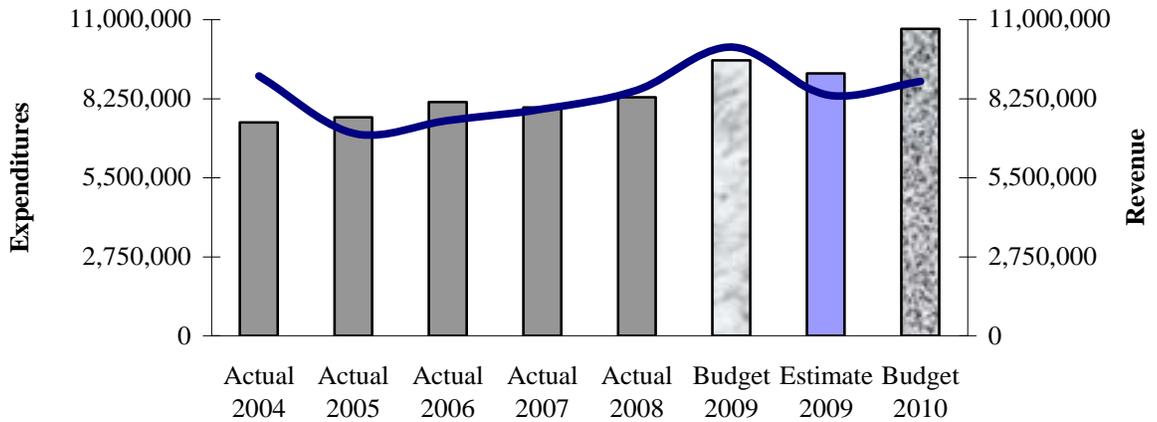
**Mission** The mission of the Utilities Department regarding the Water Enterprise Fund is to provide the citizens of Englewood an adequate supply of high quality water at the lowest possible price.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• ½ Water main lining on W. Union Ave.</li> <li>• Paint &amp; Rehab 500,000 gal. Zuni Tank</li> <li>• Replace water mains in 3900 &amp; 4000 Blk S. Pearl</li> </ul>	<ul style="list-style-type: none"> <li>• Remainder of W. Union Ave. water main lining.</li> <li>• Paint &amp; Rehab 200,000 gal Sherman Tank Exterior</li> <li>• Piping modifications at 3MG Overhead Storage.</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Installed Transformer at Allen Plant</li> <li>• Replace 4000 &amp; 4100 Blk S Wash Water Mains.</li> <li>• Rebuild one zone I clearwell pump.</li> </ul>	<ul style="list-style-type: none"> <li>• Transformer Upgrade Completed</li> <li>• 4” water main replaced with 8”</li> <li>• Zone I pump Rebuilt.</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Water  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	9,045,739	7,053,795	7,497,148	7,888,802	8,541,185	10,045,406	8,393,176	8,854,479
<b>Percent Change</b>		<b>-22.02%</b>	<b>6.29%</b>	<b>5.22%</b>	<b>8.27%</b>	<b>17.61%</b>	<b>-16.45%</b>	<b>5.50%</b>
Expenditures								
Personnel	2,121,933	2,239,326	2,295,240	2,361,024	2,405,428	2,518,324	2,389,907	2,385,751
Commodities	646,464	684,123	886,493	862,734	820,154	994,800	1,029,743	1,027,650
Contractual	2,496,844	2,580,331	2,642,655	2,889,517	3,149,242	2,743,577	3,015,994	3,064,088
Capital	969,466	844,774	960,612	476,732	571,194	1,957,168	1,325,168	2,726,413
Debt Service	1,186,343	1,251,813	1,350,367	1,356,116	1,352,236	1,364,246	1,364,246	1,472,339
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	7,421,050	7,600,367	8,135,367	7,946,123	8,298,254	9,578,115	9,125,058	10,676,241
<b>Percent Change</b>		<b>2.42%</b>	<b>7.04%</b>	<b>-2.33%</b>	<b>4.43%</b>	<b>15.42%</b>	<b>-4.73%</b>	<b>17.00%</b>
<b>Employees FTE</b>	38.000	40.670	28.970	30.720	30.000	29.900	30.400	30.400
<b>Percent Change FTE</b>		7.03%	-28.77%	6.04%	-2.34%	-0.33%	1.67%	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

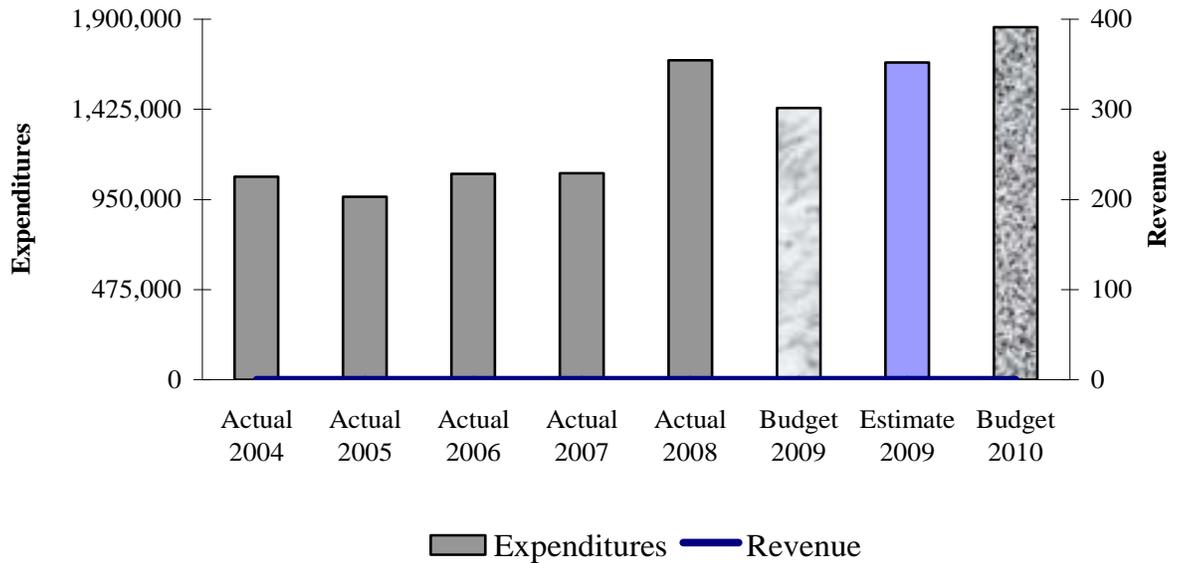
**Division** Source of Supply

**Account** 40.1601

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	286,556	288,123	324,971	336,363	354,324	370,928	350,175	354,406
Commodities	61,863	49,968	97,809	38,281	43,680	77,850	78,150	64,050
Contractual	403,067	569,370	523,431	657,670	1,208,205	656,967	917,067	919,387
Capital	318,288	56,811	139,572	56,207	76,660	326,323	326,323	520,294
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,069,774</b>	<b>964,272</b>	<b>1,085,783</b>	<b>1,088,521</b>	<b>1,682,869</b>	<b>1,432,068</b>	<b>1,671,715</b>	<b>1,858,137</b>
<b>Percent Change</b>		<b>-9.86%</b>	<b>12.60%</b>	<b>0.25%</b>	<b>54.60%</b>	<b>-14.90%</b>	<b>16.73%</b>	<b>11.15%</b>
<b>Employees FTE</b>	5.000	5.000	4.450	5.200	4.200	4.200	5.200	5.200
<b>Percent Change FTE</b>		0.00%	-11.00%	16.85%	-19.23%	0.00%	23.81%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain all source water infrastructure in good working order	Investigate. Design, bid and repair or replace equipment as needed.
A progressive City that provides responsive and cost efficient services	2. Protect our water rights (Dave Hill, Joe Tom) 3. Finalize fencing of McLellan Reservoir	Ongoing water court cases. Fencing to be completed in 2009.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Source of Supply

**Account** 40.1601

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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	12,857	12,857	11,285	12,000	12,000

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

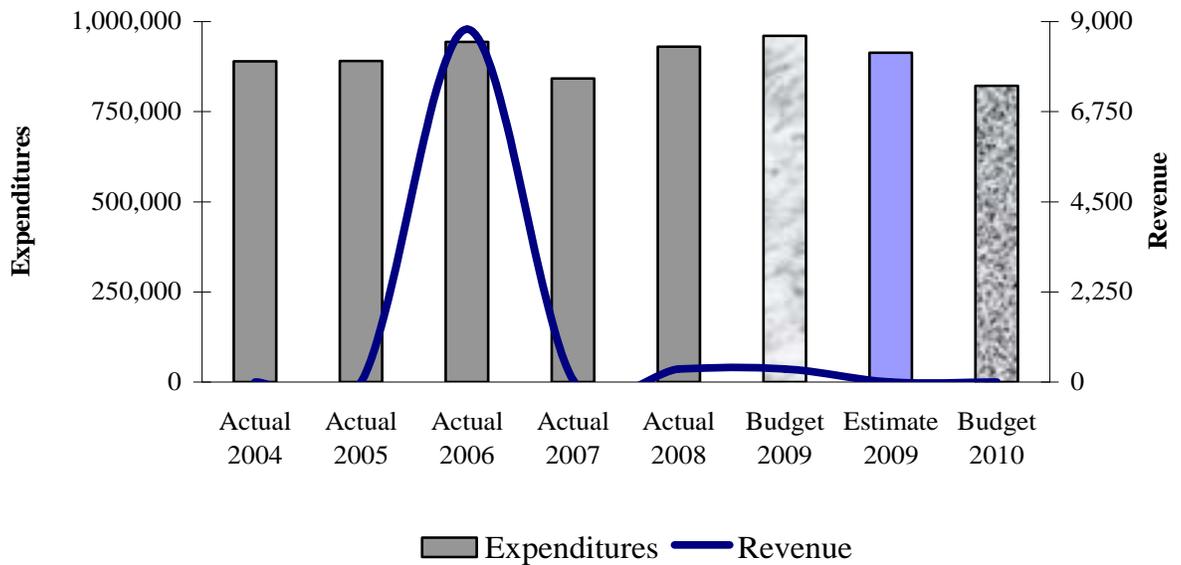
**Division** Power and Pumping

**Account** 40.1602

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	8,812	47	323	323	-	-
<b>Percent Change</b>		----	----	<b>-99.47%</b>	<b>587.23%</b>	<b>0.00%</b>	<b>-100.00%</b>	----
Expenditures								
Personnel	279,488	267,288	303,126	312,667	313,385	329,266	283,446	266,267
Commodities	6,895	1,070	1,719	609	3,361	5,900	5,900	5,900
Contractual	434,220	486,460	456,941	427,766	538,626	545,522	544,522	547,330
Capital	169,259	135,953	181,464	100,639	74,854	80,000	80,000	2,055
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>889,862</b>	<b>890,771</b>	<b>943,250</b>	<b>841,681</b>	<b>930,226</b>	<b>960,688</b>	<b>913,868</b>	<b>821,552</b>
<b>Percent Change</b>		<b>0.10%</b>	<b>5.89%</b>	<b>-10.77%</b>	<b>10.52%</b>	<b>3.27%</b>	<b>-4.87%</b>	<b>-10.10%</b>
<b>Employees FTE</b>	3.000	3.000	3.200	3.200	3.200	3.200	3.200	3.200
<b>Percent Change FTE</b>		0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	0.00%



<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains and improves pumps	Zone I and Zone II Pumps Rehabilitated.
A progressive City that provides responsive and cost efficient services	2. Cost efficient use of electricity to the pumps.	Upgrade VFDs when needed. Operate pumps efficiently.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Power and Pumping

**Account** 40.1602

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Over all electrical costs. Will reflect rate increases.								
Electrical Costs		\$413,000	\$474,000	\$452,755	\$500,000	\$500,000	\$500,000	\$500,00

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

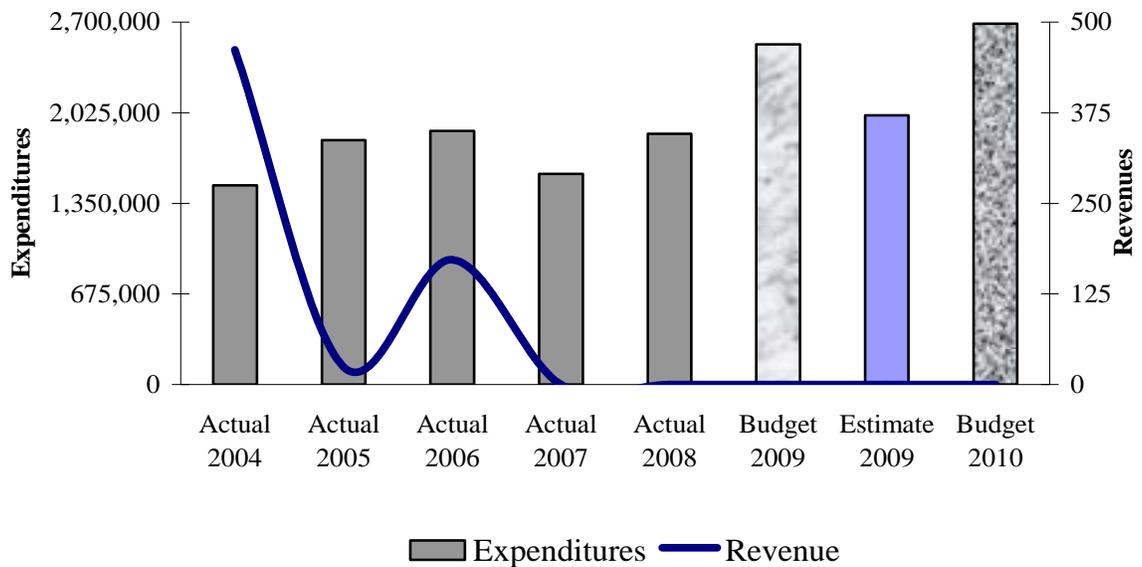
**Division** Purification

**Account** 40.1603

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	462	24	172	-	-	-	-	-
<b>Percent Change</b>		<b>-94.81%</b>	<b>616.67%</b>	<b>-100.00%</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
Expenditures								
Personnel	562,422	622,591	595,270	637,760	667,872	706,802	663,876	674,013
Commodities	343,564	442,708	565,912	432,944	540,333	614,750	628,750	643,350
Contractual	222,031	326,139	295,790	269,376	398,578	429,650	427,268	452,060
Capital	356,519	428,130	432,288	229,074	261,697	782,186	286,186	917,560
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,484,536	1,819,568	1,889,260	1,569,154	1,868,480	2,533,388	2,006,080	2,686,983
<b>Percent Change</b>		<b>22.57%</b>	<b>3.83%</b>	<b>-16.94%</b>	<b>19.08%</b>	<b>35.59%</b>	<b>-20.81%</b>	<b>33.94%</b>
<b>Employees FTE</b>	8.000	9.000	7.200	8.200	8.700	8.700	8.200	8.200
<b>Percent Change FTE</b>		12.50%	-20.00%	13.89%	6.10%	0.00%	-5.75%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, maintains and improves Allen Plant	Ongoing plant maintenance. Optimize plant treatment including chemical feeds.
A safe, clean, healthy and attractive City	2. Insures safe drinking water that meets all State and Federal rules	Monitor, upgrade plant processes as needed.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Purification

**Account** 40.1603

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Billions of Gallons		1.85	2.56	2.721	2.721	2.37	2.5	2.5

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

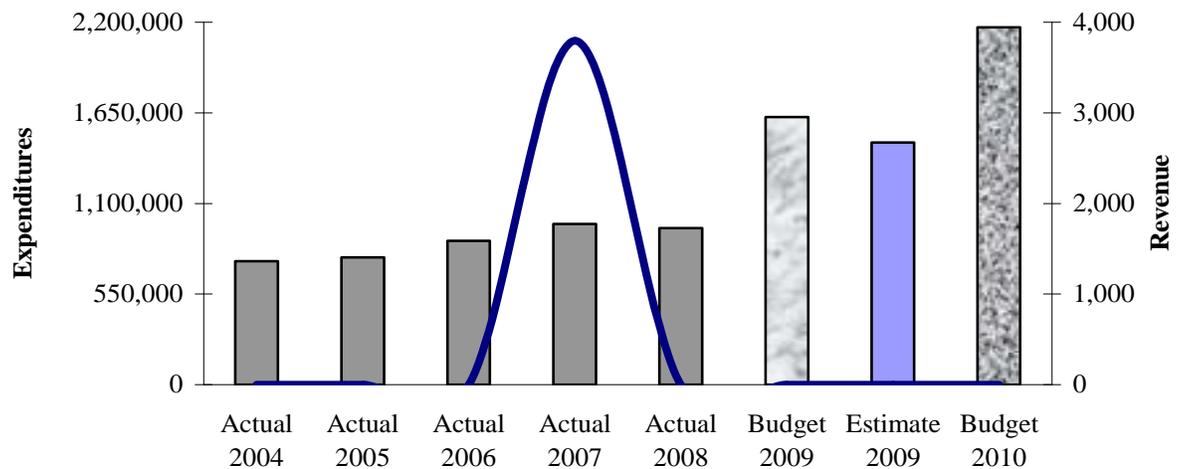
**Division** Transmission and Distribution

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	3,795	-	-	-	-
<b>Percent Change</b>		----	----	----	<b>-100.00%</b>	----	----	----
Expenditures								
Personnel	537,272	540,189	556,534	604,136	616,790	634,271	622,565	622,658
Commodities	74,426	63,509	91,874	94,031	73,765	113,100	106,900	104,450
Contractual	84,346	115,718	133,696	229,848	141,527	176,158	176,158	174,646
Capital	53,531	53,807	90,383	46,576	118,371	700,778	564,778	1,267,778
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	749,575	773,223	872,487	974,591	950,453	1,624,307	1,470,401	2,169,532
<b>Percent Change</b>		<b>3.15%</b>	<b>12.84%</b>	<b>11.70%</b>	<b>-2.48%</b>	<b>70.90%</b>	<b>-9.48%</b>	<b>47.55%</b>
<b>Employees FTE</b>	8.000	8.000	7.700	7.700	7.700	7.700	7.700	7.700
<b>Percent Change FTE</b>		0.00%	-3.75%	0.00%	0.00%	0.00%	0.00%	0.00%



█ Expenditures    — Revenue

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains water distribution system	Reline or replace water mains when needed. Valve maintenance, hydrant maintenance.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Transmission and Distribution

**Account** 40.1604

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Water Main Repairs								
Number of repairs	1	27	42	29	29	36	35	35

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

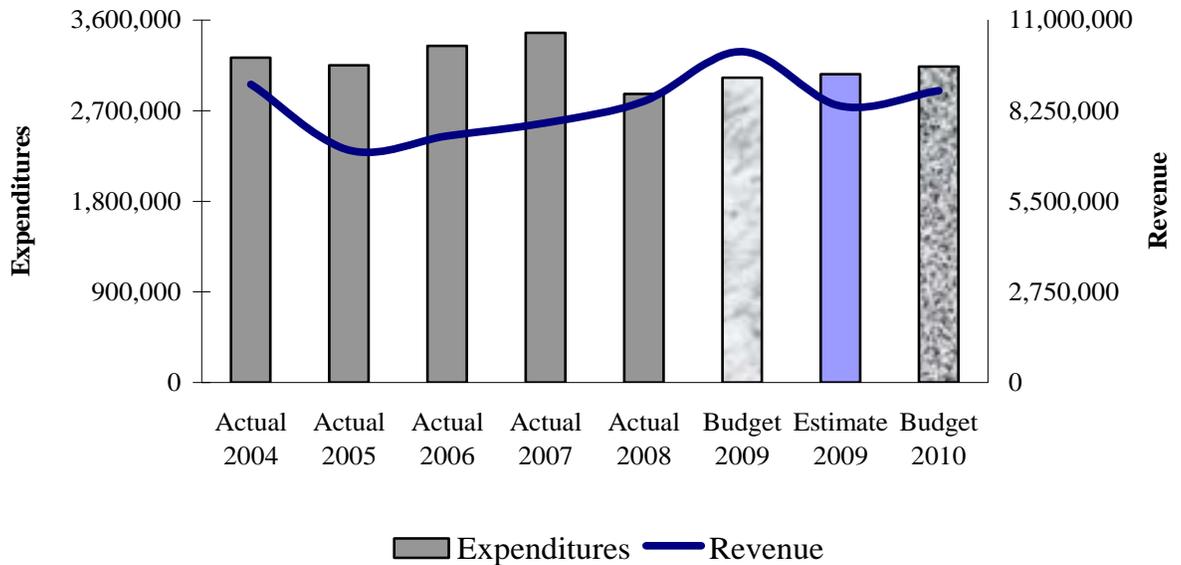
**Division** Administration

**Account** 40.1607

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	9,045,277	7,053,771	7,488,164	7,884,960	8,540,862	10,045,083	8,393,176	8,854,479
<b>Percent Change</b>								
Expenditures								
Personnel	456,195	521,135	515,339	470,098	453,057	477,057	469,845	468,407
Commodities	159,716	126,868	129,179	296,869	159,015	183,200	210,043	209,900
Contractual	1,353,180	1,082,644	1,232,797	1,304,857	862,306	935,280	950,979	970,665
Capital	71,869	170,073	116,905	44,236	39,612	67,881	67,881	18,726
Debt Service	1,186,343	1,251,813	1,350,367	1,356,116	1,352,236	1,364,246	1,364,246	1,472,339
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	3,227,303	3,152,533	3,344,587	3,472,176	2,866,226	3,027,664	3,062,994	3,140,037
<b>Percent Change</b>		<b>-2.32%</b>	<b>6.09%</b>	<b>3.81%</b>	<b>-17.45%</b>	<b>5.63%</b>	<b>1.17%</b>	<b>2.52%</b>
<b>Employees FTE</b>	14.000	15.670	6.420	6.420	6.200	6.100	6.100	6.100
<b>Percent Change FTE</b>		11.93%	-59.03%	0.00%	-3.43%	-1.61%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain and improve water metering system	Transition to Itron Automated Reading System.
A progressive City that provides	2. Provides one of the lowest treated water rates in the metro area.	Efficient management of resources.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Administration

**Account** 40.1607

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
responsive and cost efficient services	3. Provides cost efficient customer contact and maintains zero delinquency balance	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Customer contacts (bill, notices, turn offs, etc)								
Contacts		53,080	53,100+	53,450+	53,450+			

### Schedules of Debt Service Requirements

Year	Total Debt Service	General Obligation Water Bonds - 2004				General Obligation Water Bonds - 2009			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2010	<b>1,476,249</b>	3.625	125,000	109,794	234,794	-	-	115,536	115,536
2011	<b>1,474,163</b>	3.750	125,000	105,341	230,341	-	-	117,828	117,828
2012	<b>1,474,650</b>	3.875	130,000	100,638	230,638	-	-	117,828	117,828
2013	<b>1,480,623</b>	4.000	140,000	95,488	235,488	-	-	117,828	117,828
2014	<b>1,467,824</b>	3.750	135,000	90,075	225,075	-	-	117,828	117,828
2015	<b>1,478,309</b>	3.875	150,000	84,563	234,563	-	-	117,828	117,828
2016	<b>1,472,449</b>	4.000	150,000	78,844	228,844	-	-	117,828	117,828
2017	<b>1,465,783</b>	4.000	150,000	72,938	222,938	-	-	117,828	117,828
2018	<b>1,188,812</b>	4.125	160,000	66,738	226,738	-	-	117,828	117,828
2019	<b>347,859</b>	4.750	170,000	60,031	230,031	-	-	117,828	117,828
2020	<b>496,980</b>	4.750	175,000	52,369	227,369	4.150	155,000	114,611	269,611
2021	<b>496,814</b>	4.750	185,000	43,819	228,819	4.250	160,000	107,995	267,995
2022	<b>500,735</b>	4.750	195,000	34,794	229,794	4.300	170,000	100,941	270,941
2023	<b>498,729</b>	4.750	205,000	25,294	230,294	4.400	175,000	93,435	268,435
2024	<b>490,973</b>	4.750	210,000	15,438	225,438	4.500	180,000	85,535	265,535
2025	<b>497,323</b>	4.750	220,000	5,225	225,225	4.500	195,000	77,098	272,098
2026	<b>273,098</b>	-	-	-	-	4.500	205,000	68,098	273,098
2027	<b>488,480</b>	-	-	-	-	4.600	435,000	53,480	488,480
2028	<b>492,838</b>	-	-	-	-	4.625	460,000	32,838	492,838
2029	<b>491,100</b>	-	-	-	-	4.625	480,000	11,100	491,100
Totals	<b>18,053,791</b>		<b>2,625,000</b>	<b>1,041,389</b>	<b>3,666,389</b>		<b>2,615,000</b>	<b>1,921,119</b>	<b>4,536,119</b>

#### State Revolving Loan Fund - October 1, 1997

Year	Rate	Principal	Interest	Total
2010	4.141	773,686	352,233	1,125,919
2011	4.141	795,634	330,360	1,125,994
2012	4.141	818,954	307,230	1,126,184
2013	4.141	845,018	282,289	1,127,307
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
Totals		<b>7,742,343</b>	<b>2,108,940</b>	<b>9,851,283</b>

## City of Englewood, Colorado 2010 Budget

Department Utilities

Fund Water

Division Administration

Account 40.1607

### General Obligation Bonds

The City has issued general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the City. The City is authorized to levy an ad valorem tax to pay the principal and interest on these bonds.

**General Obligation Water Bonds, Series 2004**, original principal amount of \$3,055,000, dated December 1, 2004, consisting of serial bonds in the original amount of \$1,865,000 due annually in varying amounts through January 1, 2019, and term bonds in the original amount of \$1,190,000 due on January 1, 2025. The term bonds maturing on January 1, 2025 are subject to mandatory sinking fund redemption commencing on January 1, 2020. Interest is payable semi-annually at rates ranging from 3.375% to 4.75%. Bonds maturing on or after January 1, 2015 are callable at par in any order of maturity on January 1, 2014. The bonds are rated A2 by Moody's and A by Standard and Poor's. The bonds were issued to finance miscellaneous water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund.

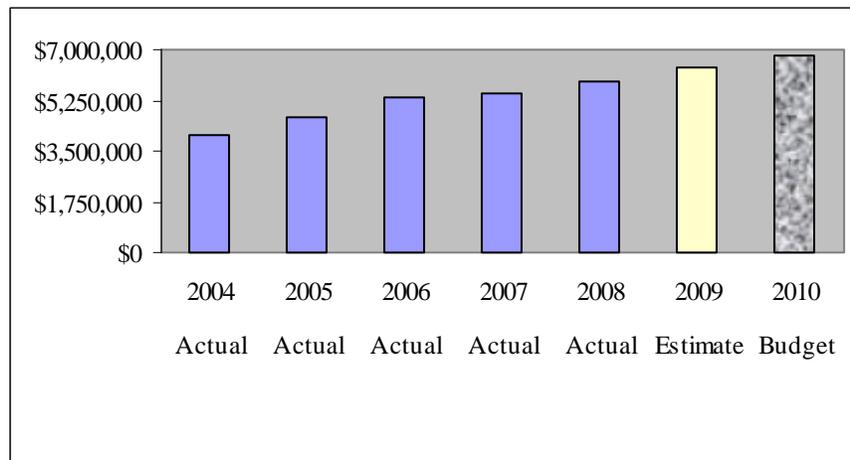
**General Obligation Water Bonds, Series 2009**, original principal amount of \$2,615,000, dated July 8, 2009. The bonds were issued to finance water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund.

**Colorado Water Resources and Power Development Authority** – Water Loan to fund water treatment plant and distribution system improvements. The original loan amount of \$15,292,636 was issued on 10/1/1997 with an interest rate of 4.141%.

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Water
<b>Revenue Item</b>	<b>Water Sales</b>
<b>Account</b>	<b>40.1607.33209, 40.1607.33210 and 40.1607.33421</b>
<b>Authorization</b>	Municipal Code 12-1D-1:A and Resolution No. 93 Series of 2004
<b>Description</b>	Water usage sales.
<b>Fee Schedule</b>	January 1, 2010 a rate increase of 7% is effective.
<b>Date Last Changed</b>	January 1, 2009 a rate increase of 7% is effective.
<b>Previous Fee Schedule</b>	See following pages.
<b>Formula Method</b>	Amount of water utilized X price of water, or by minimum or flat rate.
<b>Projection Method</b>	Projection is based on historic revenues, number of accounts transferring from flat rate to metered, number of new accounts, expected weather patterns, and the type of water conservation measures anticipated for the coming irrigation season.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	4,054,548	10.97%
<b>Actual</b>	<b>2005</b>	4,696,926	15.84%
<b>Actual</b>	<b>2006</b>	5,340,003	13.69%
<b>Actual</b>	<b>2007</b>	5,456,092	2.17%
<b>Actual</b>	<b>2008</b>	5,923,560	8.57%
<b>Estimate</b>	<b>2009</b>	6,378,132	7.67%
<b>Budget</b>	<b>2010</b>	6,822,921	6.97%



**City of Englewood, Colorado 2010 Budget**

**Department** Utilities

**Fund** Water

**Revenue Item** Water Sales

**Account** 40.1607.33209, 40.1607.33210 and 40.1607.33421

**FLAT RATE SERVICE INSIDE CITY OF ENGLEWOOD**

**RESIDENCE RATES**

**QUARTERLY RATE**

<b>Facility</b>	<b><u>2009</u></b>	<b><u>2010</u></b>
1-3 Rooms	17.42	18.64
4-5 Rooms	21.79	23.31
6-7 Rooms	25.31	27.09
8-9 Rooms	28.05	30.00
	3.21	3.44
Bath	17.46	18.69
Bath and Shower	17.46	18.69
Separate Shower	17.46	18.69
Water Closet	17.8	18.69
Automatic Washer	8.34	8.92
Dishwasher	9.55	10.22
Garbage Disposal	6.41	6.86
1 or More Automobiles Per Family	8.34	8.92

**IRRIGATION RATES:**

Per front foot of property (normal depth tracts	0.8014	0.8575
Per square foot of property (odd, irregular, over	0.0458	0.0490

**METERED SERVICE INSIDE CITY OF ENGLEWOOD**

**AVAILABILITY:** Available to consumers on meters taking service inside the corporate limits of the City of Englewood, Colorado, as of January 1, 2009.

**APPLICABILITY:** Applicable for residential, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Revenue Item** Water Sales

**Account** 40.1607.33209, 40.1607.33210 and 40.1607.33421

### METERED QUARTERLY RATES - INSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2010</u>	<u>2009</u>	
FIRST 400,000	3.11	2.90	
OVER 400,000	1.93	1.80	

<u>Meter Size</u>	<u>2010</u>	<u>2009</u>	<u>Usage included in Minimum Bill (1000 gallons)</u>
5/8"	8.03	7.50	None
3/4"	9.16	8.56	None
1"	78.40	73.26	22
1.25"	98.35	91.91	28
1.5"	149.83	140.02	45
2"	235.53	220.12	72
3"	435.52	407.03	135
4"	721.23	674.05	225
6"	1,375.40	1,285.41	450
10"	1,375.40	1,285.41	450

### METERED SERVICE OUTSIDE CITY OF ENGLEWOOD

**AVAILABILITY:** Available to consumers on meters taking service outside the corporate limits of the City of Englewood, Colorado, as of January 1, 2009.

**APPLICABILITY:** Applicable for residents, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

### METERED QUARTERLY RATES - OUTSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2010</u>	<u>2009</u>	
FIRST 400,000	4.35	4.07	
OVER 400,000	3.11	2.90	

<u>Meter Size</u>	<u>2010</u>	<u>2009</u>	<u>Usage included in Minimum Bill (1000 gallons)</u>
5/8"	8.10	7.57	None
3/4"	8.69	8.13	None
1"	106.42	99.46	22
1.25"	134.21	125.43	28
1.5"	205.77	192.31	45
2"	325.08	303.82	72
3"	603.42	563.94	135
4"	997.21	931.97	225
6"	1,933.42	1,806.93	450
10"	1,933.42	1,806.93	450

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Revenue Item** Raw Water Sales

**Account** 40.1607.33431

**Authorization** Charter Section 124

**Description** Sales of untreated (raw) water to Centennial Water District.

**Fee Schedule** **Ordinance No. of Series 2003.** Set by contractual negotiations. First 1500 acre-feet charge is \$372.00 per acre-foot of water, the charge drops to \$182.10 per acre-foot, then \$103.01 per acre-foot depending on the water availability.

**Date Last Changed** 2006

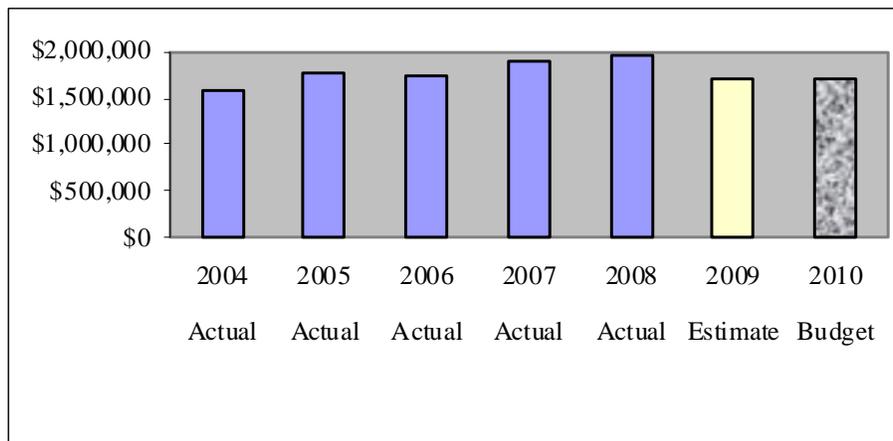
**Previous Fee Schedule** Set by contractual negotiations. Basic charge is \$372.00 per acre-foot of water.

**Formula Method** Rate set by contract negotiation with Centennial Water District.

**Projection Method** Projections based on the terms of the contractual agreements.

**Comments** N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	1,585,089	-1.59%
<b>Actual</b>	<b>2005</b>	1,764,343	11.31%
<b>Actual</b>	<b>2006</b>	1,731,390	-1.87%
<b>Actual</b>	<b>2007</b>	1,883,483	8.78%
<b>Actual</b>	<b>2008</b>	1,969,543	4.57%
<b>Estimate</b>	<b>2009</b>	1,700,000	-13.69%
<b>Budget</b>	<b>2010</b>	1,700,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Revenue Item** City Ditch Revenue

**Account** 40.1607.33441

**Authorization** Charter Section 125

**Description** City Ditch fees collected from ditch shareholders. Fees pay for the repair and maintenance of the ditch.

**Fee Schedule** Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

**Date Last Changed** 1998

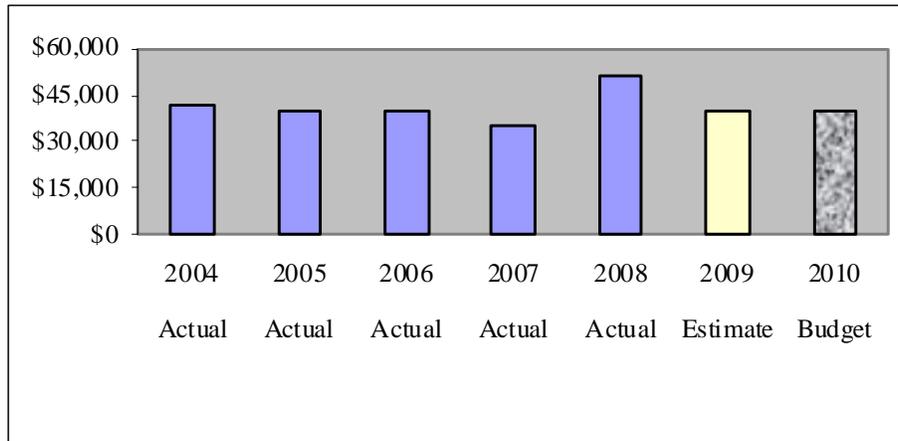
**Previous Fee Schedule** Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

**Formula Method** Cost of repair and maintenance multiplied by the number of shares held.

**Projection Method** Historic costs and revenues and anticipated repair projects.

**Comments** The large drop from 2002 to 2003 is due to Denver abandoning City Ditch and no longer paying shareholder fees. They didn't want to pay to bring the Ditch under TREX.

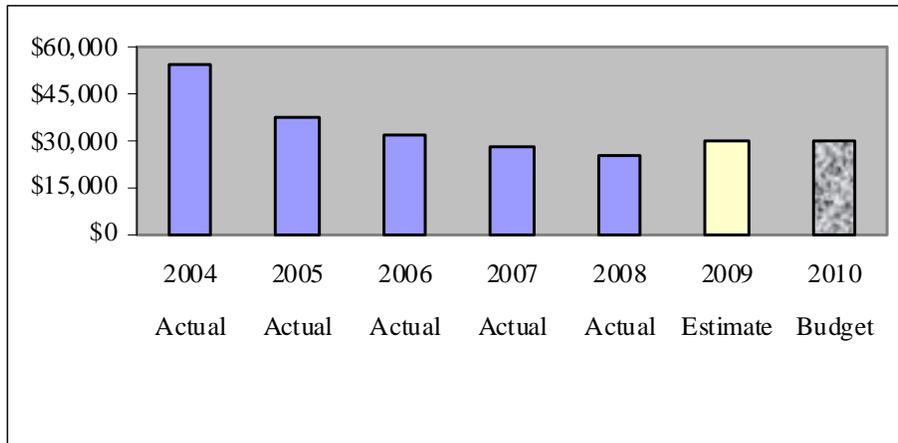
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	41,890	-50.47%
<b>Actual</b>	<b>2005</b>	40,036	-4.43%
<b>Actual</b>	<b>2006</b>	40,252	0.54%
<b>Actual</b>	<b>2007</b>	35,327	-12.24%
<b>Actual</b>	<b>2008</b>	51,038	44.47%
<b>Estimate</b>	<b>2009</b>	40,000	-21.63%
<b>Budget</b>	<b>2010</b>	40,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Water
<b>Revenue Item</b>	<b>Meter Sales</b>
<b>Account</b>	<b>40.1607.33451</b>
<b>Authorization</b>	Charter Section 12-1A-4:A
<b>Description</b>	All water tap material and meter sales excluding water tap license connection fees.
<b>Fee Schedule</b>	Cost of materials plus markup as approved by Council. See water sales fees schedules.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Cost of materials plus markup as approved by Council. See water sales fees schedules.
<b>Projection Method</b>	Projections based on historic information and anticipated new water connection sales and water meter sales.
<b>Comments</b>	N/A

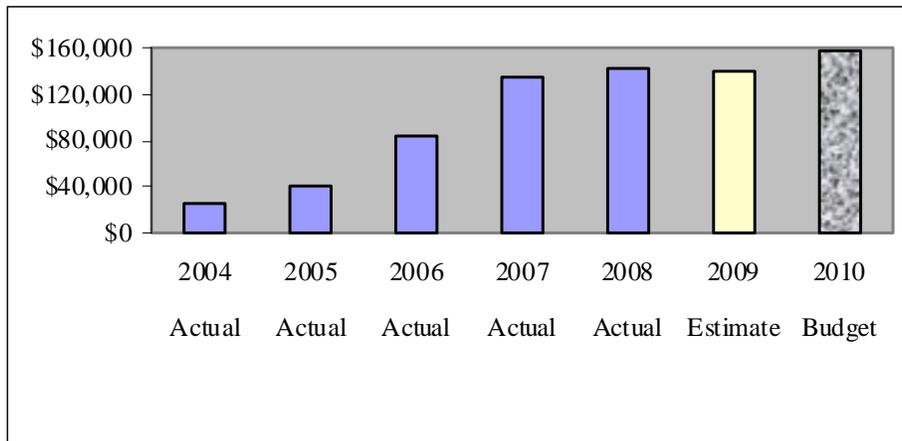
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	54,463	70.27%
<b>Actual</b>	<b>2005</b>	37,832	-30.54%
<b>Actual</b>	<b>2006</b>	31,711	-16.18%
<b>Actual</b>	<b>2007</b>	27,873	-12.10%
<b>Actual</b>	<b>2008</b>	25,027	-10.21%
<b>Estimate</b>	<b>2009</b>	30,000	19.87%
<b>Budget</b>	<b>2010</b>	30,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Water
<b>Revenue Item</b>	<b>Interest Income</b>
<b>Account</b>	<b>40.1607.35101</b>
<b>Authorization</b>	EMC 4-1-2
<b>Description</b>	Interest earned on funds available for investment.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Estimated total interest earnings X pro rata share of this fund to total funds.
<b>Projection Method</b>	Projections based on historic revenues, projected revenues, expected expenditures for department, O&M and capital projects.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	25,288	-57.39%
<b>Actual</b>	<b>2005</b>	40,630	60.67%
<b>Actual</b>	<b>2006</b>	84,112	107.02%
<b>Actual</b>	<b>2007</b>	134,421	59.81%
<b>Actual</b>	<b>2008</b>	142,434	5.96%
<b>Estimate</b>	<b>2009</b>	140,544	-1.33%
<b>Budget</b>	<b>2010</b>	157,058	11.75%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Revenue Item** Ranch/Cabin Creek Climax O&M Reimbursement

**Account** 40.1607.36309

**Authorization** Charter Section 125

**Description** The City and Climax Mine jointly own the Ranch Creek Water Diversion Project. Climax Mine pays 55% of the O&M costs. Denver Water Department bills Englewood for O&M, Englewood bills Climax for its 55% share. This account tracks payments of Climax's 55% share.

**Fee Schedule** Climax reimburses Englewood for 55% of the O&M charges from the Denver Water Department.

**Date Last Changed** This is the same rate set in the original contract.

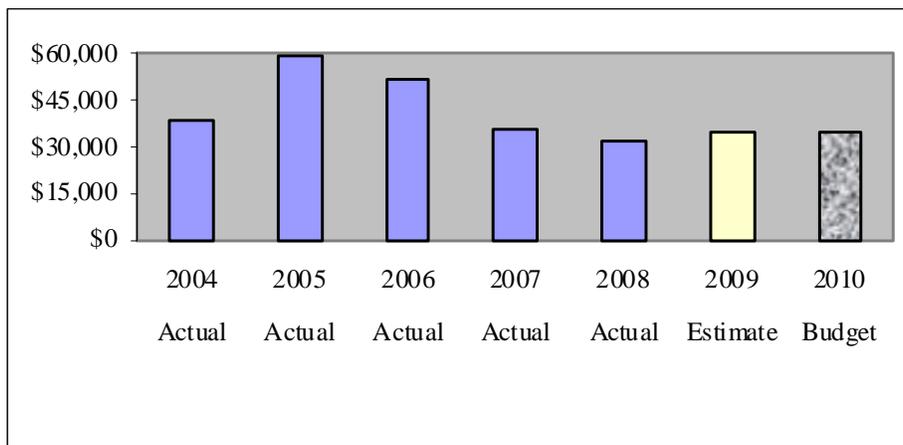
**Previous Fee Schedule** N/A

**Formula Method** 55% of O&M charges as billed to Englewood by the Denver Water Department.

**Projection Method** Historic O&M charges and anticipated construction projects.

**Comments** N/A

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	38,072	8.67%
<b>Actual</b>	<b>2005</b>	59,340	55.86%
<b>Actual</b>	<b>2006</b>	51,816	-12.68%
<b>Actual</b>	<b>2007</b>	35,486	-31.52%
<b>Actual</b>	<b>2008</b>	31,400	-11.51%
<b>Estimate</b>	<b>2009</b>	35,000	11.46%
<b>Budget</b>	<b>2010</b>	35,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Revenue Item** Connection Charge

**Account** 40.1607.37311

**Authorization** Municipal Code 12-1A-1

**Description** Water tap connection charge

<b>Fee Schedule</b>	<b>Water Tap Size</b>	<b>Inside City Charge</b>	<b>Outside City Charge</b>
	3/4"	\$1,000	\$1,500
	1"	\$1,800	\$2,700
	1-1/2"	\$4,000	\$6,000
	2"	\$7,200	\$10,800
	3"	\$16,000	\$24,000
	4"	\$28,800	\$43,200
	6"	\$64,000	\$96,000
	8"	\$115,200	\$172,800

Multi Family: \$1000.00 for the first unit, \$500.00 of each additional unit.

**Date Last Changed** July 1977

<b>Previous Fee Schedule</b>	<b>Water Tap Size</b>	<b>Inside City Charge</b>	<b>Outside City Charge</b>
	5/8"	\$300	
	3/4"	\$400	
	1"	\$500	
	1-1/2"	\$750	
	2"	\$900	
	3"	\$1,500	
	4"	\$3,000	
	6"	\$6,000	
	8"	\$12,000	

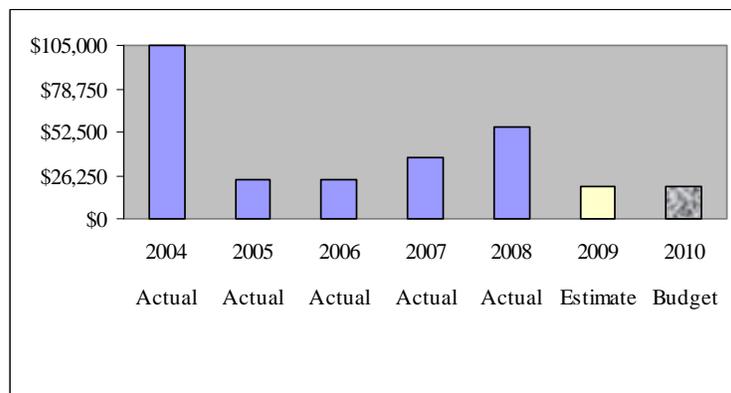
Multi Family: \$200.00 for the first unit, \$110.00 of each additional unit.

**Formula Method** Fee X estimated number of taps.

**Projection Method** Projections are based on historic information and anticipated new taps for the new year.

**Comments** Average 20 new connections per year.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	104,744	861.35%
<b>Actual</b>	<b>2005</b>	23,324	-77.73%
<b>Actual</b>	<b>2006</b>	23,949	2.68%
<b>Actual</b>	<b>2007</b>	37,059	54.74%
<b>Actual</b>	<b>2008</b>	55,293	49.20%
<b>Estimate</b>	<b>2009</b>	20,000	-63.83%
<b>Budget</b>	<b>2010</b>	20,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Water

**Division** Special Projects

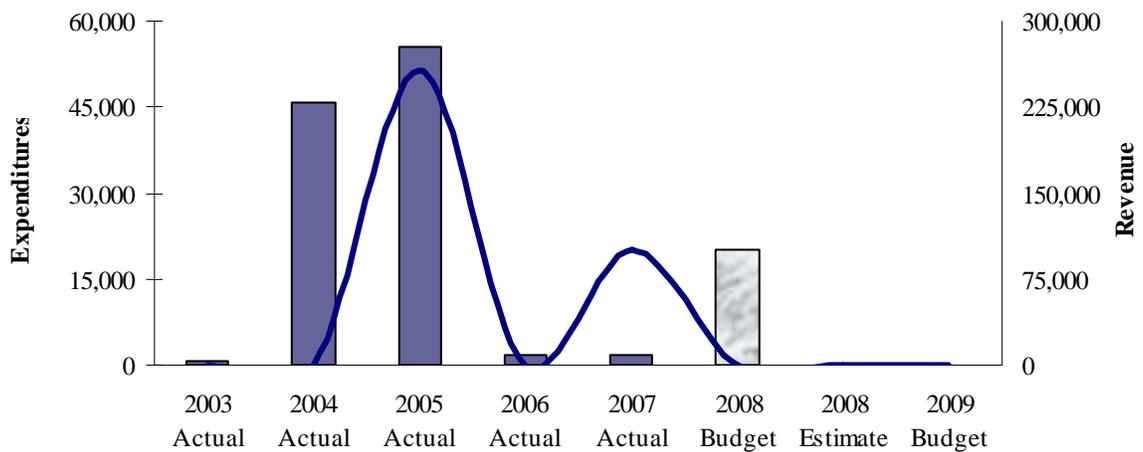
**Account** 40.1608

**Description** This division accounts for special projects not recorded in other divisions of the Water Fund.

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	257,000	-	-	-	-	-	-
<b>Percent Change</b>		----	-100.00%	----	----	----	----	----
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	25,258	794	-	-	-	-	-	-
Contractual	18,991	16,948	1,698	1,698	-	-	-	-
Capital	1,401	37,685	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	45,650	55,427	1,698	1,698	-	-	-	-
<b>Percent Change</b>		21.42%	-96.94%	0.00%	-100.00%	----	----	----

<b>Employees FTE</b>								
<b>Percent Change FTE</b>		----	----	----	----	----	----	----



■ Expenditures    — Revenue

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

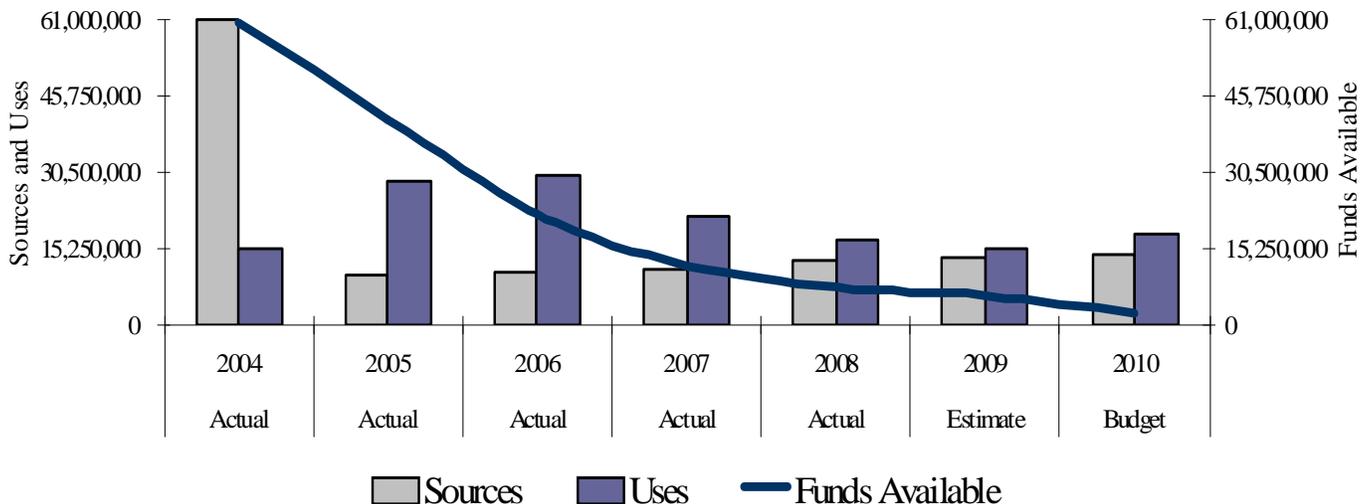
## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Sewer

### SEWER FUND

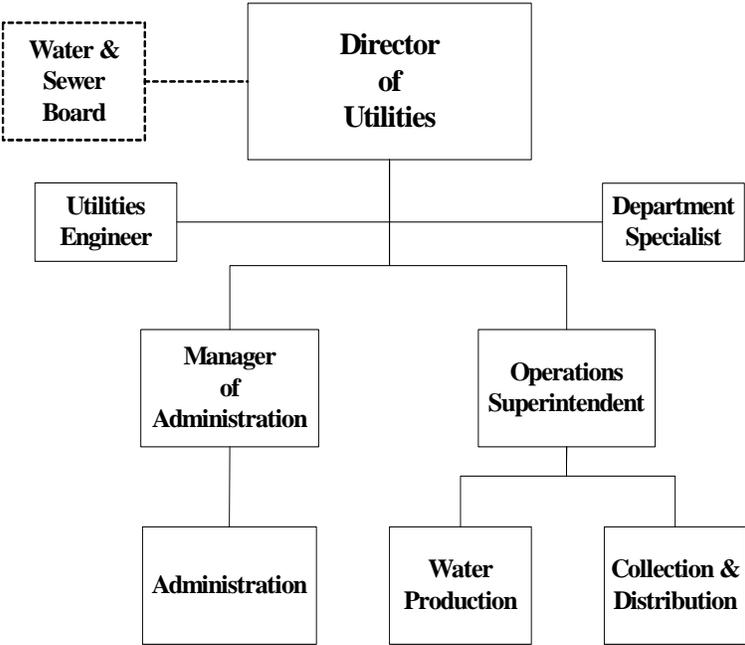
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 14,688,281	\$ 60,194,409	\$ 41,298,190	\$ 22,055,211	\$ 11,867,929	\$ 5,953,894	\$ 7,495,965	\$ 7,495,965	\$ 5,921,921
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Charges for Services	6,529,238	7,569,175	8,557,662	9,403,519	10,552,898	12,546,767	12,546,767	12,413,000	13,402,872
<b>Total Operating Revenues</b>	<b>6,529,238</b>	<b>7,569,175</b>	<b>8,557,662</b>	<b>9,403,519</b>	<b>10,552,898</b>	<b>12,546,767</b>	<b>12,546,767</b>	<b>12,413,000</b>	<b>13,402,872</b>
Nonoperating Revenues	1,791,114	1,324,277	1,496,595	1,171,255	977,830	545,852	545,852	624,406	515,197
System development fees	1,484,606	831,296	396,102	672,648	1,282,569	395,000	395,000	395,000	395,000
Loan Proceeds	51,126,340	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>60,931,298</b>	<b>9,724,748</b>	<b>10,450,359</b>	<b>11,247,422</b>	<b>12,813,297</b>	<b>13,487,619</b>	<b>13,487,619</b>	<b>13,432,406</b>	<b>14,313,069</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	7,716,327	8,314,911	8,376,818	8,684,566	14,556,069	10,759,206	10,759,206	10,833,511	11,714,322
<b>Total Operating Expenses</b>	<b>7,716,327</b>	<b>8,314,911</b>	<b>8,376,818</b>	<b>8,684,566</b>	<b>14,556,069</b>	<b>10,759,206</b>	<b>10,759,206</b>	<b>10,833,511</b>	<b>11,714,322</b>
Capital outlay	5,315,664	17,424,089	18,299,316	9,677,962	54,000	1,429,478	1,429,478	1,129,978	1,017,328
Debt Service- Principal	665,551	723,306	774,087	828,484	886,755	949,177	949,177	949,177	3,231,045
Debt Service- Interest	1,603,613	2,158,661	2,243,117	2,243,692	1,688,437	2,093,784	2,093,784	2,093,784	1,991,179
Debt Service- Issue costs	124,015	-	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	<b>15,425,170</b>	<b>28,620,967</b>	<b>29,693,338</b>	<b>21,434,704</b>	<b>17,185,261</b>	<b>15,231,645</b>	<b>15,231,645</b>	<b>15,006,450</b>	<b>17,953,874</b>
<b>Net Sources (Uses) of Funds</b>	<b>45,506,128</b>	<b>(18,896,219)</b>	<b>(19,242,979)</b>	<b>(10,187,282)</b>	<b>(4,371,964)</b>	<b>(1,744,026)</b>	<b>(1,744,026)</b>	<b>(1,574,044)</b>	<b>(3,640,805)</b>
<b>Ending Funds Available</b>	<b>\$ 60,194,409</b>	<b>\$ 41,298,190</b>	<b>\$ 22,055,211</b>	<b>\$ 11,867,929</b>	<b>\$ 7,495,965</b>	<b>\$ 4,209,868</b>	<b>\$ 5,751,939</b>	<b>\$ 5,921,921</b>	<b>\$ 2,281,116</b>
Funds Available Percentage Change		-31.39%	-46.60%	-46.19%	-36.84%	-43.84%	36.63%	2.96%	-61.48%



City of Englewood, Colorado 2010 Budget

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.

**2009 Major Department Initiatives Planned**                      **2010 Major Department Initiatives Planned**

- Upgrade CIS Infinity to Version 3
- Improve Building 11 to accommodate computers

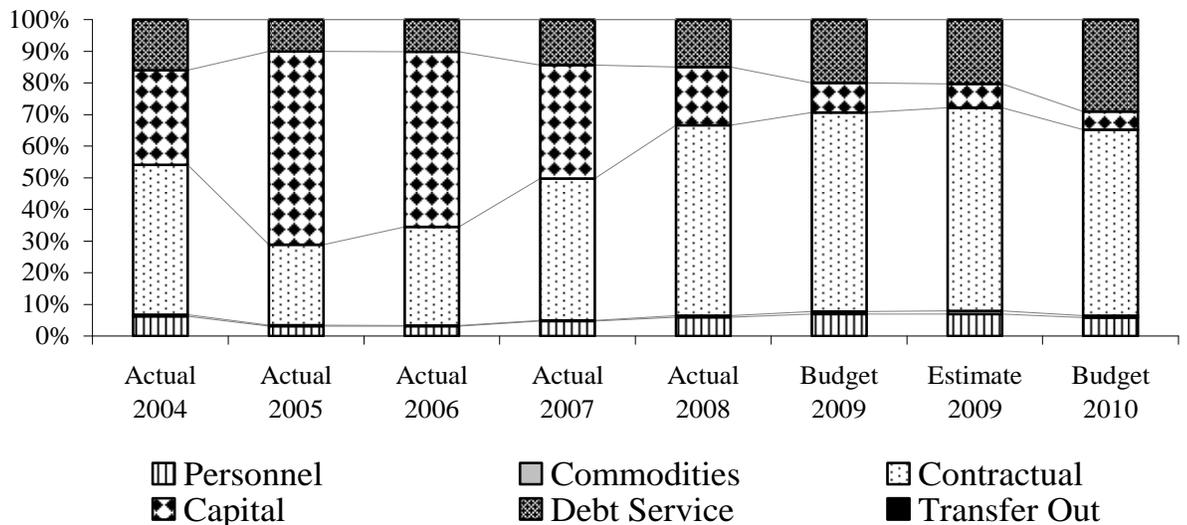
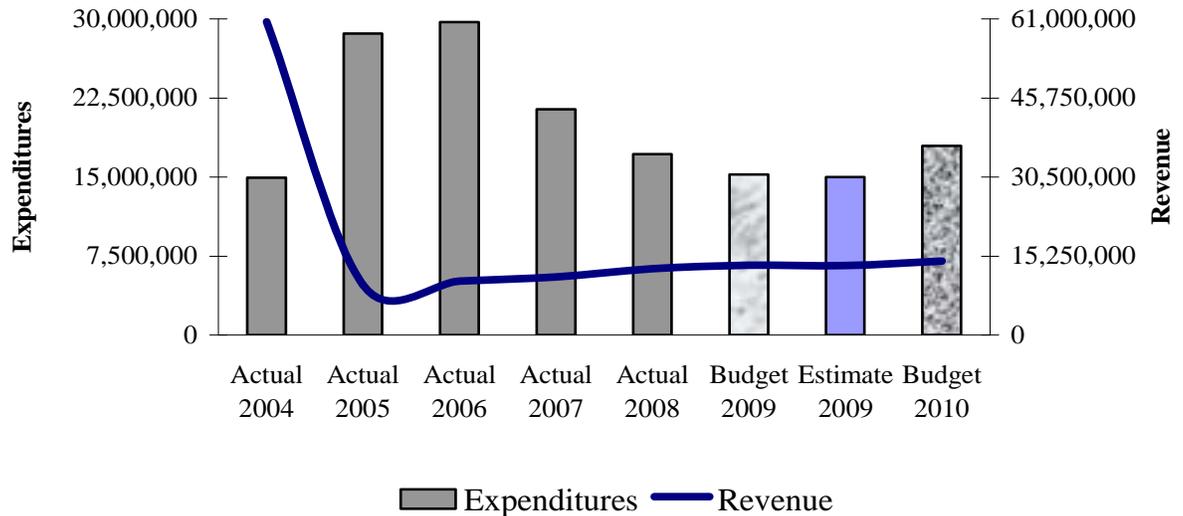
**2008 Major Department Initiatives Planned**                      **2008 Major Department Initiatives Accomplished**

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## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Sewer  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	60,449,149	9,724,749	10,450,360	11,247,421	12,813,297	13,487,619	13,432,406	14,313,069
<b>Percent Change</b>		<b>-83.91%</b>	<b>7.46%</b>	<b>7.63%</b>	<b>13.92%</b>	<b>5.26%</b>	<b>-0.41%</b>	<b>6.56%</b>
Expenditures								
Personnel	930,090	890,643	914,415	1,008,633	1,012,264	1,062,079	1,045,895	1,049,355
Commodities	78,690	84,906	63,110	45,137	97,172	121,800	145,537	99,400
Contractual	7,066,648	7,281,442	9,266,694	9,617,959	10,349,708	9,575,327	9,642,079	10,565,567
Capital	4,474,411	17,482,012	16,431,914	7,690,798	3,150,925	1,429,478	1,129,978	1,017,328
Debt Service	2,393,182	2,881,965	3,017,206	3,072,176	2,575,192	3,042,961	3,042,961	5,222,224
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	14,943,021	28,620,968	29,693,339	21,434,703	17,185,261	15,231,645	15,006,450	17,953,874
<b>Percent Change</b>		<b>91.53%</b>	<b>3.75%</b>	<b>-27.81%</b>	<b>-19.83%</b>	<b>-11.37%</b>	<b>-1.48%</b>	<b>19.64%</b>
<b>Employees FTE</b>	4.000	5.000	14.895	14.690	14.850	14.450	14.450	14.450
<b>Percent Change FTE</b>		25.00%	197.90%	-1.38%	1.09%	-2.69%	0.00%	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

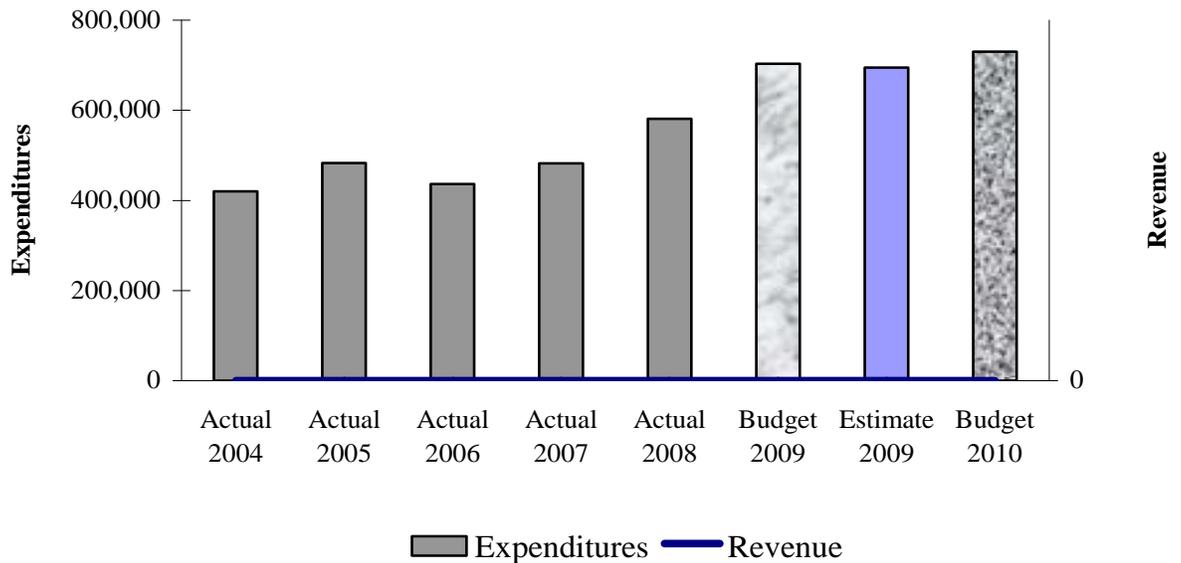
**Division** Wastewater Collections

**Account** 41.0605

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	-	-	-	-	-	-	-	-
<b>Percent Change</b>		----	----	----	----	----	----	----
Expenditures								
Personnel	280,921	295,164	294,560	337,319	358,021	380,707	375,109	382,700
Commodities	19,982	37,481	27,826	29,119	33,925	83,200	80,537	34,400
Contractual	59,248	80,722	62,872	64,451	82,015	80,153	80,153	129,453
Capital	60,037	69,512	50,997	51,522	106,806	158,888	158,888	183,888
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>420,188</b>	<b>482,879</b>	<b>436,255</b>	<b>482,411</b>	<b>580,767</b>	<b>702,948</b>	<b>694,687</b>	<b>730,441</b>
<b>Percent Change</b>		<b>14.92%</b>	<b>-9.66%</b>	<b>10.58%</b>	<b>20.39%</b>	<b>21.04%</b>	<b>-1.18%</b>	<b>5.15%</b>
<b>Employees FTE</b>	4.000	5.000	5.700	5.750	5.500	5.500	5.500	5.500
<b>Percent Change FTE</b>		25.00%	14.00%	0.88%	-4.35%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains sewer collection system	Flush all sewer mains at least annually. Camera problem areas, root cut as needed, repair as needed.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

**Division** Wastewater Collections

**Account** 41.0605

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Sewer Mains Cleaned								
Feet of Mains Cleaned	1	505,587	536,282	561,080	561,080	542,661	542,000	542,000

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

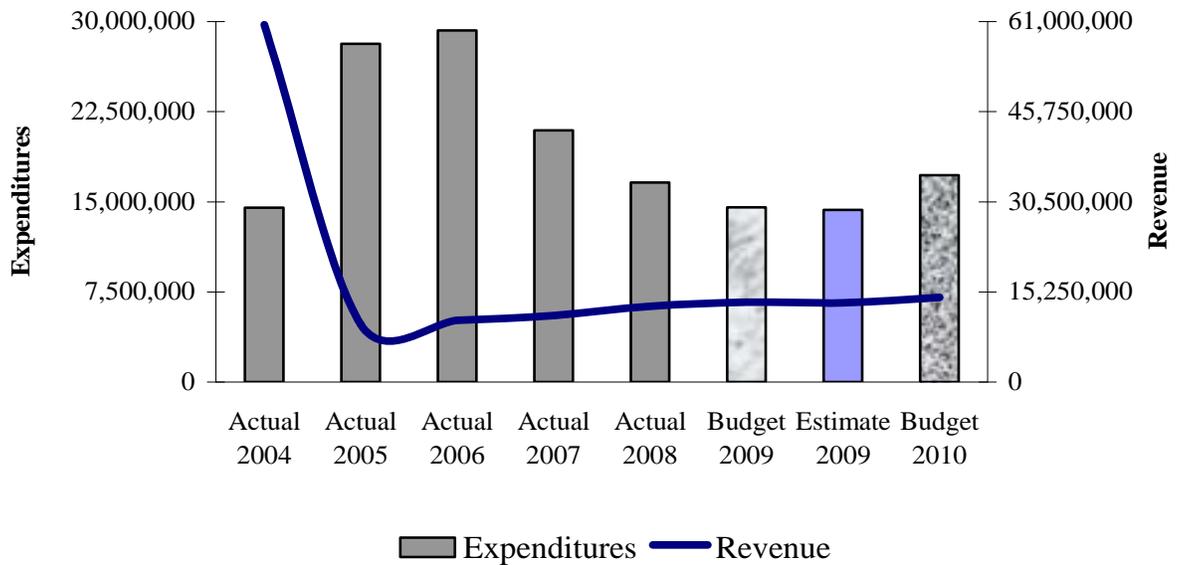
**Division** Administration

**Account** 41.1607

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	60,449,149	9,724,749	10,450,360	11,247,421	12,813,297	13,487,619	13,432,406	14,313,069
<b>Percent Change</b>		<b>-83.91%</b>	<b>7.46%</b>	<b>7.63%</b>	<b>13.92%</b>	<b>5.26%</b>	<b>-0.41%</b>	<b>6.56%</b>
Expenditures								
Personnel	649,169	595,479	619,855	671,314	654,243	681,372	670,786	666,655
Commodities	58,708	47,425	35,284	16,018	63,247	38,600	65,000	65,000
Contractual	7,007,400	7,200,720	9,203,822	9,553,508	10,267,693	9,495,174	9,561,926	10,436,114
Capital	4,414,374	17,412,500	16,380,917	7,639,276	3,044,119	1,270,590	971,090	833,440
Debt Service	2,393,182	2,881,965	3,017,206	3,072,176	2,575,192	3,042,961	3,042,961	5,222,224
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	14,522,833	28,138,089	29,257,084	20,952,292	16,604,494	14,528,697	14,311,763	17,223,433
<b>Percent Change</b>		<b>93.75%</b>	<b>3.98%</b>	<b>-28.39%</b>	<b>-20.75%</b>	<b>-12.50%</b>	<b>-1.49%</b>	<b>20.34%</b>
<b>Employees FTE</b>	-	-	9.195	8.940	9.350	8.950	8.950	8.950
<b>Percent Change FTE</b>		----	----	-2.77%	4.59%	-4.28%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> <li>Provides efficient customer service and a zero delinquency rate.</li> <li>Provides one of the lowest waste water rates in the metro area</li> </ol>	<ol style="list-style-type: none"> <li>Timely and accurate billings and past due collections.</li> </ol>

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

**Division** Administration

**Account** 41.1607

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
Bills and notices sent		74,748	74,830	74,911	74,993	75,316	75,500	75,600

### Schedules of Debt Service Requirements

#### Colorado Water Resources and Power Development Authority

Year	Total Debt Service	May 1, 2004 Water Pollution Control Revolving Fund				May 1, 2004 Water Revenue Bond Program			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
		2010	3.870	5,351	1,149,603	1,154,954	4.110	2,220,000	950,775
2011	3.870	5,351	1,149,524	1,154,875	4.110	2,305,000	861,975	3,166,975	
2012	3.870	5,351	1,149,432	1,154,783	4.110	2,410,000	758,250	3,168,250	
2013	3.870	5,351	1,149,315	1,154,666	4.110	2,530,000	637,750	3,167,750	
2014	3.870	5,351	1,149,198	1,154,549	4.110	2,655,000	511,250	3,166,250	
2015	3.870	5,351	1,149,081	1,154,432	4.110	2,790,000	378,500	3,168,500	
2016	3.870	5,351	1,148,964	1,154,315	4.110	2,925,000	239,000	3,164,000	
2017	3.870	1,182,571	1,148,834	2,331,405	4.110	1,855,000	92,750	1,947,750	
2018	3.870	3,162,441	1,120,217	4,282,658	-	-	-	-	
2019	3.870	3,258,759	1,021,527	4,280,286	-	-	-	-	
2020	3.870	3,360,428	919,831	4,280,259	-	-	-	-	
2021	3.870	3,467,448	814,962	4,282,410	-	-	-	-	
2022	3.870	3,574,468	706,754	4,281,222	-	-	-	-	
2023	3.870	3,686,839	595,206	4,282,045	-	-	-	-	
2024	3.870	3,799,210	480,150	4,279,360	-	-	-	-	
2025	3.870	4,007,899	272,896	4,280,795	-	-	-	-	
<b>Totals</b>	<b>71,341,819</b>		<b>29,537,520</b>	<b>15,125,494</b>	<b>44,663,014</b>		<b>19,690,000</b>	<b>4,430,250</b>	<b>24,120,250</b>

#### State Revolving Loan Fund - November 15, 1990

Year	Rate	Principal	Interest (Credits)	Total
2010	4.642	1,005,694	(72,166)	933,528
2011	4.642	1,077,325	(131,224)	946,101
2012	4.642	855,533	(176,607)	678,926
<b>Totals</b>		<b>2,938,552</b>	<b>(379,997)</b>	<b>2,558,555</b>

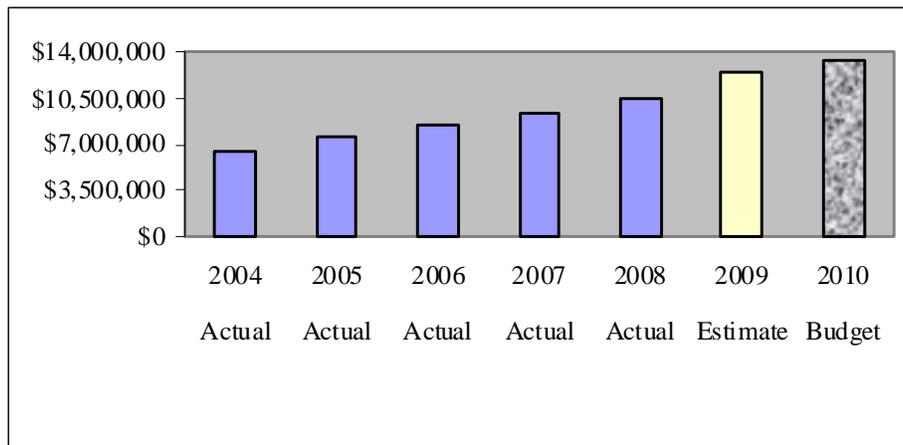
**Colorado Water Resources and Power Development Authority** – Sewer loans to fund the City’s share in the capital improvements to the Littleton/Englewood Wastewater Treatment Plant and the City’s sewer collection system.

Issue Date	Original Amount	Interest Rate	Last Payment Date
11/15/1990	\$12,750,000	4.642%	8/1/2012
5/1/2004	\$19,715,000	4.110%	8/1/2017
5/1/2004	\$29,564,275	3.870%	8/1/2025

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Sewer
<b>Revenue Item</b>	<b>Disposal Service Fee</b>
<b>Account</b>	<b>41.1607.33511</b>
<b>Authorization</b>	EMS 12-2-3 and Ordinance No. 49 Series 2003
<b>Description</b>	Sewer service charge.
<b>Fee Schedule</b>	See following schedule.
<b>Date Last Changed</b>	January 1, 2010 a rate increase of 8% is effective.
<b>Previous Fee Schedule</b>	January 1, 2009 a rate increase of 8% is effective See schedule on next page.
<b>Formula Method</b>	Number of accounts X revenue per account.
<b>Projection Method</b>	Projections based on historical revenues, rate increases and projected growth in the service area.
<b>Comments</b>	As of January, 2009, there are approximately 10,400 inside City sewer accounts and 32,400 outside City accounts. The City maintains wastewater treatment agreements with 15 sanitation districts in Arapahoe County.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	6,489,638	27.37%
<b>Actual</b>	<b>2005</b>	7,529,575	16.02%
<b>Actual</b>	<b>2006</b>	8,518,063	13.13%
<b>Actual</b>	<b>2007</b>	9,403,519	10.40%
<b>Actual</b>	<b>2008</b>	10,552,898	12.22%
<b>Estimate</b>	<b>2009</b>	12,373,400	17.25%
<b>Budget</b>	<b>2010</b>	13,363,272	8.00%



**City of Englewood, Colorado 2010 Budget**

**Department** Utilities

**Fund** Sewer

**Revenue Item** Disposal Service Fee

**Account** 41.1607.33511

**Sewage Treatment Rate Schedule: 2009**

Rate per 1000 gallons								
Sewer Treatment Charge	2.1642							
Collection System Charge	0.2883							
<b>TOTAL</b>	<b>2.4525</b>							
	<b>Schedule I</b>		<b>Schedule II</b>		<b>Schedule III</b>		<b>Schedule IV</b>	
	In City City Sewers Billed Qrtly		In City District Sewers Billed Qrtly		Outside City District Sewers Billed Annually		Outside City District Sewers Billed Qrtly	
Customer Class	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum
Single-Family Dwell	51.60	46.94	45.52	41.38	190.73	173.68	47.73	43.46
Multi-Fam. Unit	31.96	29.10	28.20	25.63	118.40	107.54	29.62	26.90
Mobile Unit	19.68	17.87	17.35	15.80	72.90	66.17	18.24	16.58
Com & Ind (by meter size)								
5/8"	71.09	64.76	62.83	57.14	263.61	239.85	65.92	59.99
3/4"	107.94	98.22	95.27	86.72	400.06	363.86	100.04	90.99
1"	178.98	162.82	158.05	143.82	663.62	603.67	165.92	150.94
1.5"	357.90	325.74	315.93	287.51	1,327.20	1,207.31	331.83	301.85
2"	573.69	522.14	506.39	460.77	2,126.70	1,935.49	531.72	483.91
3"	1,145.04	1,041.93	1,010.65	919.59	4,244.09	3,862.67	1,061.05	965.69
4"	1,789.74	1,628.77	1,579.67	1,437.55	6,634.34	6,037.43	1,658.62	1,509.38
6"	3,579.58	3,257.49	3,159.29	2,874.92	13,269.13	12,074.80	3,317.31	3,018.72
8"	5,687.78	5,175.89	5,005.22	4,554.67	21,085.24	19,187.52	5,271.26	4,796.95
10"	8,176.22	7,440.43	7,195.21	6,547.50	30,310.18	27,582.19	7,577.50	6,895.68

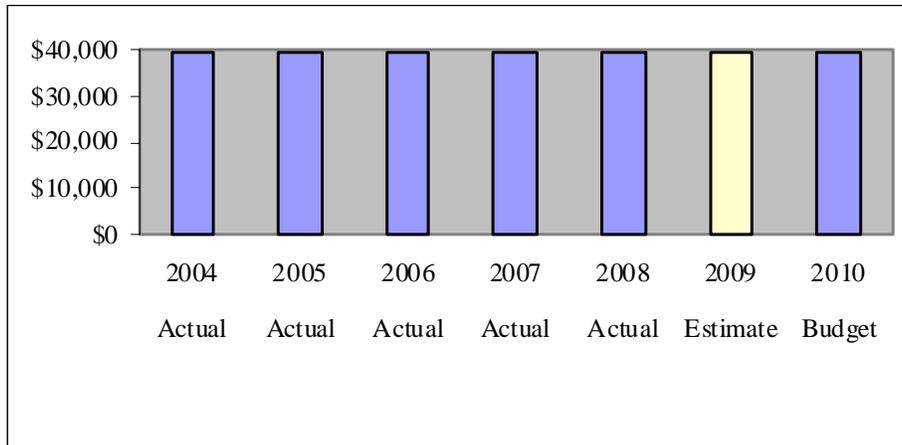
**Sewage Treatment Rate Schedule: 2010**

Rate Per 1,000 Gallons								
Sewage Treatment Charge	2.3373							
Collection System Charge	0.3113							
<b>TOTAL</b>	<b>2.6486</b>							
	<b>SCHEDULE I</b>		<b>SCHEDULE II</b>		<b>SCHEDULE III</b>		<b>SCHEDULE IV</b>	
Customer Class	In City City Sewers Billed Quarterly		In City District Sewers Billed Quarterly		Outside City District Billed Annually		Outside City District Billed Quarterly	
	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.
Single-fam. dwg.	55.74	50.70	49.17	44.69	205.99	187.57	51.55	46.94
Multi-fam. unit	34.52	31.43	30.46	27.68	127.88	116.14	31.99	29.06
Mobile home	21.25	19.30	18.73	17.06	78.73	71.47	19.70	17.90
Com. & Ind. (by meter size)								
5/8"	76.77	69.94	67.86	61.71	284.69	259.03	71.20	64.79
3/4"	116.57	106.07	102.89	93.66	432.07	392.97	108.04	98.27
1"	193.30	175.85	170.69	155.33	716.71	651.96	179.19	163.02
1 1/2"	386.53	351.80	341.21	310.51	1433.38	1303.90	358.38	326.00
2"	619.58	563.91	546.90	497.63	2296.84	2090.33	574.25	522.62
3"	1236.64	1125.28	1091.51	993.15	4583.61	4171.69	1145.93	1042.95
4"	1932.92	1759.07	1706.05	1552.55	7165.09	6520.42	1791.31	1630.13
6"	3865.95	3518.08	3412.03	3104.91	14,330.66	13,040.78	5699.97	5180.71
8"	6142.80	5589.96	5405.63	7919.05	22,772.06	20,722.52	5692.97	5180.71
10"	8830.31	8035.67	7770.83	7071.30	32,734.99	29,788.76	8183.70	7447.34

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Sewer
<b>Revenue Item</b>	<b>South Englewood Maintenance Fee</b>
<b>Account</b>	<b>41.1607.33512</b>
<b>Authorization</b>	Ordinance 40, Series of 1997
<b>Description</b>	Fees collected from South Englewood Sanitation District for the maintenance of their sanitary sewer lines inside the City of Englewood.
<b>Fee Schedule</b>	\$39,600 per year
<b>Date Last Changed</b>	1997
<b>Previous Fee Schedule</b>	\$36,000 per year
<b>Formula Method</b>	By contract
<b>Projection Method</b>	By contract and consumer price index.
<b>Comments</b>	N/A

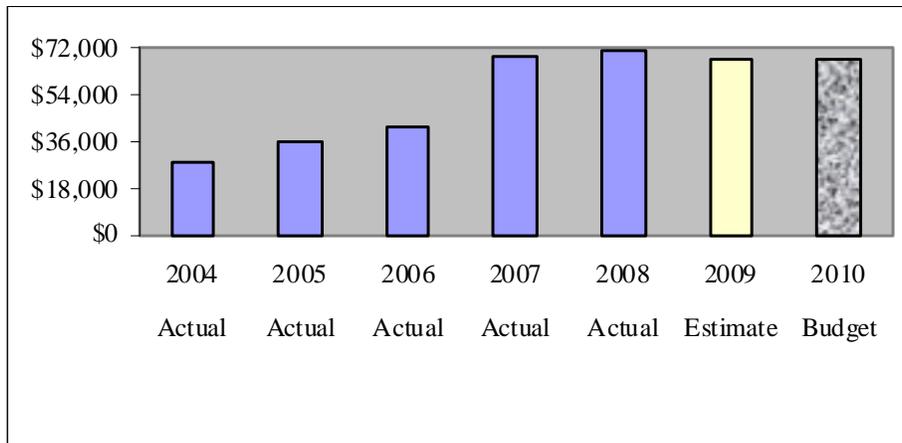
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	39,600	0.00%
<b>Actual</b>	<b>2005</b>	39,600	0.00%
<b>Actual</b>	<b>2006</b>	39,600	0.00%
<b>Actual</b>	<b>2007</b>	39,600	0.00%
<b>Actual</b>	<b>2008</b>	39,600	0.00%
<b>Estimate</b>	<b>2009</b>	39,600	0.00%
<b>Budget</b>	<b>2010</b>	39,600	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Sewer
<b>Revenue Item</b>	<b>Administrative Penalty, Interest and Late Fee</b>
<b>Account</b>	<b>41.1607.33701 and 41.1607.33702</b>
<b>Authorization</b>	EMC 12-2-3H.1
<b>Description</b>	Over due penalty charge to delinquent accounts.
<b>Fee Schedule</b>	5% per month of past due amount up to 25%.
<b>Date Last Changed</b>	1999
<b>Previous Fee Schedule</b>	Flat 25% plus 100% if certified to county for collection.
<b>Formula Method</b>	5% per month of past due amount.
<b>Projection Method</b>	Historic revenues.
<b>Comments</b>	N/A

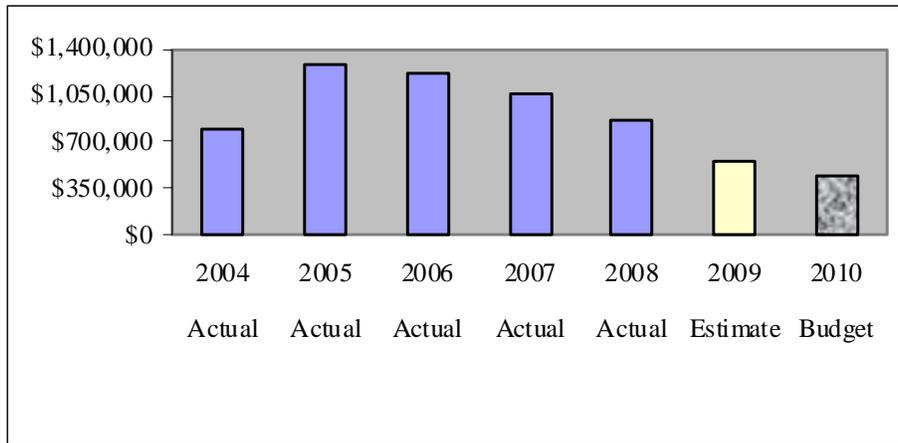
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	28,238	-142.81%
<b>Actual</b>	<b>2005</b>	35,619	26.14%
<b>Actual</b>	<b>2006</b>	41,508	16.53%
<b>Actual</b>	<b>2007</b>	69,371	67.13%
<b>Actual</b>	<b>2008</b>	71,862	3.59%
<b>Estimate</b>	<b>2009</b>	68,000	-5.37%
<b>Budget</b>	<b>2010</b>	68,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Utilities
<b>Fund</b>	Sewer
<b>Revenue Item</b>	<b>Interest Income</b>
<b>Account</b>	<b>41.1607.35101, 41.1607.35109 and 41.1607.35112</b>
<b>Authorization</b>	EMC 4-1-2
<b>Description</b>	Interest earned on funds available for investment.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Estimated total interest earnings X pro rata share of this fund to total funds.
<b>Projection Method</b>	Projections based on revenue projections, sewer tap sales projections, O&M projections, capital project projections and dept service.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	787,880	5.95%
<b>Actual</b>	<b>2005</b>	1,288,480	63.54%
<b>Actual</b>	<b>2006</b>	1,215,714	-5.65%
<b>Actual</b>	<b>2007</b>	1,054,663	-13.25%
<b>Actual</b>	<b>2008</b>	865,083	-17.98%
<b>Estimate</b>	<b>2009</b>	556,406	-35.68%
<b>Budget</b>	<b>2010</b>	447,197	-19.63%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

**Revenue Item** Connection Charge – Inside City

**Account** 41.1607.37312

**Authorization** EMC 12-2-5 & 12-2-8

**Description** Fee charged to inside city users to connect and/or discharge to the wastewater system.

**Fee Schedule**

Water Meter Size	Sewer Tap Fee
3/4"	\$1,400
1"	\$2,333
1-1/2"	\$4,667
2"	\$7,467
3"	\$14,932
4"	\$23,332
6"	\$46,667
8"	\$74,667
10"	\$107,332

Multi Family = \$1,400 per unit.

**Date Last Changed** 1981

**Previous Fee Schedule**

Water Meter Size	Sewer Tap Fee
3/4"	\$800
1"	\$1,333
1-1/2"	\$2,667
2"	\$4,267
3"	\$8,533
4"	\$13,333
6"	\$26,667
8"	\$42,667
10"	\$61,333

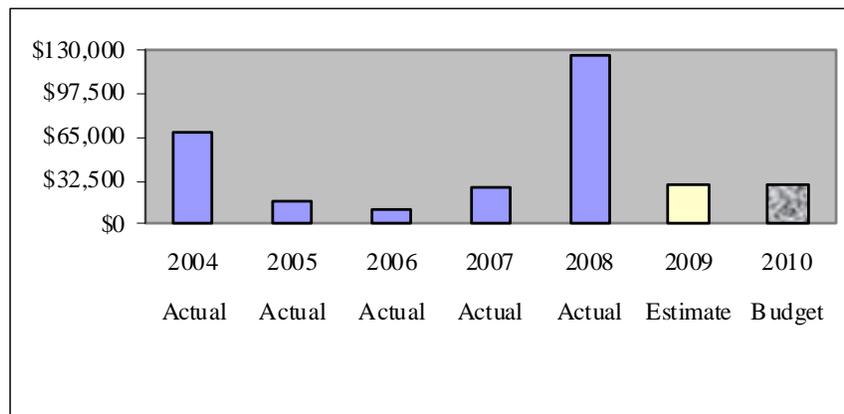
Multi Family = \$800 per unit.

**Formula Method** Number of taps X fee.

**Projection Method** 1% growth.

**Comments** Average 10 new taps per year.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	67,177	256.61%
<b>Actual</b>	<b>2005</b>	16,596	-75.30%
<b>Actual</b>	<b>2006</b>	11,622	-29.97%
<b>Actual</b>	<b>2007</b>	27,278	134.72%
<b>Actual</b>	<b>2008</b>	126,245	362.81%
<b>Estimate</b>	<b>2009</b>	30,000	-76.24%
<b>Budget</b>	<b>2010</b>	30,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

**Revenue Item** Connection Charge – Outside City

**Account** 41.1607.37313

**Authorization** EMC 12-2-5 & 12-2-8

**Description** Fee charged to users outside City limits to connect and/or discharge to the wastewater system.

Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$1,400
	1"	\$2,333
	1-1/2"	\$4,667
	2"	\$7,467
	3"	\$14,932
	4"	\$23,332
	6"	\$46,667
	8"	\$74,667
	10"	\$107,332

Multi Family = \$1400 per unit.

**Date Last Changed** 1981

Previous Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$800
	1"	\$1,333
	1-1/2"	\$2,667
	2"	\$4,267
	3"	\$8,533
	4"	\$13,333
	6"	\$26,667
	8"	\$42,667
	10"	\$61,333

Multi Family = \$800 per unit.

**Formula Method** Number of taps X fee.

**Projection Method** 1% growth.

**Comments** 270 new accounts per year.

## City of Englewood, Colorado 2010 Budget

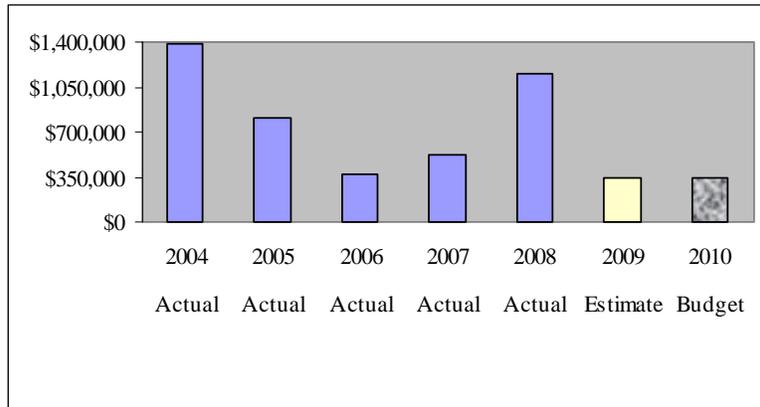
**Department** Utilities

**Fund** Sewer

**Revenue Item** Connection Charge – Outside City

**Account** 41.1607.37313

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	1,382,933	534.40%
<b>Actual</b>	<b>2005</b>	804,702	-41.81%
<b>Actual</b>	<b>2006</b>	371,114	-53.88%
<b>Actual</b>	<b>2007</b>	524,117	41.23%
<b>Actual</b>	<b>2008</b>	1,149,851	119.39%
<b>Estimate</b>	<b>2009</b>	350,000	-69.56%
<b>Budget</b>	<b>2010</b>	350,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Sewer

**Revenue Item** Connection Surcharge

**Account** 41.1607.37314

**Authorization** EMC 12-2-8

**Description** Surcharge of sewer tap fee to fund Northeast Englewood Relief Sewer System infrastructure.

Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$500
	1"	\$833
	1-1/2"	\$1,667
	2"	\$2,667
	3"	\$5,333
	4"	\$8,333
	6"	\$16,667
	8"	\$26,667
	10"	\$38,333

Multi Family = \$500 per unit.

**Date Last Changed** N/A

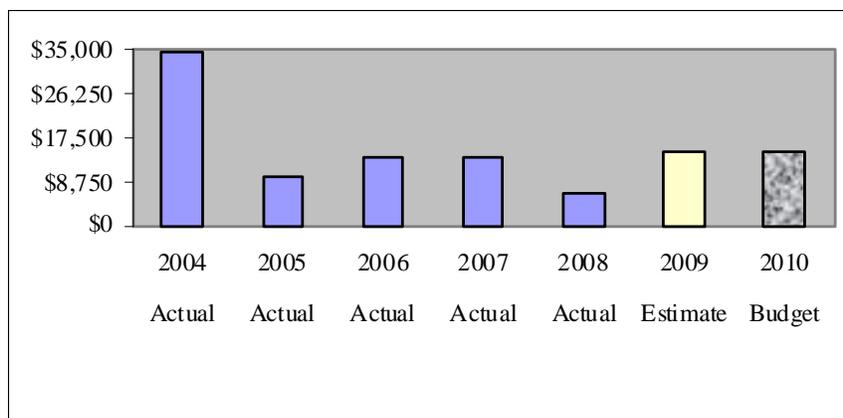
**Previous Fee Schedule** No previous schedules.

**Formula Method** Number of new taps in City sewer area X fee.

**Projection Method** 1% growth.

**Comments** 30 new accounts per year.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	34,497	256.89%
<b>Actual</b>	<b>2005</b>	9,999	-71.01%
<b>Actual</b>	<b>2006</b>	13,366	33.67%
<b>Actual</b>	<b>2007</b>	13,832	3.49%
<b>Actual</b>	<b>2008</b>	6,332	-54.22%
<b>Estimate</b>	<b>2009</b>	15,000	136.89%
<b>Budget</b>	<b>2010</b>	15,000	0.00%



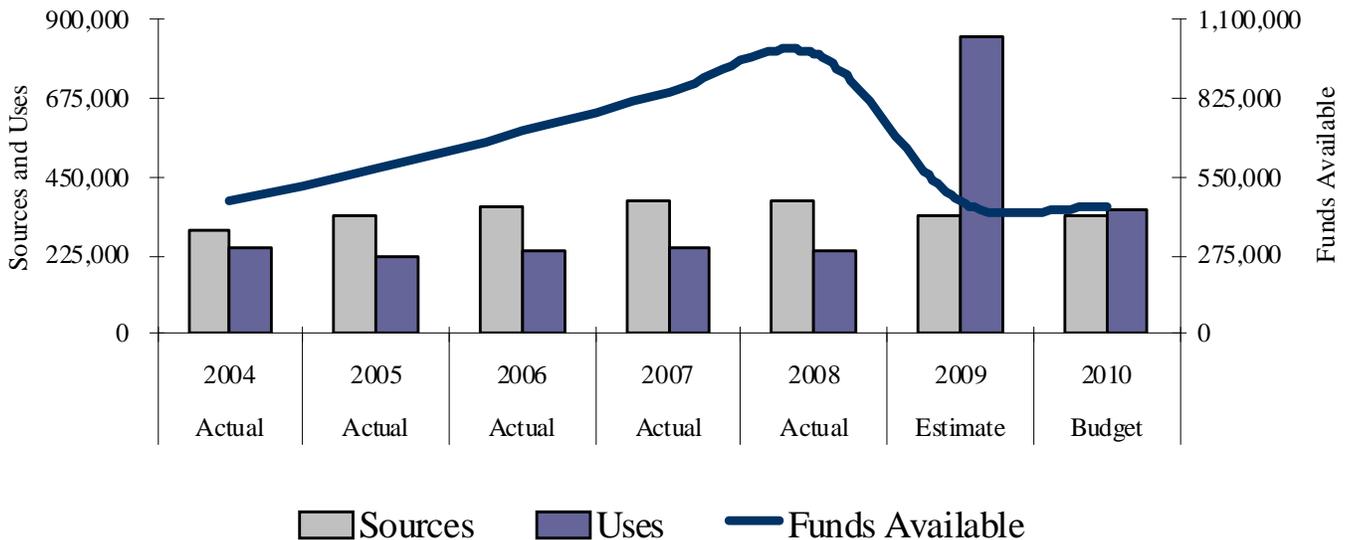
## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Storm Drainage

### STORM DRAINAGE FUND

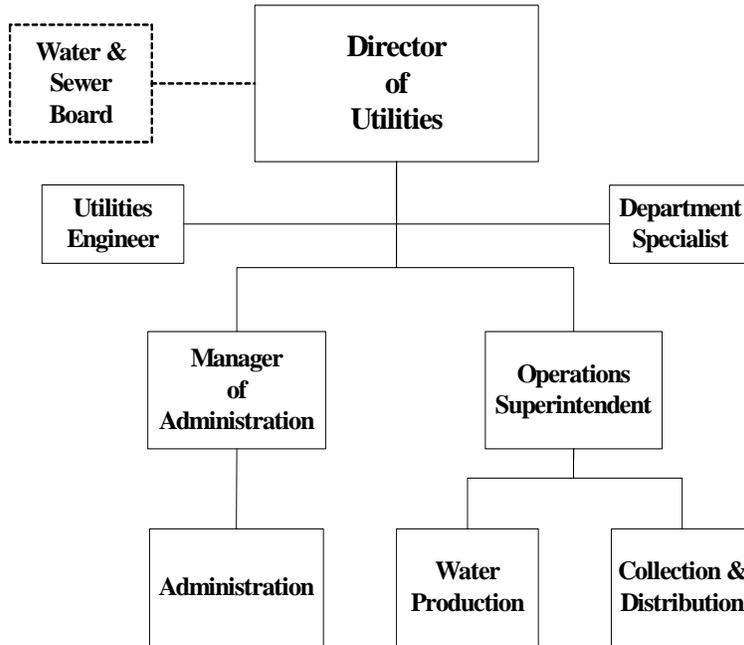
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 412,202	\$ 463,230	\$ 582,674	\$ 709,176	\$ 847,584	\$ 862,203	\$ 982,564	\$ 982,564	\$ 465,674
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Charges for Services	290,668	320,131	319,854	320,723	320,720	334,632	334,632	322,181	322,181
Interest and other	9,386	21,387	44,979	63,365	57,579	24,092	24,092	17,589	17,959
<b>Total Operating Revenues</b>	<b>300,054</b>	<b>341,518</b>	<b>364,833</b>	<b>384,088</b>	<b>378,299</b>	<b>358,724</b>	<b>358,724</b>	<b>339,770</b>	<b>340,140</b>
Other financing sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>300,054</b>	<b>341,518</b>	<b>364,833</b>	<b>384,088</b>	<b>378,299</b>	<b>358,724</b>	<b>358,724</b>	<b>339,770</b>	<b>340,140</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	116,286	86,611	105,393	110,346	105,869	111,591	111,591	120,034	120,998
<b>Total Operating Expenses</b>	<b>116,286</b>	<b>86,611</b>	<b>105,393</b>	<b>110,346</b>	<b>105,869</b>	<b>111,591</b>	<b>111,591</b>	<b>120,034</b>	<b>120,998</b>
Capital outlay	-	-	-	-	-	100,000	100,000	602,063	100,000
Debt Service - Principal	55,000	60,000	60,000	65,000	70,000	70,000	70,000	70,000	75,000
Debt Service - Interest	77,740	75,463	72,938	70,334	67,450	64,563	64,563	64,563	61,343
<b>Total Uses of Funds</b>	<b>249,026</b>	<b>222,074</b>	<b>238,331</b>	<b>245,680</b>	<b>243,319</b>	<b>346,154</b>	<b>346,154</b>	<b>856,660</b>	<b>357,341</b>
<b>Net Sources(Uses) of Funds</b>	<b>51,028</b>	<b>119,444</b>	<b>126,502</b>	<b>138,408</b>	<b>134,980</b>	<b>12,570</b>	<b>12,570</b>	<b>(516,890)</b>	<b>(17,201)</b>
<b>Ending Funds Available</b>	<b>\$ 463,230</b>	<b>\$ 582,674</b>	<b>\$ 709,176</b>	<b>\$ 847,584</b>	<b>\$ 982,564</b>	<b>\$ 874,773</b>	<b>\$ 995,134</b>	<b>\$ 465,674</b>	<b>\$ 448,473</b>
Funds Available Percentage Change		25.79%	21.71%	19.52%	15.93%	-10.97%	13.76%	-53.20%	-3.69%



## City of Englewood, Colorado 2010 Budget

**Department** Utilities  
**Fund** Storm Drainage



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

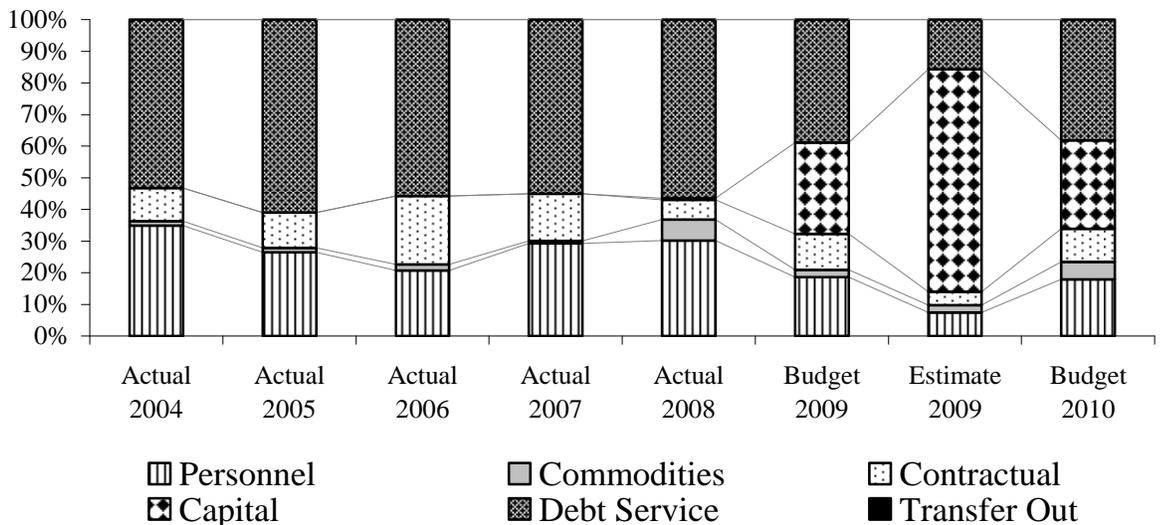
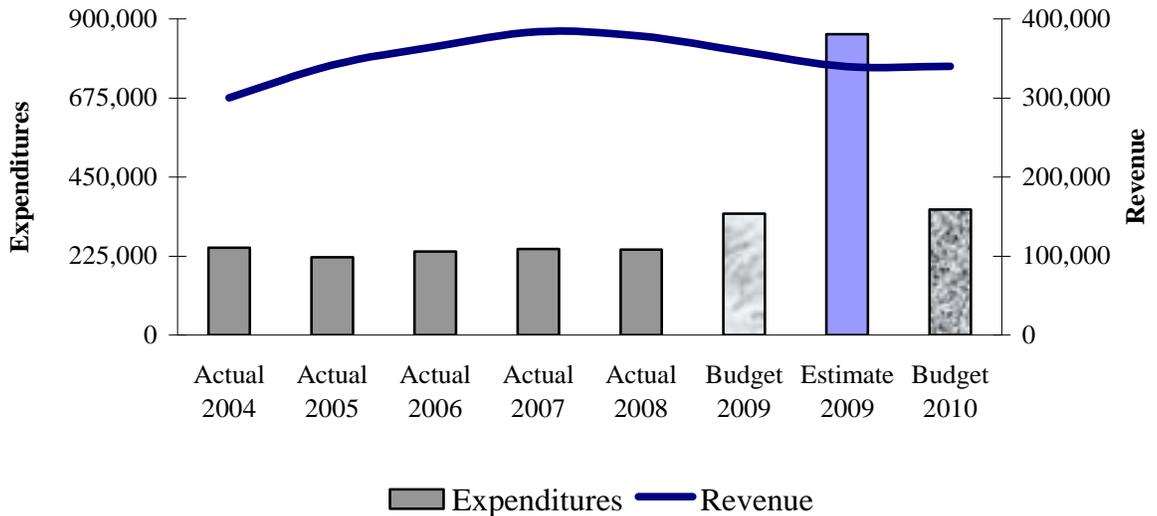
2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	•
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado 2010 Budget

**Department**  
**Fund**  
**History and**  
**Budget**

Utilities  
Storm Drainage

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	300,054	341,517	364,832	384,089	378,299	358,724	339,770	340,140
<b>Percent Change</b>		<b>13.82%</b>	<b>6.83%</b>	<b>5.28%</b>	<b>-1.51%</b>	<b>-5.17%</b>	<b>-5.28%</b>	<b>0.11%</b>
Expenditures								
Personnel	86,792	58,651	49,413	71,899	73,420	64,221	63,814	63,754
Commodities	3,538	3,156	4,555	1,968	16,017	8,300	19,800	19,800
Contractual	25,956	24,805	51,424	36,478	15,119	39,070	36,420	37,444
Capital	-	-	-	-	1,313	100,000	602,063	100,000
Debt Service	132,740	135,463	132,938	135,334	137,450	134,563	134,563	136,343
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	249,026	222,075	238,330	245,679	243,319	346,154	856,660	357,341
<b>Percent Change</b>		<b>-10.82%</b>	<b>7.32%</b>	<b>3.08%</b>	<b>-0.96%</b>	<b>42.26%</b>	<b>147.48%</b>	<b>-58.29%</b>
<b>Employees FTE</b>	0.650	-	0.450	0.650	0.650	0.650	0.650	0.650
<b>Percent Change FTE</b>		<b>-100.00%</b>	<b>---</b>	<b>44.44%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Storm Drainage

**Division** Field Maintenance, Administration and Special Projects

**Account** 42.1606, 42.1607 and 42.1608

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains, repairs and improves storm drainage system	1. Inspect, flush and repair as needed.

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

### Schedule of Debt Service Requirements

Storm Water Revenue Bonds - 2001				
Year	Total	Rate	Principal	Interest
2010	136,343	4.70	75,000	61,343
2011	137,818	4.80	80,000	57,818
2012	133,977	4.90	80,000	53,977
2013	135,057	5.00	85,000	50,057
2014	135,807	5.10	90,000	45,807
2015	136,217	5.15	95,000	41,217
2016	136,325	5.20	100,000	36,325
2017	136,125	5.25	105,000	31,125
2018	135,612	5.30	110,000	25,612
2019	134,782	5.35	115,000	19,782
2020	133,630	5.40	120,000	13,630
2021	137,150	5.50	130,000	7,150
Totals	<u>1,628,843</u>		<u>1,185,000</u>	<u>443,843</u>

#### Revenue Bonds

The City also issues bonds where the City pledges income derived from the acquired or constructed assets to pay debt service.

**Storm Water Enterprise Revenue Bonds, Series 2001**, original principal amount of \$1,675,000, dated October 1, 2001, consisting of serial bonds due annually from December 1, 2002 through December 1, 2021. Interest is payable semi-annually at rates ranging from 4.10% to 5.50% on the outstanding bonds. Bonds maturing on or after December 1, 2012 are callable at par in any order of maturity on December 1, 2012. The bonds were issued to finance miscellaneous storm drainage system improvement projects. The bonds are non-rated.

## City of Englewood, Colorado 2010 Budget

**Department** Utilities

**Fund** Storm Drainage

**Revenue Item** Storm Water Maintenance Fee

**Account** 42.1607.33513

**Authorization** EMC 12-5-4:A

**Description** Fees collected from all properties for the operation, repair and maintenance of the storm water collection system.

**Fee Schedule** \$16.66 per year for residential, all other customer classes is billed at \$0.00554 per square foot of impervious area within their property.

**Date Last Changed** 2001

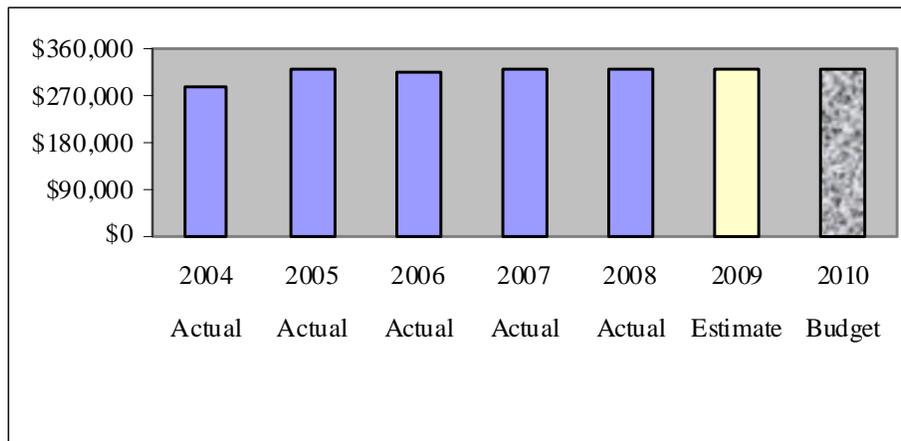
**Previous Fee Schedule** \$6.80 per year for residential, all other customer classes is billed at \$0.00226 per square foot of impervious area within their property.

**Formula Method** N/A

**Projection Method** Historic revenues.

**Comments** N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	290,669	-1.37%
<b>Actual</b>	<b>2005</b>	320,131	10.14%
<b>Actual</b>	<b>2006</b>	319,854	-0.09%
<b>Actual</b>	<b>2007</b>	320,723	0.27%
<b>Actual</b>	<b>2008</b>	320,719	0.00%
<b>Estimate</b>	<b>2009</b>	322,181	0.46%
<b>Budget</b>	<b>2010</b>	322,181	0.00%



## City of Englewood, Colorado 2010 Budget

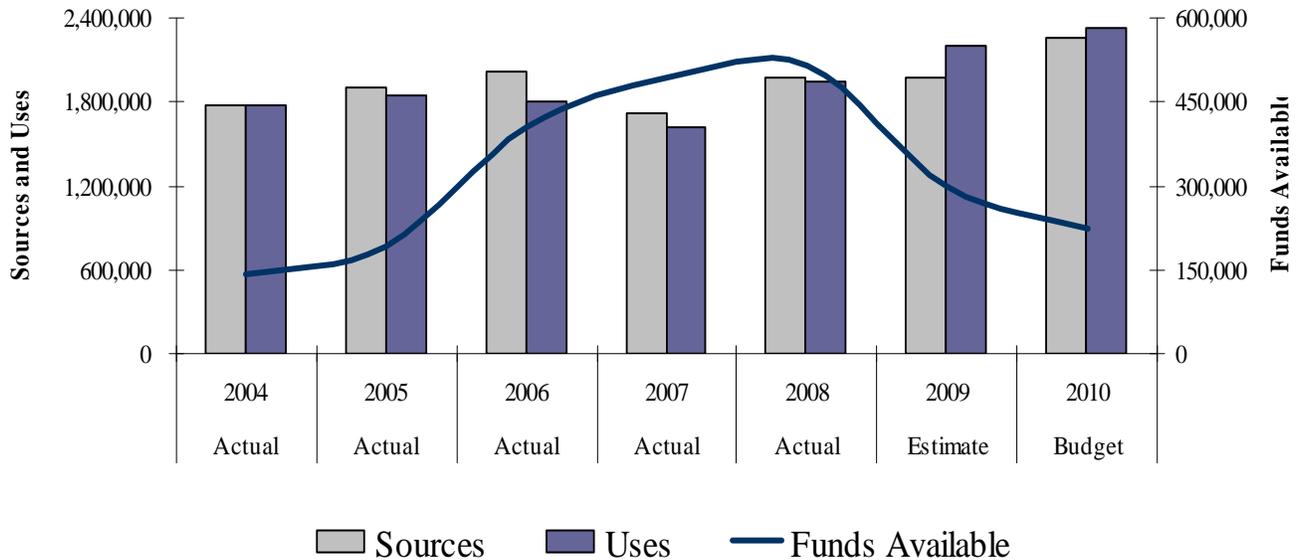
**Department** Parks and Recreation

**Fund** Golf Course

### GOLF COURSE FUND

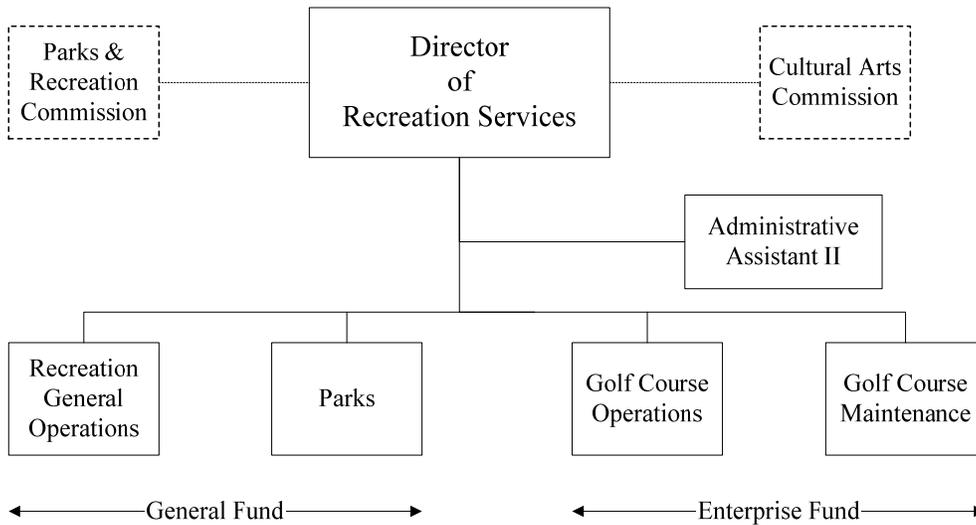
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 151,194	\$ 141,128	\$ 191,135	\$ 403,094	\$ 494,055	\$ 515,285	\$ 515,864	\$ 515,864	\$ 296,743
<b>Sources of Funds</b>									
<b>Revenues</b>									
Charges for Services	1,755,104	1,872,327	1,506,799	520,872	1,229,770	2,196,445	2,196,445	1,926,466	2,201,445
Interest and other	13,293	26,460	87,499	84,239	91,374	56,151	56,151	51,151	56,151
<b>Revenues</b>	<b>1,768,397</b>	<b>1,898,787</b>	<b>1,594,298</b>	<b>605,111</b>	<b>1,321,144</b>	<b>2,252,596</b>	<b>2,252,596</b>	<b>1,977,617</b>	<b>2,257,596</b>
Other Financing Sources	-	-	416,606	1,111,247	652,805	-	-	-	-
<b>Total Sources of Funds</b>	<b>1,768,397</b>	<b>1,898,787</b>	<b>2,010,904</b>	<b>1,716,358</b>	<b>1,973,949</b>	<b>2,252,596</b>	<b>2,252,596</b>	<b>1,977,617</b>	<b>2,257,596</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	1,465,453	1,600,368	1,485,900	1,342,353	1,671,065	1,599,575	1,599,575	1,588,969	1,759,740
<b>Total Operating Expenses</b>	<b>1,465,453</b>	<b>1,600,368</b>	<b>1,485,900</b>	<b>1,342,353</b>	<b>1,671,065</b>	<b>1,599,575</b>	<b>1,599,575</b>	<b>1,588,969</b>	<b>1,759,740</b>
Debt Service-Principal	10,000	10,000	50,000	55,000	55,000	55,000	55,000	55,000	60,000
Debt Service-Interest	164,690	163,525	163,115	161,463	159,494	157,528	157,528	157,528	155,025
Capital Acquisitions	138,320	74,887	99,930	66,581	66,581	284,367	284,367	295,241	354,663
<b>Total Expenses</b>	<b>1,778,463</b>	<b>1,848,780</b>	<b>1,798,945</b>	<b>1,625,397</b>	<b>1,952,140</b>	<b>2,096,470</b>	<b>2,096,470</b>	<b>2,096,738</b>	<b>2,329,428</b>
Other Financing Uses	-	-	-	-	-	-	-	100,000	-
<b>Total Uses of Funds</b>	<b>1,778,463</b>	<b>1,848,780</b>	<b>1,798,945</b>	<b>1,625,397</b>	<b>1,952,140</b>	<b>2,096,470</b>	<b>2,096,470</b>	<b>2,196,738</b>	<b>2,329,428</b>
<b>Net Sources(Uses) of Funds</b>	<b>(10,066)</b>	<b>50,007</b>	<b>211,959</b>	<b>90,961</b>	<b>21,809</b>	<b>156,126</b>	<b>156,126</b>	<b>(219,121)</b>	<b>(71,832)</b>
<b>Ending Funds Available</b>	<b>\$ 141,128</b>	<b>\$ 191,135</b>	<b>\$ 403,094</b>	<b>\$ 494,055</b>	<b>\$ 515,864</b>	<b>\$ 671,411</b>	<b>\$ 671,990</b>	<b>\$ 296,743</b>	<b>\$ 224,911</b>
Funds Available Percentage Change		35.43%	110.89%	22.57%	4.41%	30.15%	0.09%	-55.84%	-24.21%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation  
**Fund** Golf Course



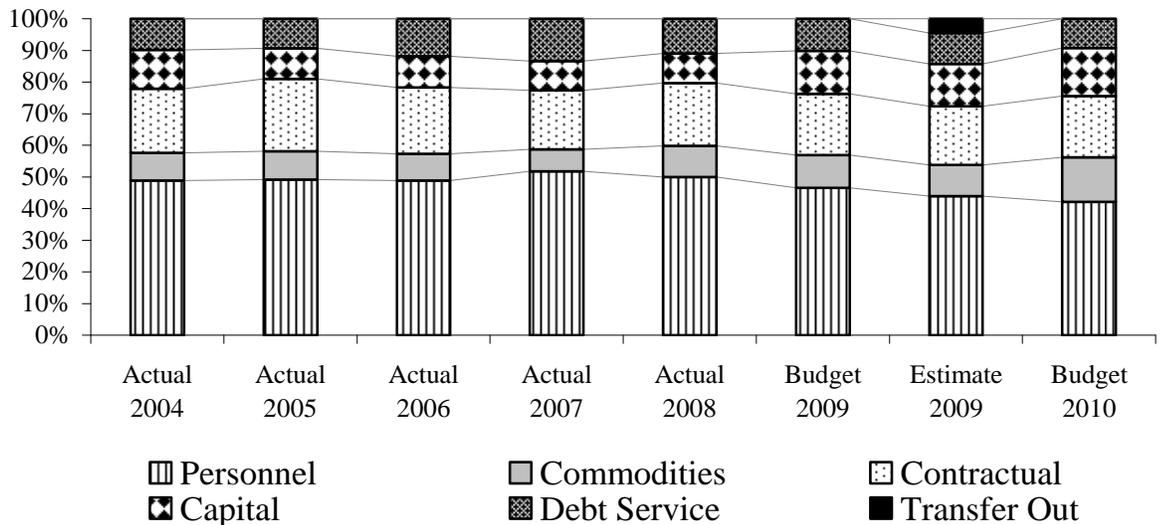
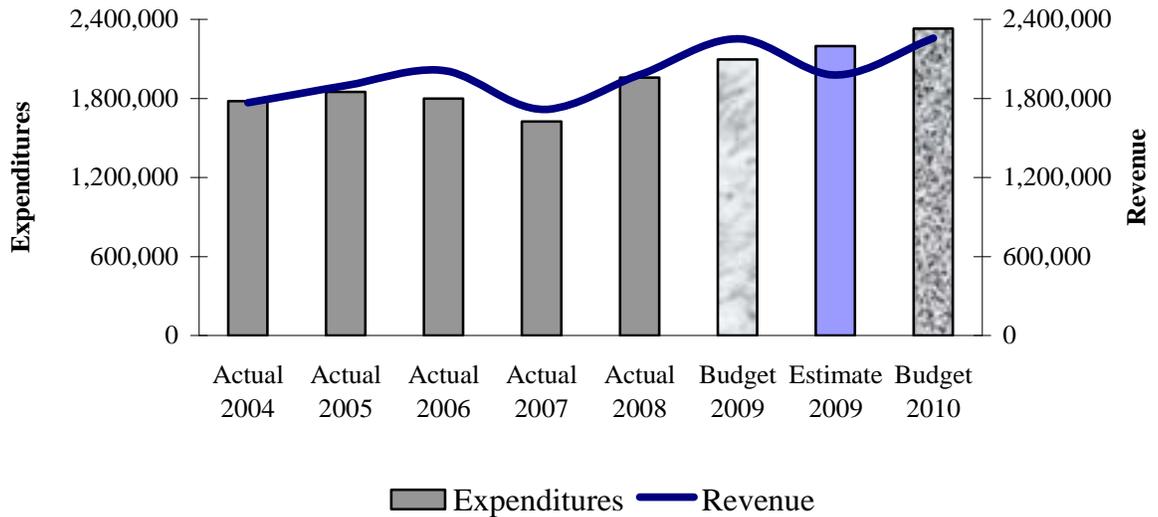
**Mission** To provide an enjoyable and satisfying golfing experience for the residents of Englewood and all golfers from around the metro area. With profits generated from revenue over expenses, the total operational mission of staff is to continually maintain an attractive clubhouse and practice facility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

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Establish branding of logo and name change - Complete</li> <li>• Create on line tee times - Complete</li> <li>• Evaluate back nine improvement plan - Ongoing</li> <li>• Review options for widening nine fairway - Ongoing</li> <li>• Implement golf cart study for electric vs. gas – In Progress</li> </ul>	<ul style="list-style-type: none"> <li>• Improve 7 fairway landing area</li> <li>• Resolve 3 fairway drainage issue</li> <li>• Increase revenues to offset increased costs through better control of no-shows of leagues and clubs</li> <li>• Review solutions for safety concern at hole #9</li> <li>• Continue to closely monitor pace of play</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Re-opening of the golf course</li> <li>• Incorporate name change</li> </ul>	<ul style="list-style-type: none"> <li>• Opening of the golf course occurred on 06/27/09</li> <li>• Name change from Englewood Golf Course to Broken Tee Golf Course</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation  
**Fund** Golf Course  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,768,397	1,898,787	2,010,904	1,716,357	1,980,551	2,252,596	1,977,617	2,257,596
<b>Percent Change</b>		<b>7.37%</b>	<b>5.90%</b>	<b>-14.65%</b>	<b>15.39%</b>	<b>13.74%</b>	<b>-12.21%</b>	<b>14.16%</b>
Expenditures								
Personnel	867,926	908,147	878,507	841,653	977,575	976,175	964,288	981,941
Commodities	156,001	166,181	151,591	111,998	192,811	217,058	217,209	327,509
Contractual	360,755	423,391	378,115	303,783	391,181	406,342	407,472	450,290
Capital	219,092	177,535	177,618	151,500	182,681	284,367	295,241	354,663
Debt Service	174,689	173,525	213,115	216,462	214,494	212,528	212,528	215,025
Transfer Out	-	-	-	-	-	-	100,000	-
Total Expenditures	1,778,463	1,848,779	1,798,946	1,625,396	1,958,742	2,096,470	2,196,738	2,329,428
<b>Percent Change</b>		<b>3.95%</b>	<b>-2.70%</b>	<b>-9.65%</b>	<b>20.51%</b>	<b>7.03%</b>	<b>4.78%</b>	<b>6.04%</b>
<b>Employees FTE</b>	9.000	9.975	8.750	8.750	9.000	9.000	8.500	8.500
<b>Percent Change FTE</b>		<b>10.83%</b>	<b>-12.28%</b>	<b>0.00%</b>	<b>2.86%</b>	<b>0.00%</b>	<b>-5.56%</b>	<b>0.00%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

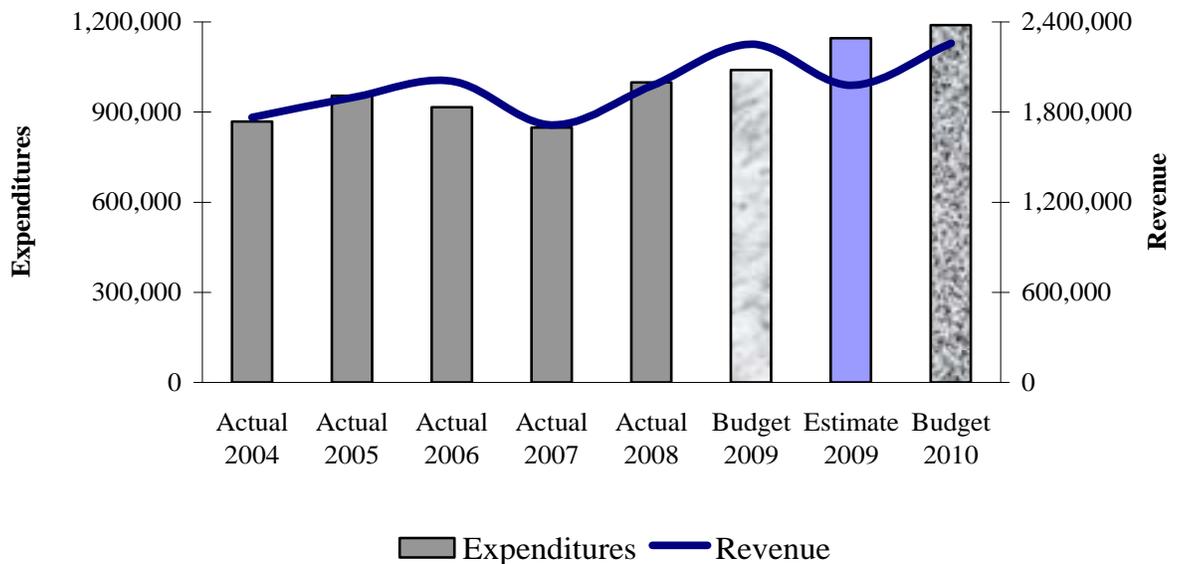
**Division** Golf Course Operations

**Account** 43.1306

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,764,197	1,895,143	2,006,957	1,714,407	1,973,951	2,252,596	1,977,617	2,257,596
<b>Percent Change</b>		<b>7.42%</b>	<b>5.90%</b>	<b>-14.58%</b>	<b>15.14%</b>	<b>14.12%</b>	<b>-12.21%</b>	<b>14.16%</b>
Expenditures								
Personnel	334,688	342,803	354,786	313,879	374,431	407,784	414,072	422,296
Commodities	48,648	62,383	43,707	42,666	77,595	58,900	58,900	139,200
Contractual	292,108	355,847	303,905	224,433	332,579	335,778	335,807	379,141
Capital	18,499	19,876	240	50,490	-	25,000	25,000	33,500
Debt Service	174,689	173,525	213,115	216,462	214,494	212,528	212,528	215,025
Transfer Out	-	-	-	-	-	-	100,000	-
Total Expenditures	868,632	954,434	915,753	847,930	999,099	1,039,990	1,146,307	1,189,162
<b>Percent Change</b>		<b>9.88%</b>	<b>-4.05%</b>	<b>-7.41%</b>	<b>17.83%</b>	<b>4.09%</b>	<b>10.22%</b>	<b>3.74%</b>
<b>Employees FTE</b>	3.000	2.975	2.750	2.750	3.000	3.000	3.000	3.000
<b>Percent Change FTE</b>		<b>-0.83%</b>	<b>-7.56%</b>	<b>0.00%</b>	<b>9.09%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Asset Management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair.	1. Maintain equipment properly, train staff proper use of equipment.  2. Computers were upgraded in 2008 along with new computers for starters/cashiers

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Division** Golf Course Operations

**Account** 43.1306

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	2. IT Equipment- Golf Trac, Upgrade computers	
A safe, clean, healthy and attractive City	3. Provide a championship and par 3 course for all citizens. 4. Provide a program for disabled golfers (Golf4Fun) 5. Offer affordable golf.	3. Golfers can walk 18 holes or Par 3 Course 4. Four carts are available for disabled golfers. 5. Provide discounts for seniors and youth and residents.
A progressive City that provides responsive and cost efficient services	6. Balance the golf budget. 7. Provide proper staffing levels for proper guest services 8. Productive staff Guest services training and development. 9. Provide benefits for Englewood residents 10. Maximize revenues. 11. Security/Alarm System-	6. The Englewood Golf Course operates as an enterprise fund. 7. Use of volunteers for staffing support 8. Through training programs, first aid/CPR. 9. Early tee time registration and discounted rates for Englewood citizens. 10. Special pricing for clubs, groups, tournaments, etc. 11. Consolidate accounts for cost savings.
A City that is business-friendly and economically diverse.	12. Offer discounted golf for the community 13. Create relationships with vendors and the business community. 14. The golf course supports local business and community groups 15. Provide attractive services for area businesses.	12. The golf course provides discount fees for Englewood business owners. Discounts are provided to City of Sheridan residents. 13. Partnerships/sponsorships have been coordinated with the restaurant operation, vendors and the business community. 14. . Provide golf round donations for local fundraising efforts. 15. Coordination of golf tournaments for local businesses and business organizations.
A City that provides diverse cultural, recreational and entertainment opportunities.	16. Provides golf as a life long leisure service. 17. Provide a large junior program that attracts both juniors and families. 18. Offer programs for troubled youth.	16. The golf course has facilities and programs to accommodate different age groups – 18 hole regulation course, Par 3 course for youth, adults, beginners, etc., individual group, senior and family lessons and play, youth development programs, scheduled classes and instruction, host city sponsored events, support of high school golf program, etc. 17. Hole-N-One Jr program, family nights, etc 18. Provide a location and instruction for groups such as Open Fairways (troubled youth) to promote health, good conduct and life learning lessons.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Division** Golf Course Operations

**Account** 43.1306

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

### Schedule of Debt Service Requirements

#### Golf Course Revenue Refunding Bonds - 2003

Year	Total	Rate	Principal	Interest
2010	215,245	4.40	60,000	155,245
2011	212,605	4.65	60,000	152,605
2012	214,815	4.85	65,000	149,815
2013	216,663	5.00	70,000	146,663
2014	293,162	5.10	150,000	143,162
2015	290,512	5.75	155,000	135,512
2016	291,600	5.75	165,000	126,600
2017	292,112	5.75	175,000	117,112
2018	292,050	5.75	185,000	107,050
2019	291,413	5.75	195,000	96,413
2020	290,200	6.00	205,000	85,200
2021	292,900	6.00	220,000	72,900
2022	294,700	6.00	235,000	59,700
2023	290,600	6.00	245,000	45,600
2024	545,900	6.00	515,000	30,900
Totals	<u>4,324,477</u>		<u>2,700,000</u>	<u>1,624,477</u>

#### Revenue Bonds

The City also issues bonds where the City pledges income derived from the acquired or constructed assets to pay debt service.

**Golf Course Revenue Refunding Bonds, Series 2003**, original principal amount of \$2,935,000, dated December 15, 2003, consisting of serial bonds in the original amount of \$640,000 due annually in varying amounts through December 1, 2014, and term bonds in the original amount of \$875,000 due on December 1, 2019 and term bonds in the original amount of \$1,420,000 due on December 1, 2024. The term bonds maturing on December 1, 2019 are subject to mandatory sinking fund redemption commencing on December 1, 2015. The term bonds maturing on December 1, 2024 are subject to mandatory sinking fund redemption commencing on December 1, 2020. Interest is payable semiannually at rates ranging from 2.50% to 6.00%. Bonds maturing on or after December 1, 2014 are callable at par in any order of maturity on December 1, 2013. The bonds are non-rated. The original 1994 bonds that were refunded by this issue were utilized for the construction of the golf course improvements.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

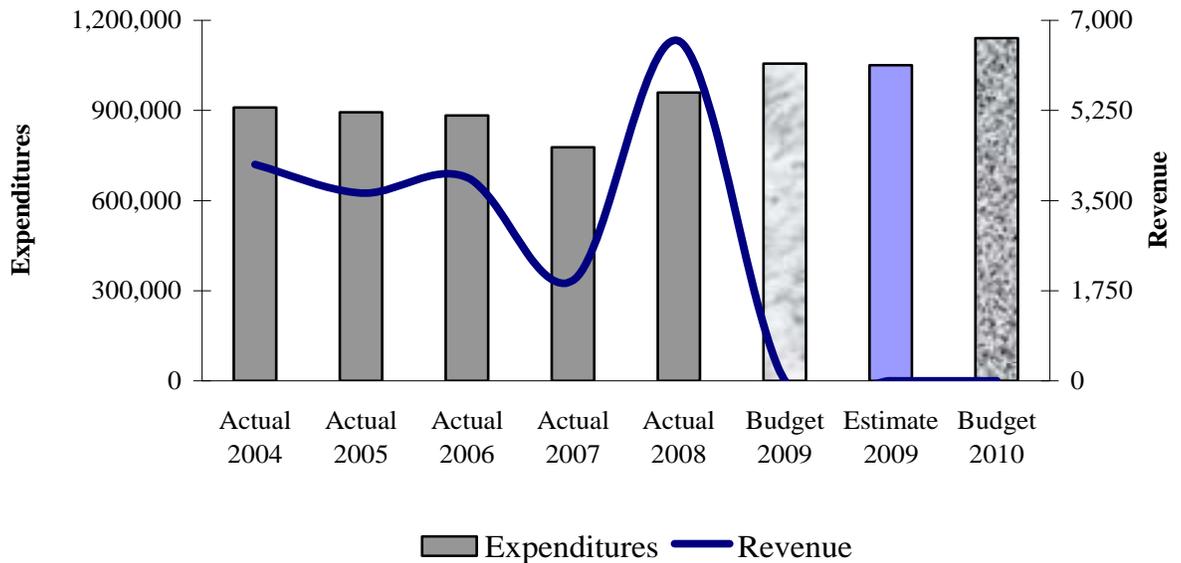
**Division** Golf Course Maintenance

**Account** 43.1307

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

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	4,200	3,644	3,947	1,950	6,600	-	-	-
<b>Percent Change</b>		<b>-13.24%</b>	<b>8.32%</b>	<b>-50.60%</b>	<b>238.46%</b>	<b>-100.00%</b>	<b>----</b>	<b>----</b>
Expenditures								
Personnel	533,238	565,344	523,721	527,774	603,144	568,391	550,216	559,645
Commodities	107,353	103,798	107,884	69,332	115,216	158,158	158,309	188,309
Contractual	68,647	67,544	74,210	79,350	58,602	70,564	71,665	71,149
Capital	200,593	157,659	177,378	101,010	182,681	259,367	270,241	321,163
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	909,831	894,345	883,193	777,466	959,643	1,056,480	1,050,431	1,140,266
<b>Percent Change</b>		<b>-1.70%</b>	<b>-1.25%</b>	<b>-11.97%</b>	<b>23.43%</b>	<b>10.09%</b>	<b>-0.57%</b>	<b>8.55%</b>
<b>Employees FTE</b>	6.000	7.000	6.000	6.000	6.000	6.000	5.500	5.500
<b>Percent Change FTE</b>		16.67%	-14.29%	0.00%	0.00%	0.00%	-8.33%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Provide daily and long term maintenance to the golf course.</li> <li>Irrigation – Installs, maintains repairs system for quality course conditions.</li> <li>Provides maintenance, repairs and improvements to all maintenance and support buildings.</li> </ol>	Maintain infrastructure thru appropriate staffing levels and capital expenditures.

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Division** Golf Course Maintenance

**Account** 43.1307

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<ul style="list-style-type: none"> <li>4. Service and maintain all equipment necessary for maintenance operation.</li> <li>5. Implementation and monitoring of the Golf Course Redevelopment Plan.</li> </ul>	
A safe, clean, healthy and attractive City	<ul style="list-style-type: none"> <li>6. Provides an attractive, inviting, and clean environment for public use.</li> <li>7. Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor.</li> <li>8. Provides snow removal and appropriate access to golf course, restaurant, and teaching facility year round.</li> <li>9. Monitors ground water and methane levels related to landfill conditions.</li> </ul>	Maintain areas thru proper staffing levels.
A progressive City that provides responsive and cost efficient services	<ul style="list-style-type: none"> <li>10. Provides outlet for citizen, school and community groups to contribute to community welfare – Platte River Clean Up, ecological education, community service requirements, and youth work programs, etc.</li> <li>11. Support to other departments/divisions in equipment sharing and support staff.</li> <li>12. Computerize irrigation system/weather station for efficient use of water consumption.</li> </ul>	Community service workers, efficient use of water resources thru weather station and computerized irrigation system.

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Revenue Item** Green Fee – 9 or 18 Holes

**Account** 43.1306.33611

**Authorization** Ordinance 73, Series of 2000

**Description** Green fees.

<b>Fee Schedule</b>	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>
9 holes:		\$13	\$16	\$11 \$ 9
18 holes:		\$22	\$26	\$18 \$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>
9 holes:		\$14	\$17	\$14
18 holes:		\$24	\$29	\$24

**Date Last Changed** 2009

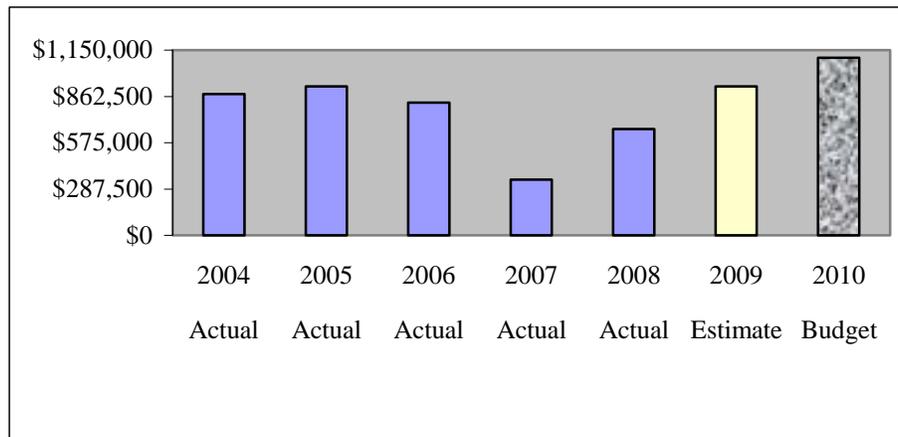
<b>Previous Fee Schedule</b>	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>
9 holes:		\$12	\$15	\$10 \$ 9
18 holes:		\$20	\$24	\$16 \$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>
9 holes:		\$13	\$16	\$13
18 holes:		\$20	\$27	\$20

**Formula Method** Type of green fee and cost of fee based on previous year's rounds of play and projected increase.

**Projection Method** 5 – 10% increase bi-annually.

**Comments** Revenues from Green fees are dictated by weather, playing condition of the course, and general economic conditions.

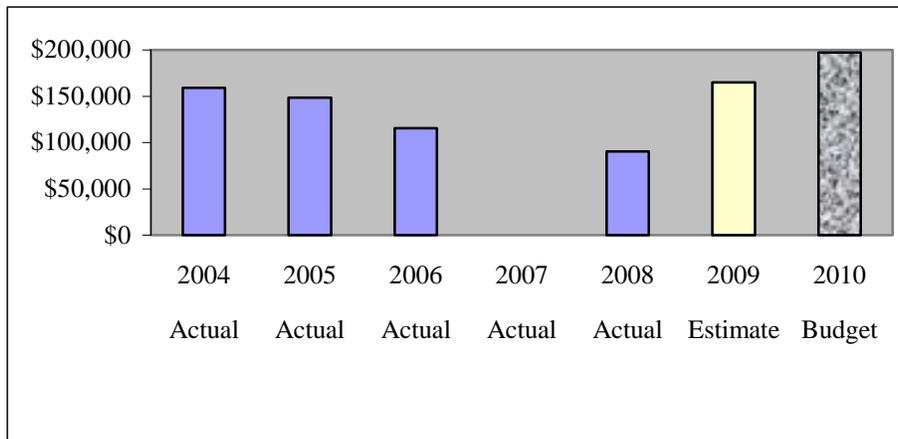
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	876,483	-1.76%
<b>Actual</b>	<b>2005</b>	923,791	5.40%
<b>Actual</b>	<b>2006</b>	824,218	-10.78%
<b>Actual</b>	<b>2007</b>	344,907	-58.15%
<b>Actual</b>	<b>2008</b>	660,876	91.61%
<b>Estimate</b>	<b>2009</b>	925,000	39.97%
<b>Budget</b>	<b>2010</b>	1,102,606	19.20%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation  
**Fund** Golf Course  
**Revenue Item** **Par 3 Green Fee**  
**Account** **43.1306.33612**  
**Authorization** Ordinance 73, Series of 2000  
**Description** Par 3 green fees.  
**Fee Schedule** Par 3 Resident \$8, Non-Resident \$10, Senior/Junior \$6  
**Date Last Changed** 2009  
**Previous Fee Schedule** Par 3 Resident \$7, Non-Resident \$9, Senior/Junior \$5  
**Formula Method** Number of rounds X \$1  
**Projection Method**  
**Comments**

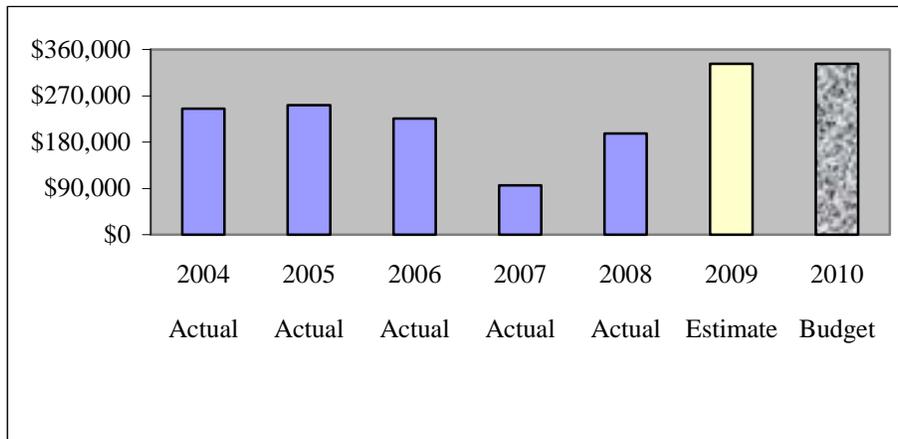
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	159,006	-2.35%
<b>Actual</b>	<b>2005</b>	148,433	-6.65%
<b>Actual</b>	<b>2006</b>	115,377	-22.27%
<b>Actual</b>	<b>2007</b>	0	-100.00%
<b>Actual</b>	<b>2008</b>	90,306	---
<b>Estimate</b>	<b>2009</b>	165,000	82.71%
<b>Budget</b>	<b>2010</b>	197,373	19.62%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Parks and Recreation	
<b>Fund</b>	Golf Course	
<b>Revenue Item</b>	<b>Golf Cart Rental</b>	
<b>Account</b>	<b>43.1306.33621</b>	
<b>Authorization</b>	Ordinance 73, Series of 2000	
<b>Description</b>	Cart Rentals	
<b>Fee Schedule</b>	9 holes	\$14
	18 holes	\$28
<b>Date Last Changed</b>	2009	
<b>Previous Fee Schedule</b>	9 holes	\$14
	18 holes	\$24
<b>Formula Method</b>	Projected number of 18 hole rounds X \$28 X 65%	
	Projected number of 9 hole rounds X \$14 X 55%	
<b>Projection Method</b>	2% increase annually	
<b>Comments</b>	Use of carts affected by weather and number of players	

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	245,226	3.67%
<b>Actual</b>	<b>2005</b>	251,903	2.72%
<b>Actual</b>	<b>2006</b>	225,697	-10.40%
<b>Actual</b>	<b>2007</b>	95,927	-57.50%
<b>Actual</b>	<b>2008</b>	196,706	105.06%
<b>Estimate</b>	<b>2009</b>	332,466	69.02%
<b>Budget</b>	<b>2010</b>	332,466	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Revenue Item** Driving Range Fee

**Account** 43.1306.33631

**Authorization** Ordinance 73, Series of 2000

**Description** Golf Range fees.

**Fee Schedule**

XLarge Bucket of balls	\$8
Large bucket of balls	\$6
Small bucket of balls	\$4

**Date Last Changed** 2004

**Previous Fee Schedule**

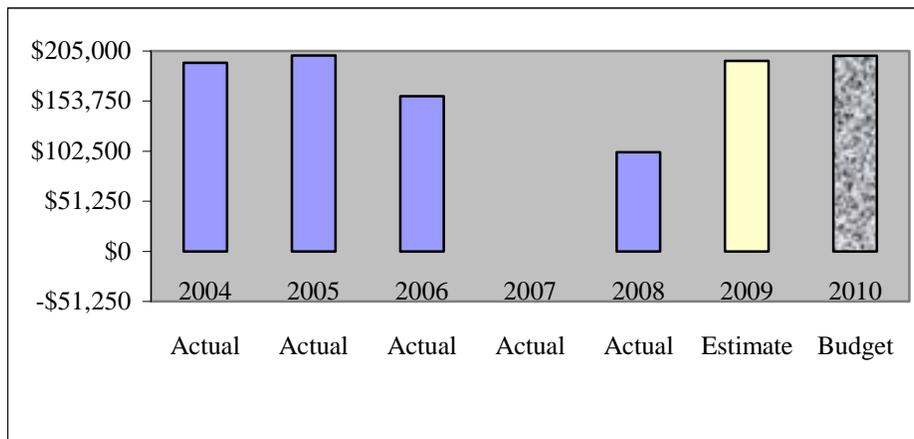
XLarge Bucket of balls	\$7
Large bucket of balls	\$5
Small bucket of balls	\$3

**Formula Method** Number of each size bucket sold X price per bucket

**Projection Method** Estimate based on previous years.

**Comments**

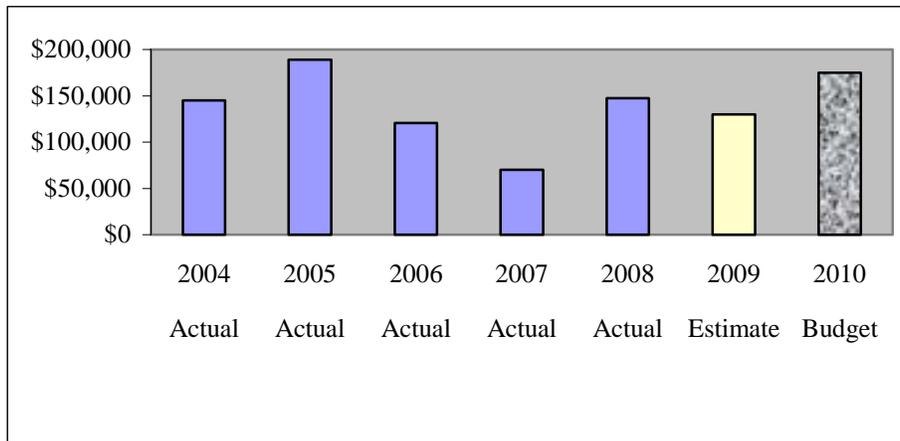
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	192,995	3.34%
<b>Actual</b>	<b>2005</b>	200,539	3.91%
<b>Actual</b>	<b>2006</b>	158,701	-20.86%
<b>Actual</b>	<b>2007</b>	-120	-100.08%
<b>Actual</b>	<b>2008</b>	101,493	-84677.50%
<b>Estimate</b>	<b>2009</b>	195,000	92.13%
<b>Budget</b>	<b>2010</b>	200,000	2.56%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Parks and Recreation
<b>Fund</b>	Golf Course
<b>Revenue Item</b>	<b>Merchandise Sales</b>
<b>Account</b>	<b>43.1306.33641</b>
<b>Authorization</b>	Ordinance 73, Series of 2000
<b>Description</b>	Clothing, hats, balls, etc. sold in the Pro Shop.
<b>Fee Schedule</b>	Cost X 1.6 on most items.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	Cost X 1.6 on most items
<b>Formula Method</b>	N/A
<b>Projection Method</b>	Previous sales, economy.
<b>Comments</b>	Many leagues and clubs have gift certificates that expire every other year. This accounts for the fluctuation in revenues.

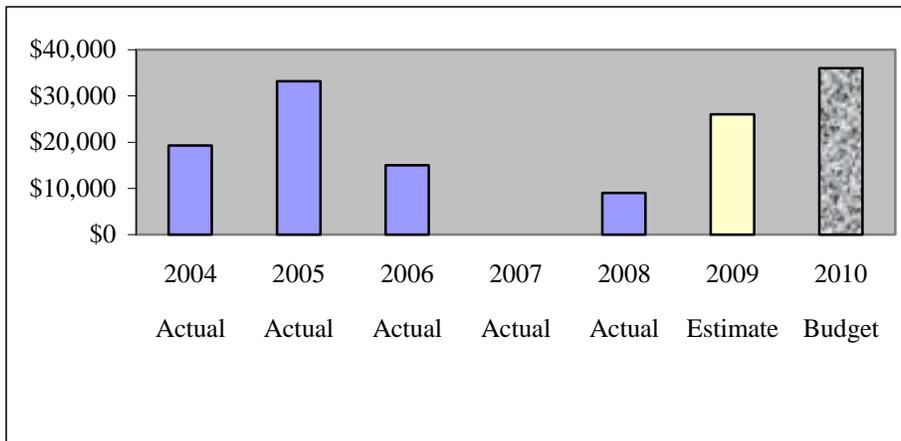
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	144,874	-28.57%
<b>Actual</b>	<b>2005</b>	189,139	30.55%
<b>Actual</b>	<b>2006</b>	120,694	-36.19%
<b>Actual</b>	<b>2007</b>	70,164	-41.87%
<b>Actual</b>	<b>2008</b>	147,284	109.91%
<b>Estimate</b>	<b>2009</b>	130,000	-11.74%
<b>Budget</b>	<b>2010</b>	175,000	34.62%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Parks and Recreation
<b>Fund</b>	Golf Course
<b>Revenue Item</b>	<b>Food Concessions</b>
<b>Account</b>	<b>43.1306.33651</b>
<b>Authorization</b>	Contract
<b>Description</b>	Concession Sales; Bar and Restaurant
<b>Fee Schedule</b>	\$36,000 rental per year.
<b>Date Last Changed</b>	October, 2004
<b>Previous Fee Schedule</b>	\$36,000 rental per year.
<b>Formula Method</b>	Rental based on comparable restaurant and bar facilities of similar size within service area.
<b>Projection Method</b>	2% every contract.
<b>Comments</b>	Due to construction, no rent will be charged to the restaurant until May 2008.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	19,260	-34.19%
<b>Actual</b>	<b>2005</b>	33,150	72.12%
<b>Actual</b>	<b>2006</b>	15,000	-54.75%
<b>Actual</b>	<b>2007</b>	0	-100.00%
<b>Actual</b>	<b>2008</b>	9,000	---
<b>Estimate</b>	<b>2009</b>	26,000	188.89%
<b>Budget</b>	<b>2010</b>	36,000	38.46%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation

**Fund** Golf Course

**Revenue Item** Golf Course Annual Pass

**Account** 43.1306.33661

**Authorization** Ordinance 73, Series of 2000

**Description** Annual passes (available only to residents of Englewood, Sheridan and grandfathered non-residents.)

**Fee Schedule** Five Day Play M-F Only \$450, Seniors \$350, Seven Day Play \$650.  
Token Fee \$2 par 3 course, \$3 per nine holes, \$5 per 18 holes.

**Date Last Changed** 2009

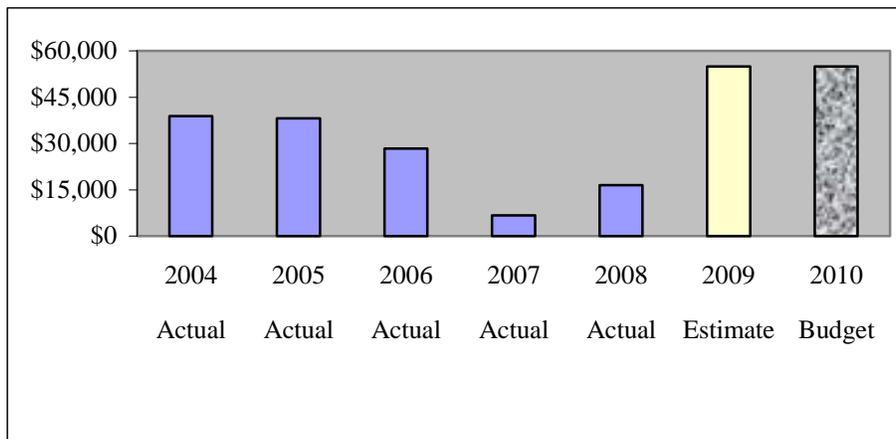
**Previous Fee Schedule** Five Day Play M-F Only \$400, Seniors \$325, Seven Day Play \$600.  
Token Fee \$1 per three holes, \$2 per nine holes, \$4 per 18 holes.

**Formula Method** Various passes X fee.

**Projection Method** 1% increase yearly

**Comments** Approximately 100 passes issued per year. As of 1/1/04; **No** new Seven Day passes will be issued except to those grandfathered.

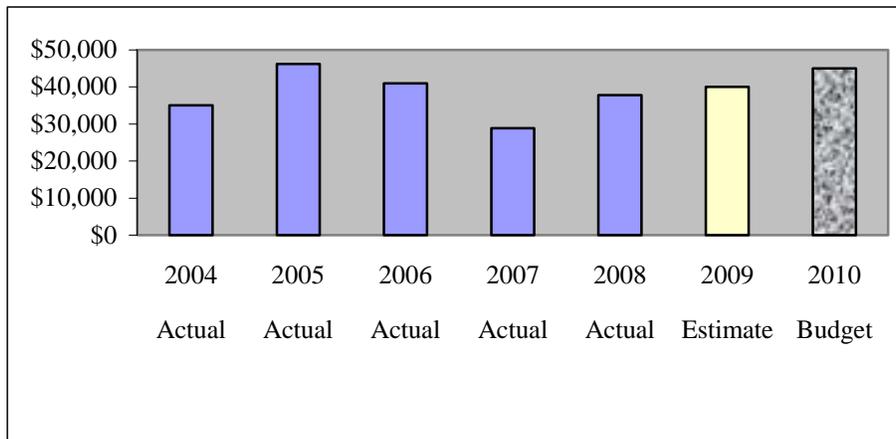
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	38,913	-28.36%
<b>Actual</b>	<b>2005</b>	38,136	-2.00%
<b>Actual</b>	<b>2006</b>	28,348	-25.67%
<b>Actual</b>	<b>2007</b>	6,687	-76.41%
<b>Actual</b>	<b>2008</b>	16,513	146.94%
<b>Estimate</b>	<b>2009</b>	55,000	233.07%
<b>Budget</b>	<b>2010</b>	55,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Parks and Recreation  
**Fund** Golf Course  
**Revenue Item** **Junior Golf Program**  
**Account** **43.1306.33683**  
**Authorization** Ordinance 73, Series of 2000  
**Description** Fee for golf program for juniors aged 5 through 17.  
**Fee Schedule** Resident - \$54, Non-Resident - \$59  
**Date Last Changed** 2009  
**Previous Fee Schedule** Resident - \$49, Non-Resident - \$54  
**Formula Method** Number of students X fee.  
**Projection Method** Estimate based on previous years.  
**Comments**

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	35,066	20.32%
<b>Actual</b>	<b>2005</b>	46,229	31.83%
<b>Actual</b>	<b>2006</b>	40,991	-11.33%
<b>Actual</b>	<b>2007</b>	28,849	-29.62%
<b>Actual</b>	<b>2008</b>	37,805	31.04%
<b>Estimate</b>	<b>2009</b>	40,000	5.81%
<b>Budget</b>	<b>2010</b>	45,000	12.50%



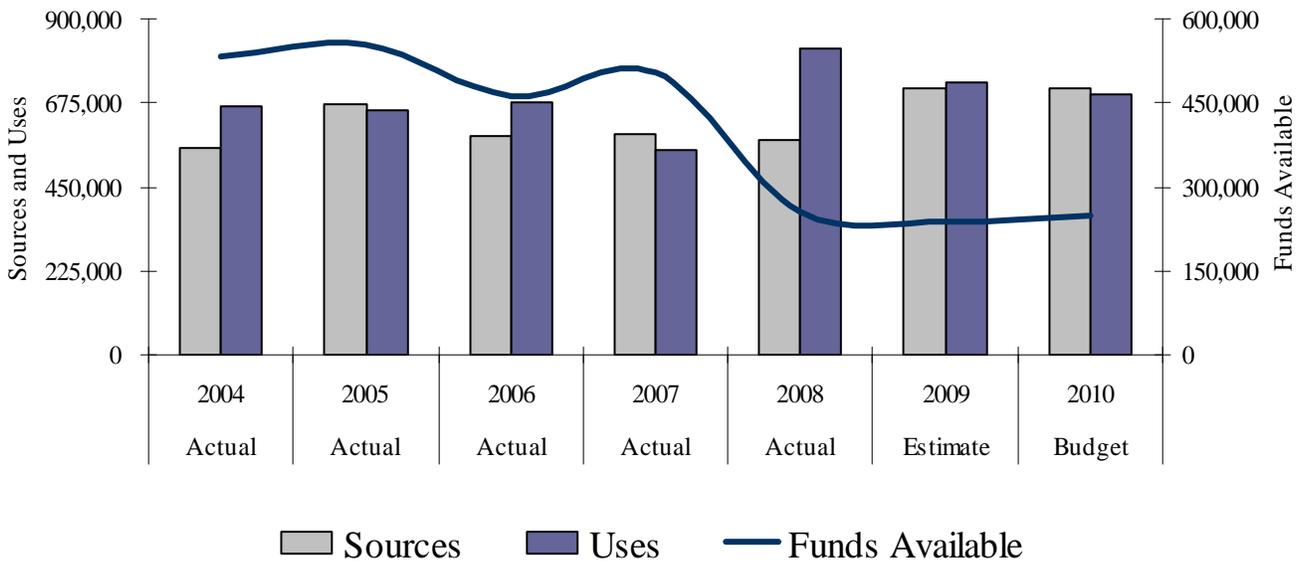
## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Concrete Utility

### CONCRETE UTILITY FUND

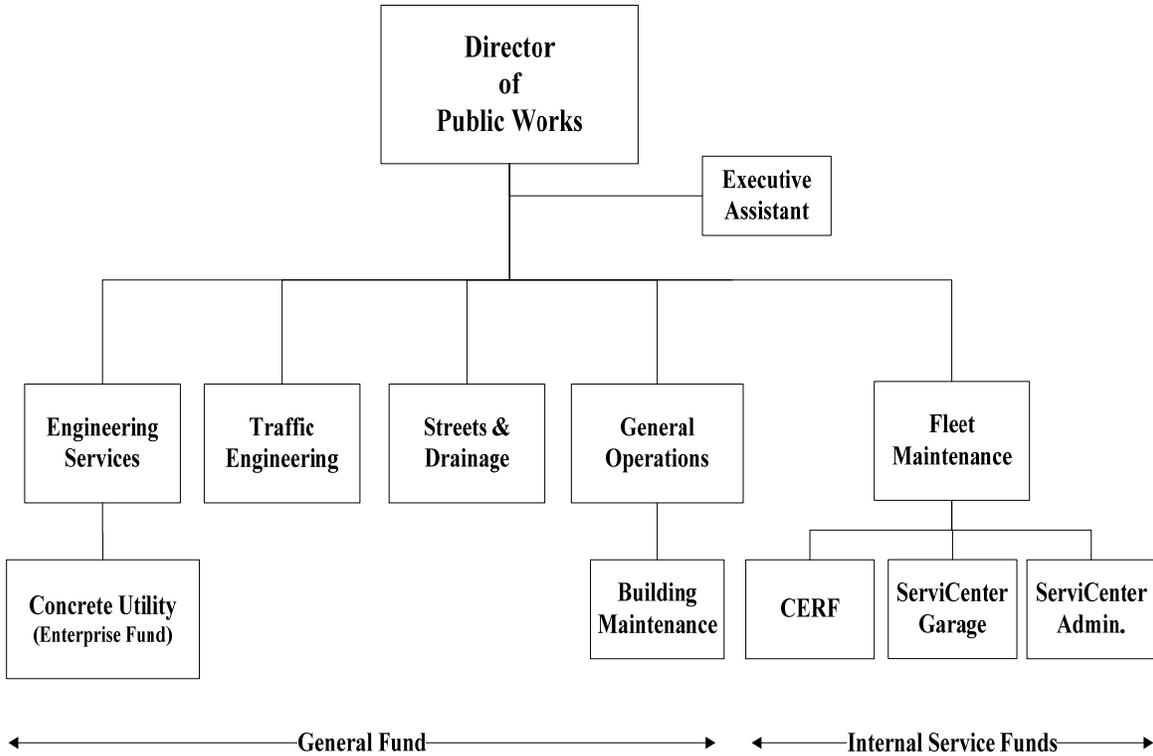
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 643,888	\$ 533,103	\$ 552,645	\$ 461,820	\$ 504,046	\$ 346,342	\$ 257,217	\$ 257,217	\$ 236,342
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Charges for Services	545,220	652,822	553,670	550,927	552,154	750,000	750,000	690,000	690,000
Interest and other	9,910	19,231	32,661	41,187	23,386	21,200	21,200	21,200	21,200
<b>Total Operating Revenues</b>	<b>555,130</b>	<b>672,053</b>	<b>586,331</b>	<b>592,114</b>	<b>575,540</b>	<b>771,200</b>	<b>771,200</b>	<b>711,200</b>	<b>711,200</b>
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>555,130</b>	<b>672,053</b>	<b>586,331</b>	<b>592,114</b>	<b>575,540</b>	<b>771,200</b>	<b>771,200</b>	<b>711,200</b>	<b>711,200</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	276,583	275,097	289,551	312,973	297,339	337,095	337,095	349,075	358,633
<b>Total Operating Expenses</b>	<b>276,583</b>	<b>275,097</b>	<b>289,551</b>	<b>312,973</b>	<b>297,339</b>	<b>337,095</b>	<b>337,095</b>	<b>349,075</b>	<b>358,633</b>
Capital outlay	389,332	377,414	387,605	236,915	525,030	383,000	383,000	383,000	338,979
<b>Total Uses of Funds</b>	<b>665,915</b>	<b>652,511</b>	<b>677,156</b>	<b>549,888</b>	<b>822,369</b>	<b>720,095</b>	<b>720,095</b>	<b>732,075</b>	<b>697,612</b>
<b>Net Sources(Uses) of Funds</b>	<b>(110,785)</b>	<b>19,542</b>	<b>(90,825)</b>	<b>42,226</b>	<b>(246,829)</b>	<b>51,105</b>	<b>51,105</b>	<b>(20,875)</b>	<b>13,588</b>
<b>Ending Funds Available</b>	<b>\$ 533,103</b>	<b>\$ 552,645</b>	<b>\$ 461,820</b>	<b>\$ 504,046</b>	<b>\$ 257,217</b>	<b>\$ 397,447</b>	<b>\$ 308,322</b>	<b>\$ 236,342</b>	<b>\$ 249,930</b>
Funds Available Percentage Change		3.67%	-16.43%	9.14%	-48.97%	54.52%	-22.42%	-23.35%	5.75%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Concrete Utility



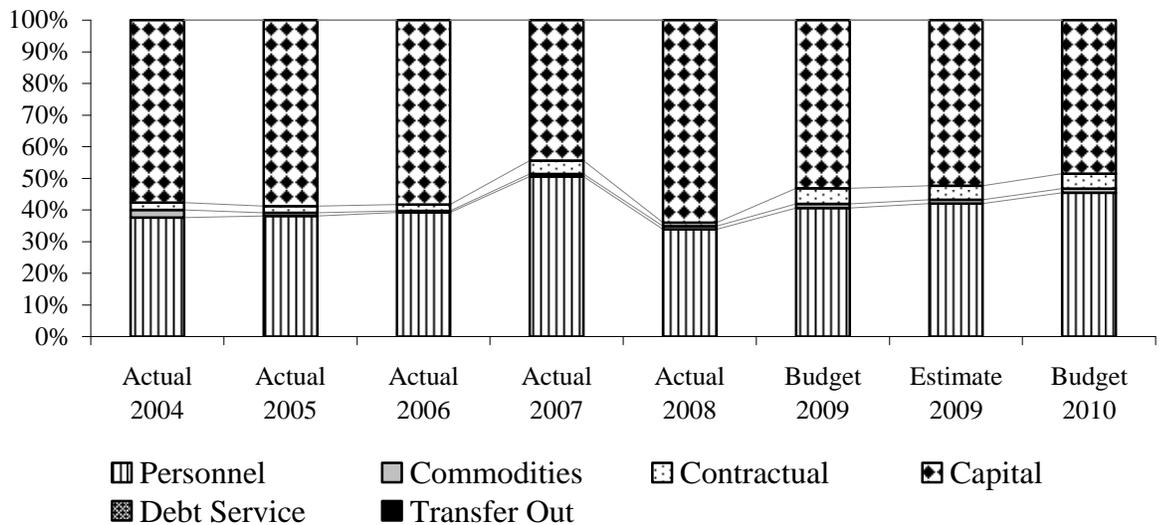
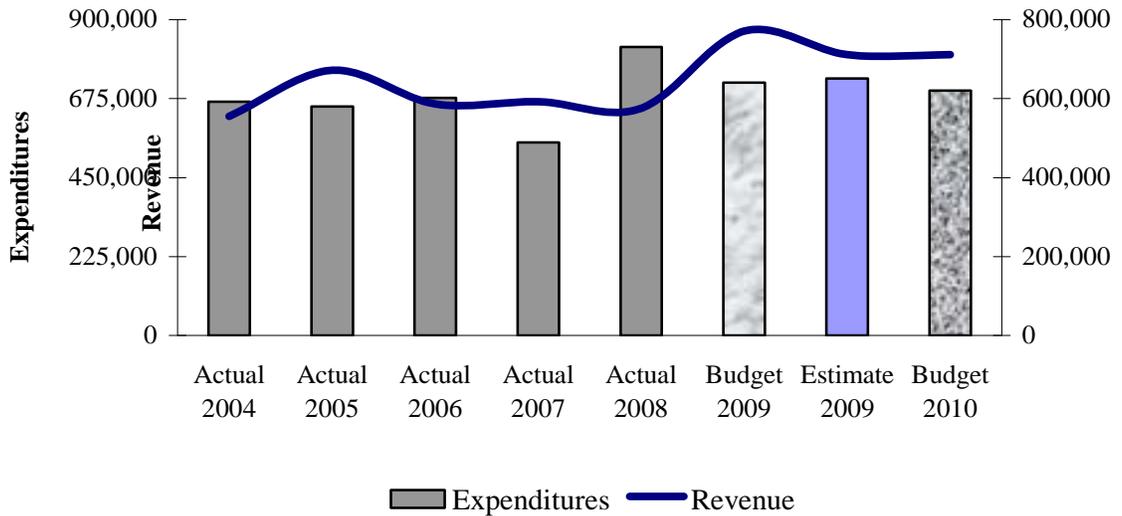
**Mission** The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for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

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	•
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Concrete Utility  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	555,130	672,054	586,332	592,114	575,540	771,200	711,200	711,200
<b>Percent Change</b>		<b>21.06%</b>	<b>-12.76%</b>	<b>0.99%</b>	<b>-2.80%</b>	<b>34.00%</b>	<b>-7.78%</b>	<b>0.00%</b>
Expenditures								
Personnel	250,635	248,384	265,168	278,177	278,663	292,554	307,184	316,742
Commodities	15,561	6,921	3,966	4,442	7,818	9,116	9,116	9,116
Contractual	15,685	13,789	13,410	23,032	9,313	35,425	32,775	32,775
Capital	384,033	383,419	394,613	244,237	526,575	383,000	383,000	338,979
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	665,914	652,513	677,157	549,888	822,369	720,095	732,075	697,612
<b>Percent Change</b>		<b>-2.01%</b>	<b>3.78%</b>	<b>-18.79%</b>	<b>49.55%</b>	<b>-12.44%</b>	<b>1.66%</b>	<b>-4.71%</b>
<b>Employees FTE</b>	1.000	1.000	3.531	3.531	3.536	3.536	3.916	3.916
<b>Percent Change FTE</b>		0.00%	253.10%	0.00%	0.14%	0.00%	10.75%	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** Concrete Utility

**Division** Administration and Concrete Replacement

**Account** 44.1001 and 44.1006

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

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Administer year-round annual Concrete Utility	<ul style="list-style-type: none"> <li>• Maintain the Concrete Utility data base for land records and inventory.</li> <li>• Maintain the Concrete Utility billing system.</li> <li>• Identify and repair inferior concrete throughout the City.</li> </ul>

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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Administration of the Concrete Utility Program is a major function of the Engineering Division. The Concrete Utility requires year round data base management, citizen response, and an annual construction program. One performance indicator is the total square footage of concrete sidewalk and curb/gutter removed and replaced. This indicator will vary from year to year based on the unit price of concrete.

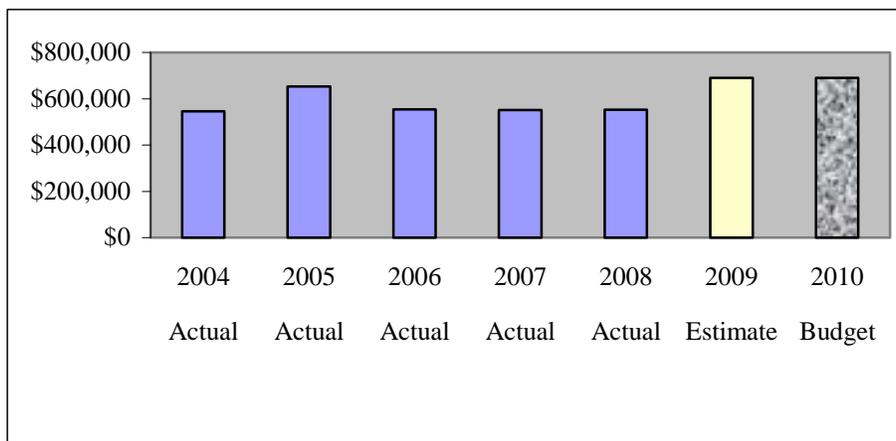
FTE's for the Concrete Utility are separated from the Engineering Division Budget. The proposed 2010 Concrete Utility budget is \$699,790.

Concrete Utility Full time employees	4.47	4.47	3.98	3.53	3.53	3.92	3.92
Square feet of concrete removed and replaced.	59,795	59,440	62,701	43,944	54,276	40,244	

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Concrete Utility  
**Revenue Item** Sidewalk / Curb Concrete Maintenance Fee  
**Account** 44.1006.33357  
**Authorization** EMC 12-8-6-C  
**Description** Fee for the repair, installation and maintenance of public concrete walks and curbs.  
**Fee Schedule** \$.098 per square foot per year.  
**Date Last Changed** January 1, 2009  
**Previous Fee Schedule** \$.078 per square foot per year.  
**Formula Method** Number of square feet of applicable concrete X fee.  
**Projection Method** Estimate based on previous participation.  
**Comments** Established in May, 1997. Billings began in August, 1997. This utility allows property owners the option of participating in the fund instead of having to cover the costs of curb and gutter replacement in a single year.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	545,221	-4.56%
<b>Actual</b>	<b>2005</b>	652,660	19.71%
<b>Actual</b>	<b>2006</b>	553,318	-15.22%
<b>Actual</b>	<b>2007</b>	550,882	-0.44%
<b>Actual</b>	<b>2008</b>	552,154	0.23%
<b>Estimate</b>	<b>2009</b>	690,000	24.97%
<b>Budget</b>	<b>2010</b>	690,000	0.00%



## City of Englewood, Colorado 2010 Budget

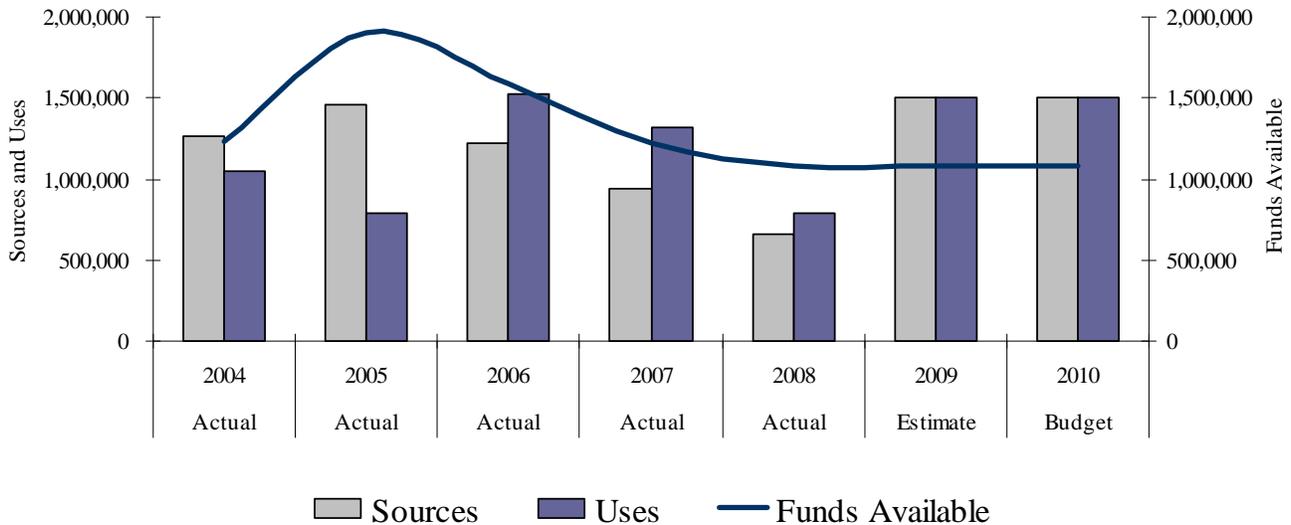
**Department** Community Development

**Fund** Housing Rehabilitation

### HOUSING REHABILITATION FUND

#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$1,019,789	\$1,237,109	\$1,900,704	\$1,594,271	\$1,219,426	\$ 731,223	\$1,082,833	\$1,082,833	\$1,082,833
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Program revenues	898,550	1,325,794	892,114	813,965	502,163	1,019,437	1,019,437	1,175,000	1,175,000
Grant income	354,902	117,478	308,230	87,676	132,763	300,000	300,000	300,000	300,000
Other	10,765	12,948	20,850	39,700	21,526	24,500	24,500	25,000	25,000
<b>Total Operating Revenues</b>	1,264,217	1,456,220	1,221,194	941,341	656,452	1,343,937	1,343,937	1,500,000	1,500,000
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	1,264,217	1,456,220	1,221,194	941,341	656,452	1,343,937	1,343,937	1,500,000	1,500,000
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Program expenses	791,797	418,711	987,590	893,310	717,225	1,672,240	1,672,240	1,420,000	1,420,000
Interest expense	55,784	61,024	81,626	61,367	54,015	80,000	80,000	80,000	80,000
<b>Total Operating Expenses</b>	847,581	479,735	1,069,216	954,677	771,240	1,752,240	1,752,240	1,500,000	1,500,000
Capital outlay	199,316	312,890	458,411	361,509	21,805	-	-	-	-
<b>Total Uses of Funds</b>	1,046,897	792,625	1,527,627	1,316,186	793,045	1,752,240	1,752,240	1,500,000	1,500,000
<b>Net Sources(Uses) of Funds</b>	217,320	663,595	(306,433)	(374,845)	(136,593)	(408,303)	(408,303)	-	-
<b>Ending Funds Available</b>	\$1,237,109	\$1,900,704	\$1,594,271	\$1,219,426	\$1,082,833	\$ 322,920	\$ 674,530	\$1,082,833	\$1,082,833
Funds Available Percentage Change		53.64%	-16.12%	-23.51%	-11.20%	-70.18%	108.88%	60.53%	0.00%



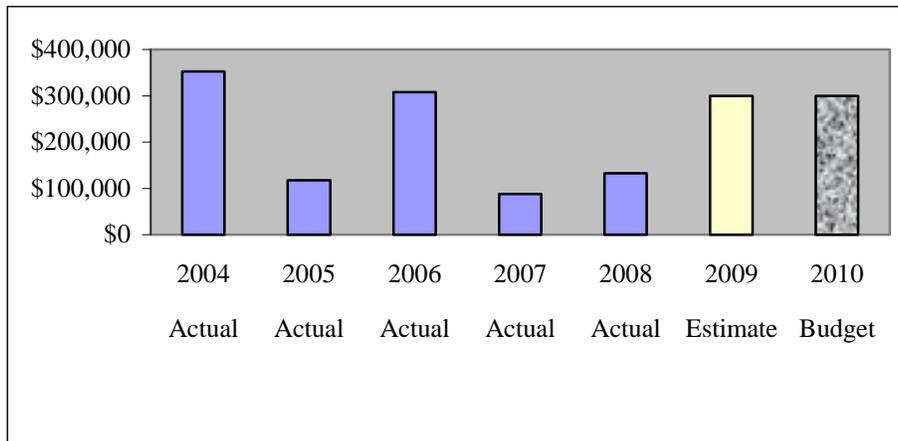
The City has entered into various loans with local banks to fund the housing rehabilitation loan program. The loans are serviced by the Housing Rehabilitation Fund.

**Vectra and US Bank** – Lines of credit at various interest rates ranging from 3.85% to 7.00% are used to provide interim financing for the Housing Rehabilitation Fund program. The funds from the City’s loans with local banks are subsequently loaned to homeowners to finance their home improvements. Repayments are made when payments are received on the corresponding notes receivable. The lines of credit are retired from the proceeds of long-term notes secured by individual homeowners’ notes to the City. The repayments of these notes are based on the repayment of the corresponding notes receivable. The balance of these notes at December 31, 2008 for Vectra and US Bank is \$880,796 and \$389,430, respectively.

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Community Development
<b>Fund</b>	Housing Rehabilitation
<b>Revenue Item</b>	<b>Arapahoe County Community Development Block Grant</b>
<b>Account</b>	<b>45.0803.32512</b>
<b>Authorization</b>	EMC 4-3-13
<b>Description</b>	This fund shall be used to provide for housing rehabilitation activities in the City of Englewood, Colorado.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Federal Operating Grant passed through by Arapahoe County
<b>Projection Method</b>	N/A
<b>Comments</b>	N/A

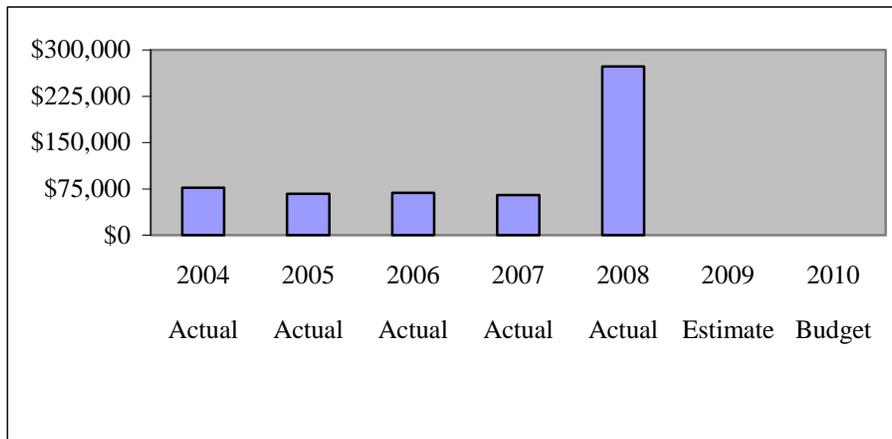
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	352,902	102.95%
<b>Actual</b>	<b>2005</b>	117,478	-66.71%
<b>Actual</b>	<b>2006</b>	308,230	162.37%
<b>Actual</b>	<b>2007</b>	87,676	-71.56%
<b>Actual</b>	<b>2008</b>	132,763	51.43%
<b>Estimate</b>	<b>2009</b>	300,000	125.97%
<b>Budget</b>	<b>2010</b>	300,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Community Development
<b>Fund</b>	45 Arapahoe County CDBG and 46 Housing Rehabilitation
<b>Revenue Item</b>	<b>Interest on Rehabilitation Loans</b>
<b>Account</b>	<b>45.0803.35301, 46.0803.35301, 45.0803.35302 and 46.0803.35302</b>
<b>Authorization</b>	Ordinance 26, Series of 1999
<b>Description</b>	Interest on loans to citizens for rehabilitation of existing housing.
<b>Fee Schedule</b>	Varies from 0% to 7.75% depending on income.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Number of loans X interest rate.
<b>Projection Method</b>	N/A
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	76,844	5.77%
<b>Actual</b>	<b>2005</b>	67,162	-12.60%
<b>Actual</b>	<b>2006</b>	68,614	2.16%
<b>Actual</b>	<b>2007</b>	64,965	-5.32%
<b>Actual</b>	<b>2008</b>	273,163	320.48%
<b>Estimate</b>	<b>2009</b>	0	-100.00%
<b>Budget</b>	<b>2010</b>	0	---



## **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.

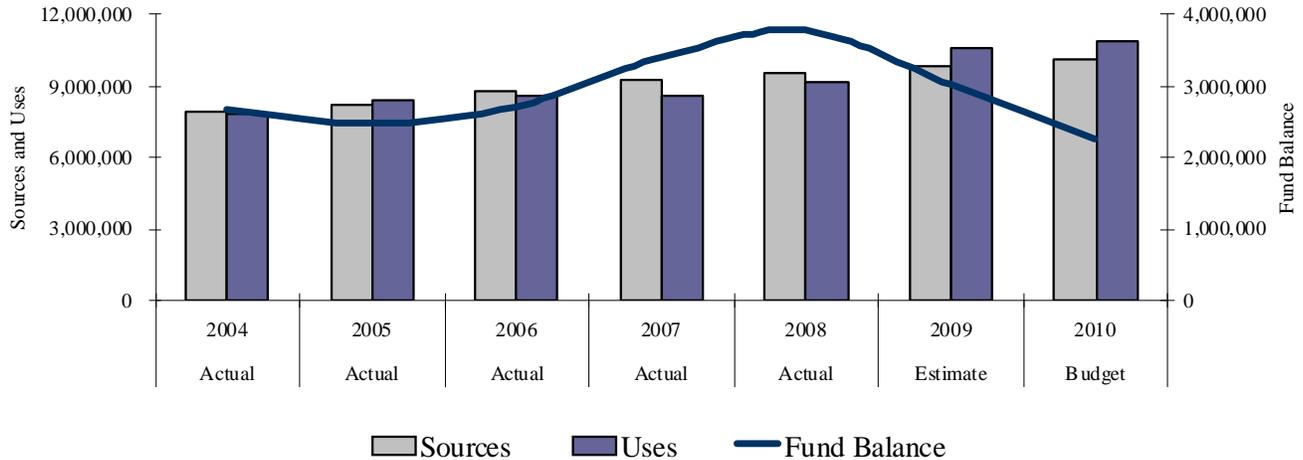
# City of Englewood, Colorado Budget

## Internal Service Funds

Central Services Fund, ServiCenter Fund, Capital Equipment Replacement Fund,  
Risk Management Fund, and Employee Benefits Fund

### Combined Statement of Fund Sources, Uses and Changes in Fund Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 2,587,225	\$ 2,675,083	\$ 2,474,717	\$ 2,717,186	\$ 3,404,576	\$ 3,315,537	\$ 3,783,003	\$ 3,783,003	\$ 3,013,831
<b>Sources of Funds</b>									
Total Revenue	7,600,788	8,253,351	8,502,701	9,273,223	9,534,198	10,029,860	10,029,860	9,887,966	10,108,197
Other Financing Sources	300,000	-	300,000	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>7,900,788</b>	<b>8,253,351</b>	<b>8,802,701</b>	<b>9,273,223</b>	<b>9,534,198</b>	<b>10,029,860</b>	<b>10,029,860</b>	<b>9,887,966</b>	<b>10,108,197</b>
<b>Uses of Funds</b>									
Total Expenditures	7,393,554	8,453,717	7,623,518	8,525,833	8,995,771	10,897,321	10,972,321	10,107,138	9,758,057
Other Financing Uses	419,376	-	936,714	60,000	160,000	550,000	550,000	550,000	1,096,477
<b>Total Uses of Funds</b>	<b>7,812,930</b>	<b>8,453,717</b>	<b>8,560,232</b>	<b>8,585,833</b>	<b>9,155,771</b>	<b>11,447,321</b>	<b>11,522,321</b>	<b>10,657,138</b>	<b>10,854,534</b>
<b>Net Sources (Uses) of Funds</b>	<b>87,858</b>	<b>(200,366)</b>	<b>242,469</b>	<b>687,390</b>	<b>378,427</b>	<b>(1,417,461)</b>	<b>(1,492,461)</b>	<b>(769,172)</b>	<b>(746,337)</b>
<b>Ending Funds Available</b>	<b>\$ 2,675,083</b>	<b>\$ 2,474,717</b>	<b>\$ 2,717,186</b>	<b>\$ 3,404,576</b>	<b>\$ 3,783,003</b>	<b>\$ 1,898,076</b>	<b>\$ 2,290,542</b>	<b>\$ 3,013,831</b>	<b>\$ 2,267,494</b>
Funds Available Percentage Change		-7.49%	9.80%	25.30%	11.12%	-49.83%	20.68%	31.58%	-24.76%



## City of Englewood, Colorado Budget

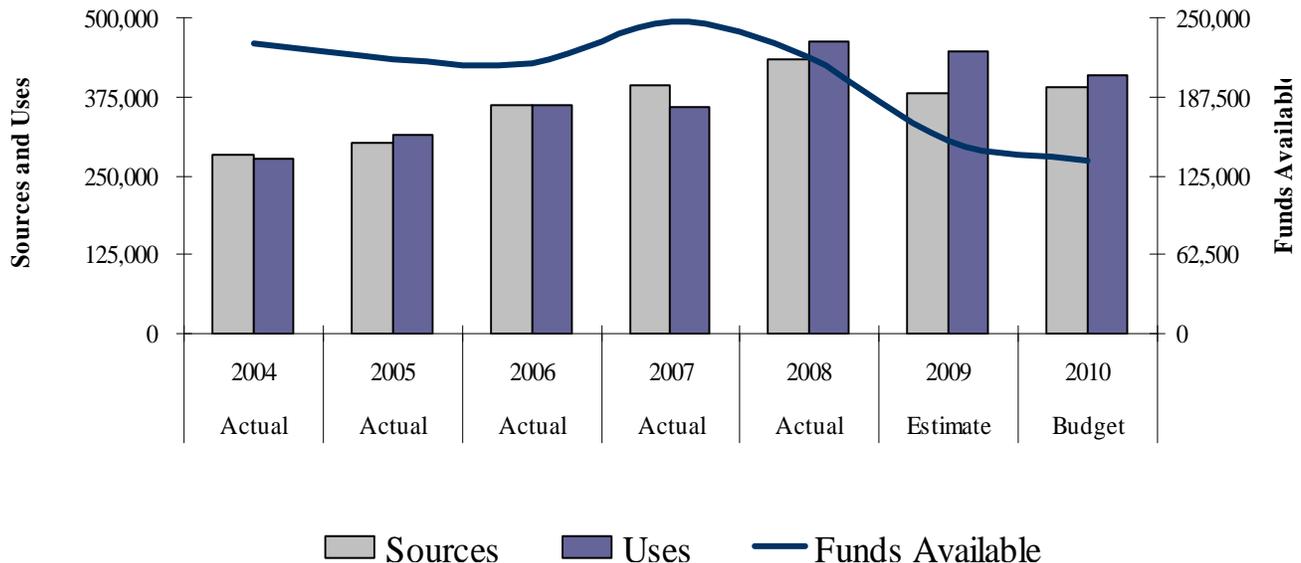
**Department** Finance and Administrative Services

**Fund** Central Services

### CENTRAL SERVICES FUND

#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

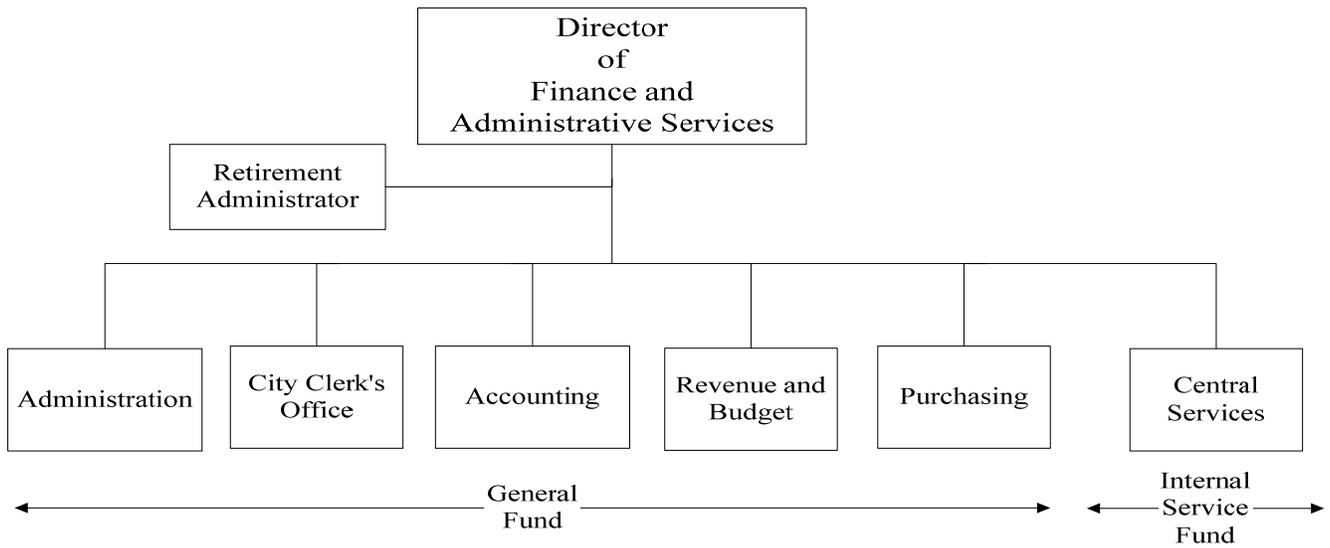
	2004	2005	2006	2007	2008	2009	2009	2009	2010
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 221,351	\$ 230,239	\$ 216,389	\$ 214,456	\$ 247,456	\$ 147,287	\$ 218,674	\$ 218,674	\$ 152,905
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Interdepartmental Service Chgs	281,894	295,180	351,979	378,157	422,846	375,900	375,900	375,900	385,900
Interest and Other	2,420	5,285	9,044	13,623	9,845	10,500	10,500	5,500	5,500
<b>Total Operating Revenues</b>	<b>284,314</b>	<b>300,465</b>	<b>361,023</b>	<b>391,780</b>	<b>432,691</b>	<b>386,400</b>	<b>386,400</b>	<b>381,400</b>	<b>391,400</b>
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>284,314</b>	<b>300,465</b>	<b>361,023</b>	<b>391,780</b>	<b>432,691</b>	<b>386,400</b>	<b>386,400</b>	<b>381,400</b>	<b>391,400</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	275,426	298,910	349,350	358,780	361,473	384,011	384,011	384,791	393,955
<b>Total Operating Expenses</b>	<b>275,426</b>	<b>298,910</b>	<b>349,350</b>	<b>358,780</b>	<b>361,473</b>	<b>384,011</b>	<b>384,011</b>	<b>384,791</b>	<b>393,955</b>
Capital outlay	-	15,405	13,606	-	-	22,378	22,378	12,378	13,766
<b>Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Total Uses of Funds</b>	<b>275,426</b>	<b>314,315</b>	<b>362,956</b>	<b>358,780</b>	<b>461,473</b>	<b>456,389</b>	<b>456,389</b>	<b>447,169</b>	<b>407,721</b>
<b>Net Sources(Uses) of Funds</b>	<b>8,888</b>	<b>(13,850)</b>	<b>(1,933)</b>	<b>33,000</b>	<b>(28,782)</b>	<b>(69,989)</b>	<b>(69,989)</b>	<b>(65,769)</b>	<b>(16,321)</b>
<b>Ending Funds Available</b>	<b>\$ 230,239</b>	<b>\$ 216,389</b>	<b>\$ 214,456</b>	<b>\$ 247,456</b>	<b>\$ 218,674</b>	<b>\$ 77,298</b>	<b>\$ 148,685</b>	<b>\$ 152,905</b>	<b>\$ 136,584</b>
Funds Available Percentage Change		-6.02%	-0.89%	15.39%	-11.63%	-64.65%	92.35%	2.84%	-10.67%



## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services

**Fund** Central Services



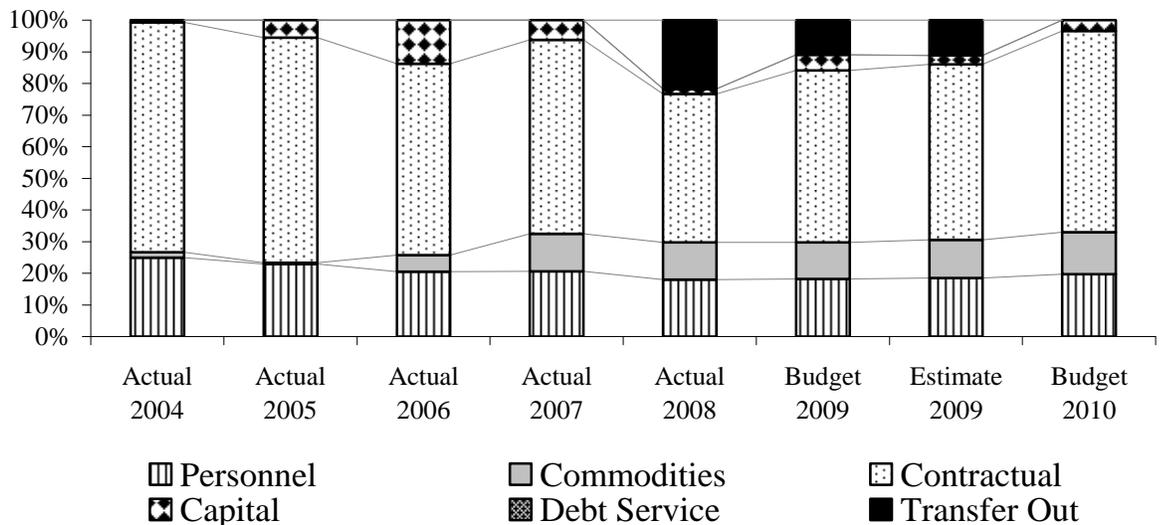
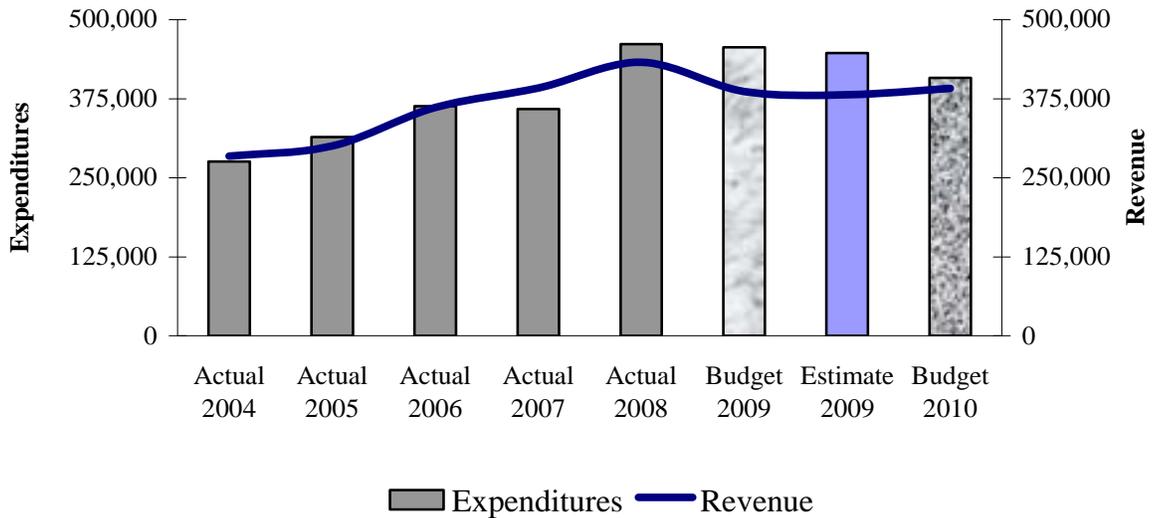
**Mission** Meet the needs of staff, legislative bodies, public, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	•
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services  
**Fund** Central Services  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	284,315	300,464	361,023	391,781	432,691	386,400	381,400	391,400
<b>Percent Change</b>		<b>5.68%</b>	<b>20.16%</b>	<b>8.52%</b>	<b>10.44%</b>	<b>-10.70%</b>	<b>-1.29%</b>	<b>2.62%</b>
Expenditures								
Personnel	68,782	72,129	74,570	74,085	83,079	83,097	82,796	80,411
Commodities	4,576	1,036	18,803	42,357	54,115	52,731	53,812	53,812
Contractual	200,185	223,861	219,446	219,873	216,666	248,183	248,183	259,732
Capital	1,883	17,287	50,135	22,465	7,613	22,378	12,378	13,766
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	100,000	50,000	50,000	-
Total Expenditures	275,426	314,313	362,954	358,780	461,473	456,389	447,169	407,721
<b>Percent Change</b>		<b>14.12%</b>	<b>15.48%</b>	<b>-1.15%</b>	<b>28.62%</b>	<b>-1.10%</b>	<b>-2.02%</b>	<b>-8.82%</b>
<b>Employees FTE</b>	1.000	1.000	1.000	1.000	1.100	1.100	1.100	1.100
<b>Percent Change FTE</b>		0.00%	0.00%	0.00%	10.00%	0.00%	0.00%	0.00%



## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services

**Fund** Central Services

**Division** Postage, Inside Printing, Copiers, Supplies and Administration

**Account** 60.0606 Postage, 60.0608 Copiers/Printers,

**Description** Excellent communication is one of the most important goals of the City. As part of that goal, Central Services is responsible for printing, mailing, and maintaining an inventory of forms and supplies for user departments. This division of the Finance and Administrative Services Department operates high-speed copier/printers, printing press and other print shop equipment.

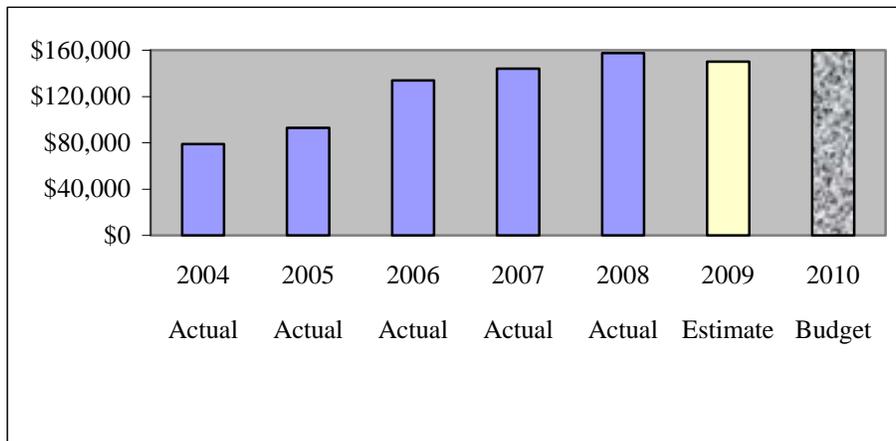
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> <li>1. Ongoing competitive analysis of products and services</li> <li>2. Continued addition and application of computer graphics and desktop publishing technologies</li> <li>3. Continued outsourcing of services when they are cost effective</li> <li>4. Continue to implement printer plan and to complete in 2009.</li> </ol>	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget

## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services  
**Fund** Central Services  
**Revenue Item** Postage Charges  
**Account** 60.0606.39501  
**Authorization** Policy  
**Description** Departmental charges for postage.  
**Fee Schedule** Cost + 65%  
**Date Last Changed** 1996  
**Previous Fee Schedule** Cost + 30%  
**Formula Method** N/A  
**Projection Method** Estimate based on previous usage.  
**Comments** N/A

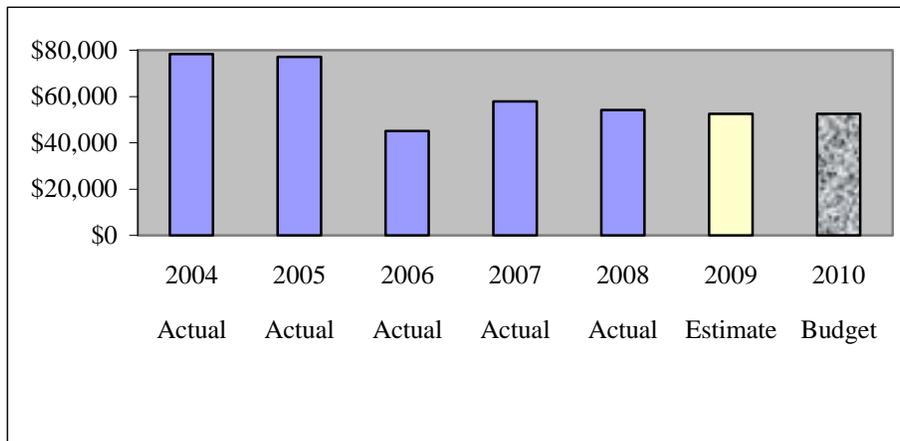
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	78,791	-14.21%
<b>Actual</b>	<b>2005</b>	92,827	17.82%
<b>Actual</b>	<b>2006</b>	133,851	44.19%
<b>Actual</b>	<b>2007</b>	143,924	7.53%
<b>Actual</b>	<b>2008</b>	157,434	9.39%
<b>Estimate</b>	<b>2009</b>	150,000	-4.72%
<b>Budget</b>	<b>2010</b>	160,000	6.67%



## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services  
**Fund** Central Services  
**Revenue Item** **Printing**  
**Account** **60.0607.39502**  
**Authorization** Policy  
**Description** Charges for departmental printing.  
**Fee Schedule** Cost varies with job.  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** Number of jobs X estimated costs = revenue  
**Projection Method** Estimate based on previous usage.  
**Comments** N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	78,386	-6.13%
<b>Actual</b>	<b>2005</b>	77,168	-1.55%
<b>Actual</b>	<b>2006</b>	45,087	-41.57%
<b>Actual</b>	<b>2007</b>	57,861	28.33%
<b>Actual</b>	<b>2008</b>	54,225	-6.28%
<b>Estimate</b>	<b>2009</b>	52,500	-3.18%
<b>Budget</b>	<b>2010</b>	52,500	0.00%



## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services

**Fund** Central Services

**Revenue Item** Copier and Printing Charges

**Account** 60.0608.39503

**Authorization** Policy

**Description** Departmental copier charges.

**Fee Schedule** Copiers: \$.06 per copy Black & White  
\$.30 per copy Color  
Printers: \$.08 per copy Black & White  
\$.35 per copy Color

**Date Last Changed** 2008

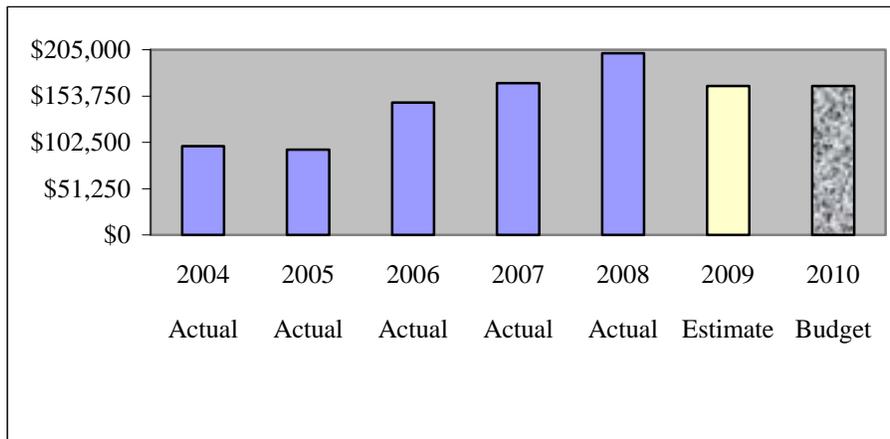
**Previous Fee Schedule** \$.06 per copy

**Formula Method** Fee X number of copies

**Projection Method** Estimate based on previous usage.

**Comments** N/A

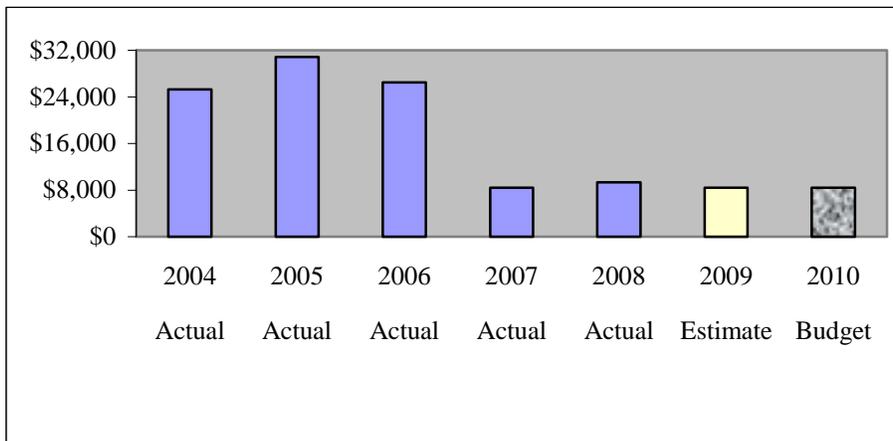
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	98,328	1.94%
<b>Actual</b>	<b>2005</b>	94,323	-4.07%
<b>Actual</b>	<b>2006</b>	146,560	55.38%
<b>Actual</b>	<b>2007</b>	167,960	14.60%
<b>Actual</b>	<b>2008</b>	201,071	19.71%
<b>Estimate</b>	<b>2009</b>	165,000	-17.94%
<b>Budget</b>	<b>2010</b>	165,000	0.00%



## City of Englewood, Colorado Budget

**Department** Finance and Administrative Services  
**Fund** Central Services  
**Revenue Item** Office Supplies  
**Account** 60.0609.39504  
**Authorization** Policy  
**Description** Charges for office supplies from print shop supply.  
**Fee Schedule** Cost  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** N/A  
**Projection Method** Estimate based on previous usage.  
**Comments** The print shop maintains a stock of letterhead, envelopes and printer supplies.

	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	25,305	-38.26%
<b>Actual</b>	<b>2005</b>	30,862	21.96%
<b>Actual</b>	<b>2006</b>	26,475	-14.21%
<b>Actual</b>	<b>2007</b>	8,413	-68.22%
<b>Actual</b>	<b>2008</b>	9,347	11.10%
<b>Estimate</b>	<b>2009</b>	8,400	-10.13%
<b>Budget</b>	<b>2010</b>	8,400	0.00%



## City of Englewood, Colorado 2010 Budget

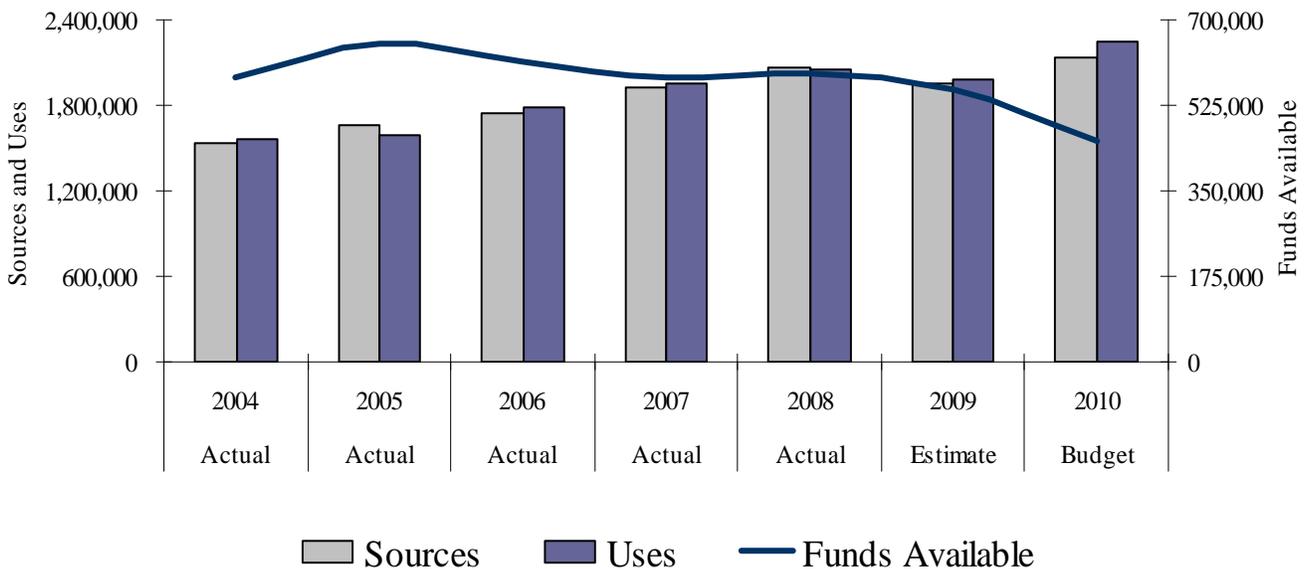
**Department** Public Works

**Fund** ServiCenter

### SERVICENTER FUND

#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

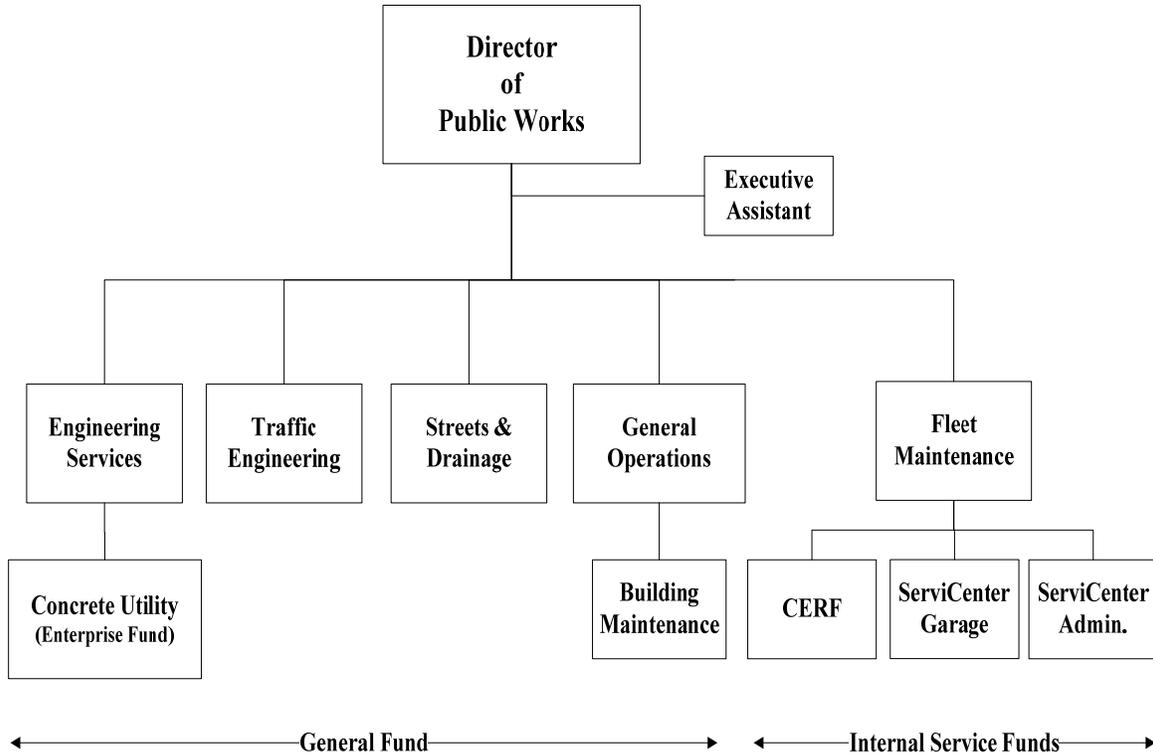
	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2009</i>	<i>2009</i>	<i>2010</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Current</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
<b>Beginning Funds Available</b>	\$ 609,119	\$ 580,041	\$ 649,644	\$ 615,356	\$ 581,661	\$ 427,271	\$ 590,934	\$ 590,934	\$ 559,135
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Vehicle maintenance	844,455	922,427	923,628	943,426	962,351	935,964	935,964	935,964	963,780
Building rentals	178,881	178,881	189,112	189,112	176,620	337,350	337,350	337,350	404,820
Direct charges	493,367	544,358	601,139	749,764	889,928	925,958	925,958	659,980	754,554
Interest and Other	15,703	20,746	31,074	42,140	31,543	16,629	16,629	16,852	16,852
<b>Total Operating Revenues</b>	1,532,406	1,666,412	1,744,953	1,924,442	2,060,442	2,215,901	2,215,901	1,950,146	2,140,006
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	1,532,406	1,666,412	1,744,953	1,924,442	2,060,442	2,215,901	2,215,901	1,950,146	2,140,006
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Servicenter Garage Costs	1,259,051	1,355,790	1,476,319	1,461,443	1,575,249	1,763,050	1,838,050	1,359,676	1,485,237
Servicenter Admin Costs	226,840	241,019	236,208	342,548	385,674	409,964	409,964	475,468	474,721
<b>Total Operating Expenses</b>	1,485,891	1,596,809	1,712,527	1,803,991	1,960,923	2,173,014	2,248,014	1,835,144	1,959,958
Capital Acquisitions	11,443	-	-	94,146	30,246	148,801	148,801	146,801	86,801
<b>Other Financing Uses</b>	64,150	-	66,714	60,000	60,000	-	-	-	200,000
<b>Total Uses of Funds</b>	1,561,484	1,596,809	1,779,241	1,958,137	2,051,169	2,321,815	2,396,815	1,981,945	2,246,759
<b>Net Sources(Uses) of Funds</b>	(29,078)	69,603	(34,288)	(33,695)	9,273	(105,914)	(180,914)	(31,799)	(106,753)
<b>Ending Funds Available</b>	\$ 580,041	\$ 649,644	\$ 615,356	\$ 581,661	\$ 590,934	\$ 321,357	\$ 410,020	\$ 559,135	\$ 452,382
Funds Available Percentage Change		12.00%	-5.28%	-5.48%	1.59%	-45.62%	27.59%	36.37%	-19.09%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter



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

### 2009 Major Department Initiatives Planned

- Continuation of diesel upgrades
- Increase E-85 vehicles to 50 units including patrol fleet.

### 2010 Major Department Initiatives Planned

- Upgrade off road diesel equipment to meet 2007 emission standards through an EPA grant.
- Purchase and promote alternative fueled vehicles.

### 2008 Major Department Initiatives Planned

- Convert an unleaded fuel tank to hold E-85 ethanol
- Purchase vehicles capable of operating on E-85
- Continue to upgrade old diesel units

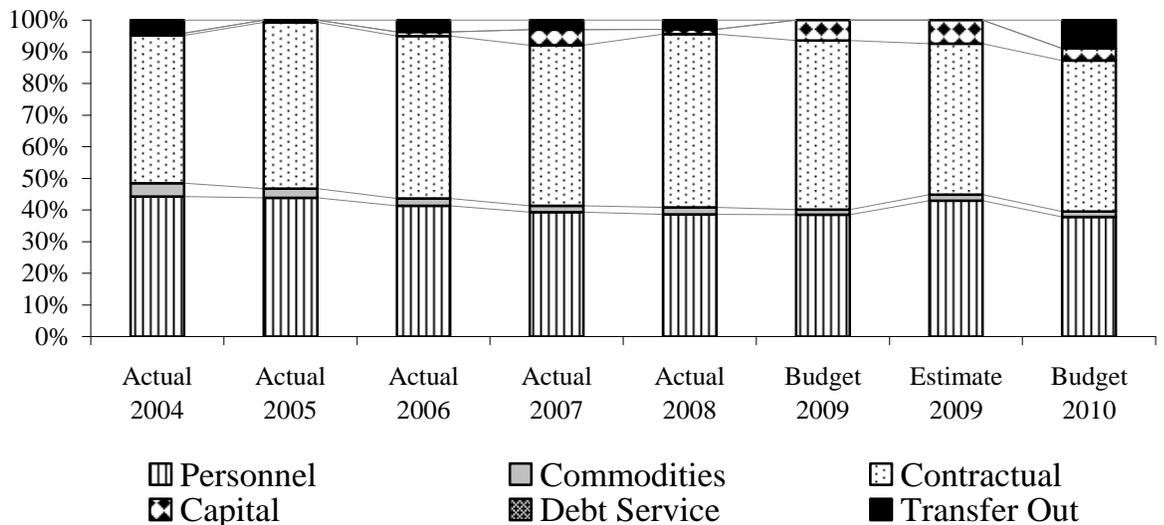
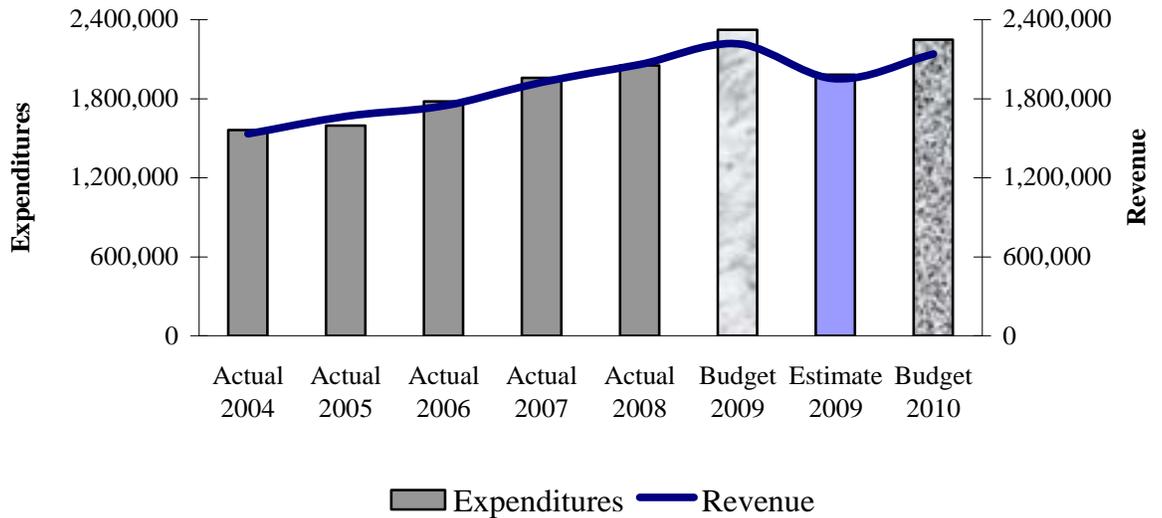
### 2008 Major Department Initiatives Accomplished

- Unleaded tank converted for E-85 ethanol
- 5 flex fuel vehicles purchased
- 8 diesel trucks upgraded

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** ServiCenter  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,532,406	1,666,411	1,744,953	1,924,441	2,060,442	2,215,901	1,950,146	2,140,006
<b>Percent Change</b>		<b>8.74%</b>	<b>4.71%</b>	<b>10.29%</b>	<b>7.07%</b>	<b>7.54%</b>	<b>-11.99%</b>	<b>9.74%</b>
Expenditures								
Personnel	690,904	699,467	734,181	769,693	792,270	893,339	850,750	848,616
Commodities	65,612	47,167	41,707	39,219	44,850	37,826	37,987	38,589
Contractual	729,376	838,731	914,348	993,177	1,123,802	1,241,849	946,407	1,072,753
Capital	11,443	11,443	22,290	96,047	30,247	148,801	146,801	86,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	64,150	-	66,714	60,000	60,000	-	-	200,000
Total Expenditures	1,561,485	1,596,808	1,779,240	1,958,136	2,051,169	2,321,815	1,981,945	2,246,759
<b>Percent Change</b>		<b>2.26%</b>	<b>11.42%</b>	<b>10.05%</b>	<b>4.75%</b>	<b>13.19%</b>	<b>-14.64%</b>	<b>13.36%</b>
<b>Employees FTE</b>	10.000	11.000	10.300	11.300	11.300	11.300	11.300	10.000
<b>Percent Change FTE</b>		10.00%	-6.36%	9.71%	0.00%	0.00%	0.00%	-11.50%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter

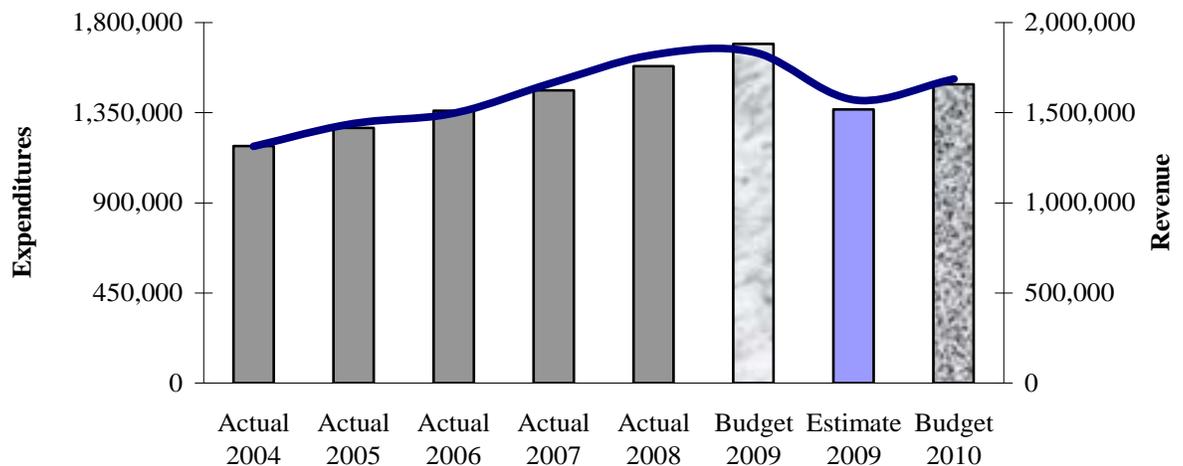
**Division** Garage

**Account** 61.1007

**Description** Provide quality, value-driven services to all our customers and user departments. Service, repair, purchase and dispose of replaced vehicles in a fleet of approximately 345 pieces of equipment. Perform preventative maintenance service and repair of vehicles as determined by maintenance inspection or as requested. Manage fuel and oil inventory accounts. Administer all operating functions and programs in the ServiCenter Garage. Warehouse parts and supplies for all City departments, particularly for rolling stock.

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,313,581	1,441,200	1,497,705	1,668,920	1,821,739	1,836,373	1,570,618	1,688,008
<b>Percent Change</b>		<b>9.72%</b>	<b>3.92%</b>	<b>11.43%</b>	<b>9.16%</b>	<b>0.80%</b>	<b>-14.47%</b>	<b>7.47%</b>
Expenditures								
Personnel	603,471	617,095	617,981	650,898	670,096	692,901	662,195	679,005
Commodities	15,856	19,791	14,813	13,661	22,121	23,116	23,116	23,116
Contractual	552,291	625,089	711,771	783,200	883,034	970,343	674,365	783,116
Capital	11,443	11,443	15,553	13,684	6,801	6,801	6,801	6,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,183,061	1,273,418	1,360,118	1,461,443	1,582,052	1,693,161	1,366,477	1,492,038
<b>Percent Change</b>		<b>7.64%</b>	<b>6.81%</b>	<b>7.45%</b>	<b>8.25%</b>	<b>7.02%</b>	<b>-19.29%</b>	<b>9.19%</b>
<b>Employees FTE</b>	10.000	11.000	9.000	10.000	10.000	10.000	9.000	9.000
<b>Percent Change FTE</b>		10.00%	-18.18%	11.11%	0.00%	0.00%	-10.00%	0.00%



■ Expenditures — Revenue

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use.</li> <li>Provide fleet maintenance and replacement</li> </ol>	<ol style="list-style-type: none"> <li>Purchase vehicles that are capable of operating on both Unleaded and E-85 fuel. Convert unleaded tank to E-85.</li> <li>Utilize current programs and processes.</li> </ol>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter

**Division** Garage

**Account** 61.1007

<b>Outcome</b>	<b>Goal / Activity</b> <b>Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome</b>	<b>Action Plan</b> <b>Answers the <u>How</u> we accomplish the Goal / Activity</b>
A City that is safe, clean, healthy and attractive	<ul style="list-style-type: none"> <li>3. Provide maintenance and repair of emergency vehicles</li> <li>4. Provide fuel and billing for ART Shuttle</li> </ul>	<ul style="list-style-type: none"> <li>3. Utilize fleet program and process.</li> <li>4. Providing service at City facilities-ServiCenter.</li> </ul>
A progressive City that provides responsive and cost efficient services	<ul style="list-style-type: none"> <li>5. Utilize cost effective fleet replacement processes</li> <li>6. Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles)</li> <li>7. Supply Fleet asset management to Enterprise Fund</li> <li>8. Provide Fleet Service 24/7. Provide manufacture and aftermarket training on new vehicles to properly maintain fleet</li> </ul>	<ul style="list-style-type: none"> <li>5. Utilizing funding in CERF program and fleet policies for replacement criteria.</li> <li>6. Use of manufacturer's recommendations when developing standards.</li> <li>7. Currently providing service to Enterprise Funds.</li> <li>8. Mechanics are on-call 24 hours per day, seven days a week. Mechanics receive at least 30 hours of training per year.</li> </ul>
A City that is business-friendly and economically diverse	<ul style="list-style-type: none"> <li>9. Provide out-sourcing to local businesses for outside garage work as necessary</li> <li>10. Affix City logo and description on all City vehicles</li> </ul>	<ul style="list-style-type: none"> <li>9. Contract with local businesses for work not performed in-house (body work, glass work, hydraulic hose and cylinder repair, etc.)</li> <li>10. Apply decals on all City vehicles as necessary.</li> </ul>
A City that provides diverse cultural, recreational and entertainment opportunities	<ul style="list-style-type: none"> <li>11. Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs</li> </ul>	<ul style="list-style-type: none"> <li>11. Covered in number 8 above.</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** ServiCenter  
**Division** Garage  
**Account** 61.1007

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
The ServiCenter Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment. The expected result is well maintained and safe vehicles.								
FTE's Total- (Mechanics)	1-11	10 (6)	9 (6)	8 (5)	8 (5)	8 (5)	8 (5)	9 (5)
City of Englewood Fleet size	1-11	342	342	345	345	347	347	344
City of Sheridan Fleet Size	1-11	30	38	40	40	51	53	53
Cherry Hills Fleet Size	1-11	34	44	47	47	52	54	54
Mechanic to Vehicle ratio	1-11	68	71	86	86	90	90.8	90.2
Average Fleet Availability	1-11	97.60%	97.30%	94.80%	95.62%	96.45%	96.45%	95.84%
Average Age of Fleet	1-11	9.89	9.62	8.82	8.82	8.84	8.84	8.38
National Avg. Mech. to Vehicle ratio- multi class fleet	1-11	58	58	58	58	58	58	58

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter

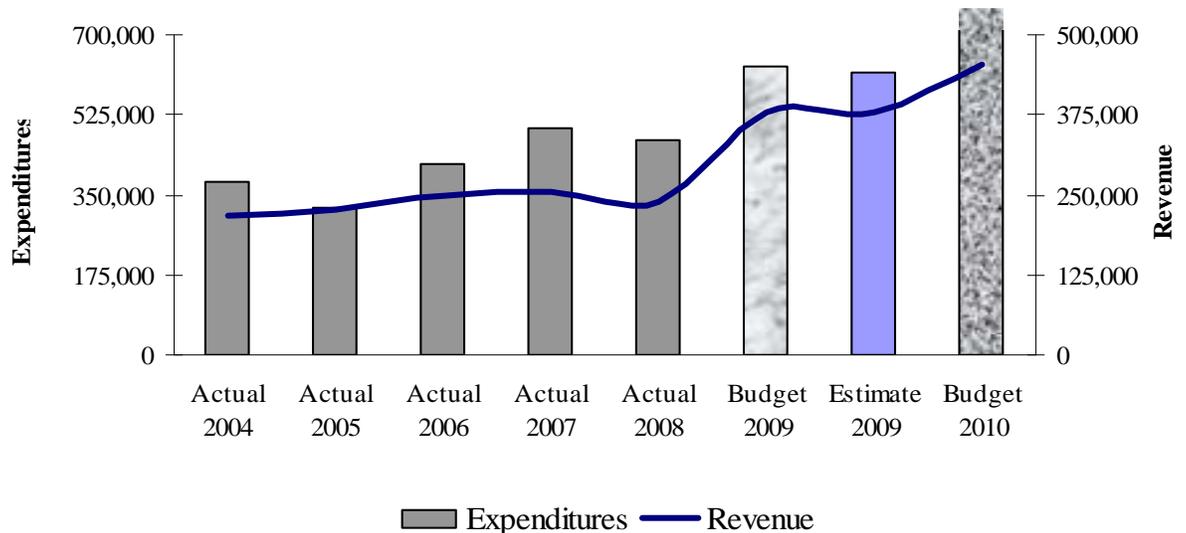
**Division** Administration

**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**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	218,825	225,211	247,248	255,521	238,703	379,528	379,528	451,998
<b>Percent Change</b>		<b>2.92%</b>	<b>9.79%</b>	<b>3.35%</b>	<b>-6.58%</b>	<b>59.00%</b>	<b>0.00%</b>	<b>19.09%</b>
Expenditures								
Personnel	87,433	82,372	116,200	118,795	122,174	200,438	188,555	169,611
Commodities	49,756	27,376	26,894	25,558	22,729	14,710	14,871	15,473
Contractual	177,085	213,642	202,577	209,977	240,770	271,506	272,042	289,637
Capital	-	-	6,737	82,363	23,446	142,000	140,000	80,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	64,150	-	66,714	60,000	60,000	-	-	200,000
Total Expenditures	378,424	323,390	419,122	496,693	469,119	628,654	615,468	754,721
<b>Percent Change</b>		<b>-14.54%</b>	<b>29.60%</b>	<b>18.51%</b>	<b>-5.55%</b>	<b>34.01%</b>	<b>-2.10%</b>	<b>22.63%</b>
<b>Employees FTE</b>	-	-	1.300	1.300	1.300	1.300	2.300	1.000
<b>Percent Change FTE</b>		----	----	0.00%	0.00%	0.00%	76.92%	-56.52%



<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> <li>1. Provide storage/work areas</li> <li>2. Centralized maintenance staging areas</li> <li>3. Provide central communication and support for maintenance operations</li> </ol>	Maintain storage and maintenance buildings for Public Works, Utilities, Parks and Safety Services departments of Police and Fire.
A City that is safe, clean, healthy and attractive	<ol style="list-style-type: none"> <li>4. Provide site for hazardous household drop off program</li> <li>5. Provide site for citizen mulch pickup</li> </ol>	ServiCenter site used for household drop off. Mulch area provided for public pickup.

## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter

**Division** Administration

**Account** 61.1008

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	6. Provide dumpsters for illegal trash and debris pickup	
	7. Maintain compliance and certifications on fuel storage and distribution	

Performance Measure	Goals / Activities Measured	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Budget
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The Servicenter Admin. Group provides general maintenance support and storage space for departments within the City of Englewood. The result is adequate and usable space for storage and maintenance.

Support mtce. operations	329,228	319,162	263,458	263,458				
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## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** ServiCenter

**Revenue Item** Vehicle Maintenance

**Account** 61.1007.39101

**Authorization** Policy

**Description** Interdepartmental charges for scheduled maintenance of vehicles.

**Fee Schedule** Based on the type and number of vehicles. A list of charges is maintained by the Fleet Manager.

**Date Last Changed** Fees are reviewed annually.

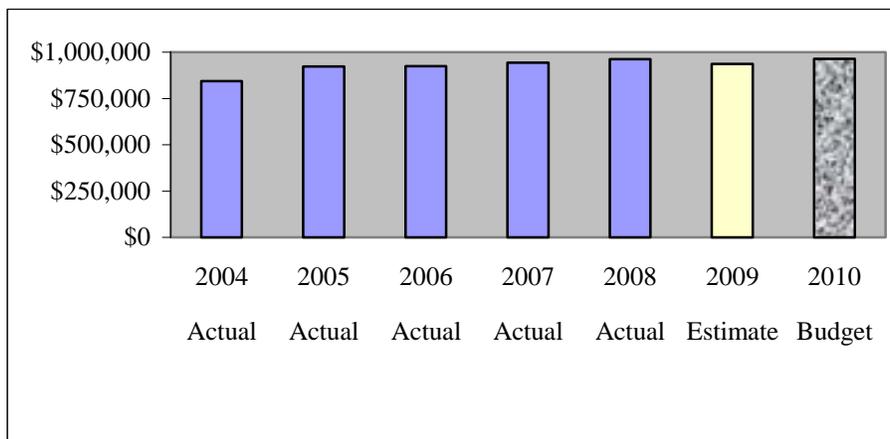
**Previous Fee Schedule** 2000

**Formula Method** Vehicles X rate = revenue

**Projection Method** Estimate based on prior experience.

**Comments** New acquisitions are required to be placed in this program until their scheduled replacement.

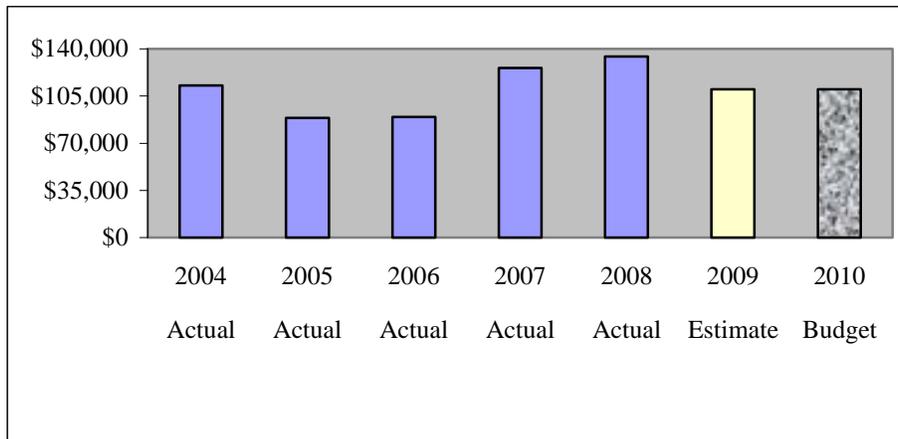
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	844,456	-7.32%
<b>Actual</b>	<b>2005</b>	922,427	9.23%
<b>Actual</b>	<b>2006</b>	923,628	0.13%
<b>Actual</b>	<b>2007</b>	943,426	2.14%
<b>Actual</b>	<b>2008</b>	962,351	2.01%
<b>Estimate</b>	<b>2009</b>	935,964	-2.74%
<b>Budget</b>	<b>2010</b>	963,780	2.97%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** ServiCenter  
**Revenue Item** **Garage Charges**  
**Account** **61.1007.39111**  
**Authorization** Policy  
**Description** Fees charged for non-scheduled maintenance and repair, and on older vehicles no longer in the scheduled maintenance program.  
**Fee Schedule** Per hour rate determined by type and age of vehicle.  
**Date Last Changed** Reviewed annually. A list of rates is maintained by the Fleet Manager.  
**Previous Fee Schedule** 2000  
**Formula Method** N/A  
**Projection Method** Estimate based on prior experience.  
**Comments** N/A

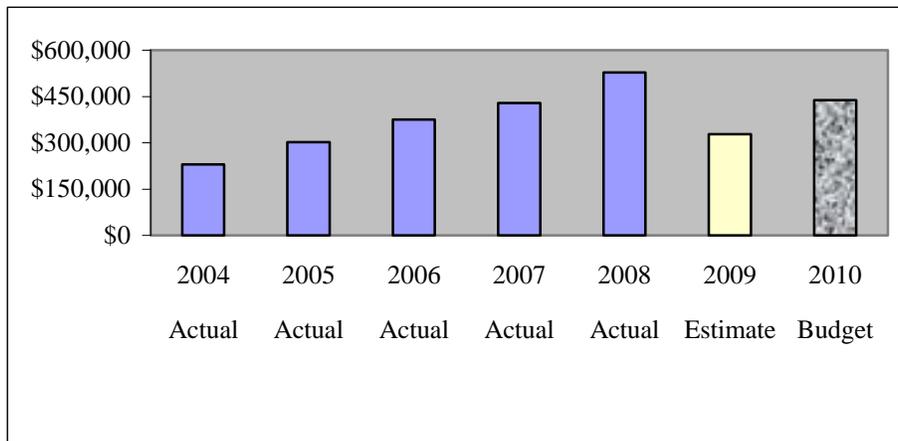
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	112,900	15.66%
<b>Actual</b>	<b>2005</b>	88,879	-21.28%
<b>Actual</b>	<b>2006</b>	89,381	0.56%
<b>Actual</b>	<b>2007</b>	125,917	40.88%
<b>Actual</b>	<b>2008</b>	134,244	6.61%
<b>Estimate</b>	<b>2009</b>	110,000	-18.06%
<b>Budget</b>	<b>2010</b>	110,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Public Works
<b>Fund</b>	ServiCenter
<b>Revenue Item</b>	<b>Fuel ServiceCharge</b>
<b>Account</b>	<b>61.1007.39113</b>
<b>Authorization</b>	Policy
<b>Description</b>	Charge for vehicle fuel.
<b>Fee Schedule</b>	At estimated replacement cost.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	N/A
<b>Projection Method</b>	Estimate based on previous usage and knowledge of fleet additions or deletions.
<b>Comments</b>	N/A

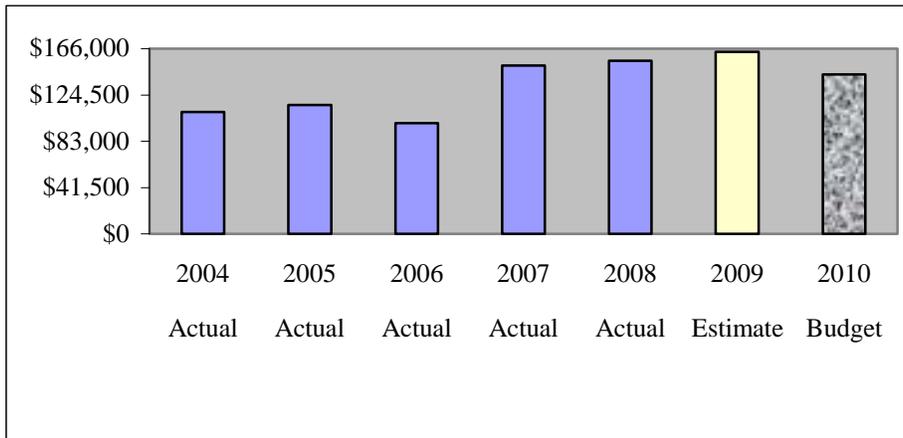
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	229,437	22.91%
<b>Actual</b>	<b>2005</b>	301,570	31.44%
<b>Actual</b>	<b>2006</b>	375,674	24.57%
<b>Actual</b>	<b>2007</b>	428,612	14.09%
<b>Actual</b>	<b>2008</b>	528,098	23.21%
<b>Estimate</b>	<b>2009</b>	328,280	-37.84%
<b>Budget</b>	<b>2010</b>	438,031	33.43%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Public Works			
<b>Fund</b>	ServiCenter			
<b>Revenue Item</b>	<b>Outside Garage Service</b>			
<b>Account</b>	<b>61.1007.39114</b>			
<b>Authorization</b>	Policy			
<b>Description</b>	Contracts with various entities to provide fleet maintenance			
<b>Fee Schedule</b>	Sheridan	\$68.00/hour	MFTC	\$68.00/hour
	Lions	\$68.00/hour	Cherry Hills	\$68.00/hour
<b>Date Last Changed</b>	2005			
<b>Previous Fee Schedule</b>	Sheridan	\$64.40/hour	MFTC	\$64.40/hour
	Lions	\$64.40/hour	Cherry Hills	\$49.32/hour
<b>Formula Method</b>	N/A			
<b>Projection Method</b>	Estimate based on prior years			
<b>Comments</b>	N/A			

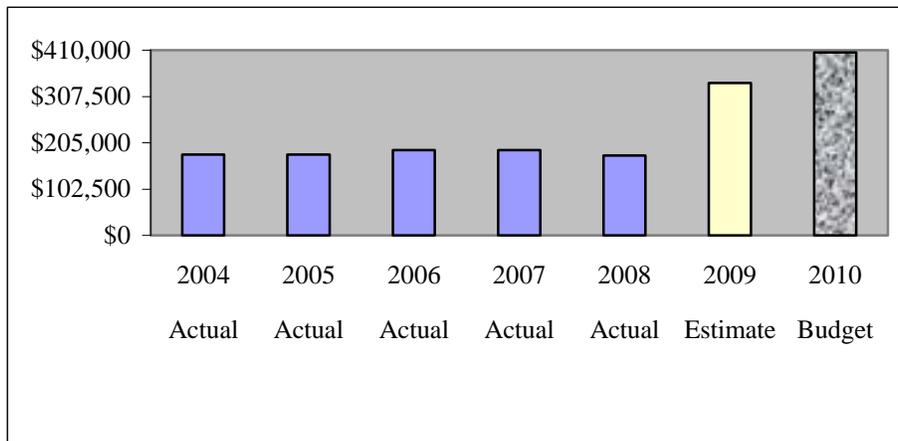
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	109,130	-1.78%
<b>Actual</b>	<b>2005</b>	115,426	5.77%
<b>Actual</b>	<b>2006</b>	99,310	-13.96%
<b>Actual</b>	<b>2007</b>	151,020	52.07%
<b>Actual</b>	<b>2008</b>	155,275	2.82%
<b>Estimate</b>	<b>2009</b>	163,200	5.10%
<b>Budget</b>	<b>2010</b>	143,023	-12.36%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** ServiCenter  
**Revenue Item** **Building Rental Fee**  
**Account** **61.1008.39121**  
**Authorization** Policy  
**Description** Rental charged to departments using space in the ServiCenter.  
**Fee Schedule** \$8.00 / sq. ft.      \$5.00 / sq. ft. Salt dome, open storage  
**Date Last Changed** 2009  
**Previous Fee Schedule** \$3.90 per square foot building.  
**Formula Method** Charge is allocated annually.  
**Projection Method** Square feet X fee = revenue  
**Comments** 2009 increase 95%, estimated 2009 revenue \$337,350.00

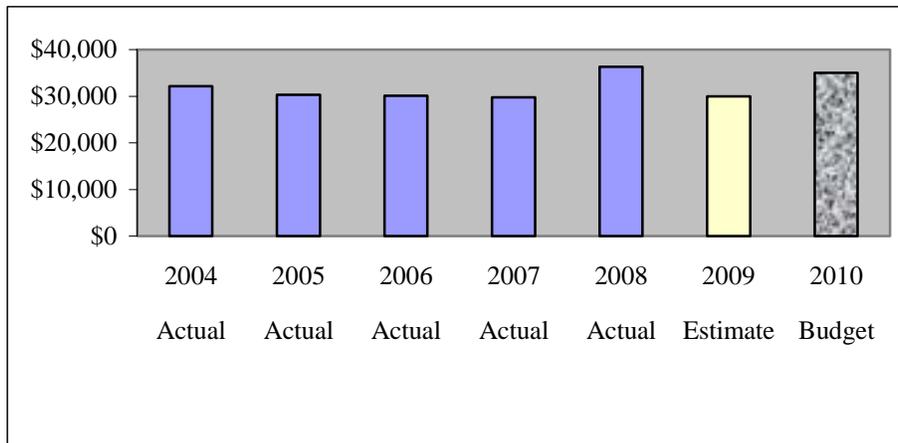
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	178,881	-0.12%
<b>Actual</b>	<b>2005</b>	178,881	0.00%
<b>Actual</b>	<b>2006</b>	189,112	5.72%
<b>Actual</b>	<b>2007</b>	189,112	0.00%
<b>Actual</b>	<b>2008</b>	176,620	-6.61%
<b>Estimate</b>	<b>2009</b>	337,350	91.00%
<b>Budget</b>	<b>2010</b>	404,820	20.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Public Works
<b>Fund</b>	ServiCenter
<b>Revenue Item</b>	<b>Central Stores</b>
<b>Account</b>	<b>61.1008.39122</b>
<b>Authorization</b>	Policy
<b>Description</b>	Charges for non-automotive items. Central Stores maintains an inventory of frequently needed items such as gloves and safety vests.
<b>Fee Schedule</b>	Cost plus 30%
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	N/A
<b>Projection Method</b>	Estimate based on historical revenues.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	32,121	9.50%
<b>Actual</b>	<b>2005</b>	30,290	-5.70%
<b>Actual</b>	<b>2006</b>	30,073	-0.72%
<b>Actual</b>	<b>2007</b>	29,741	-1.10%
<b>Actual</b>	<b>2008</b>	36,338	22.18%
<b>Estimate</b>	<b>2009</b>	30,000	-17.44%
<b>Budget</b>	<b>2010</b>	35,000	16.67%



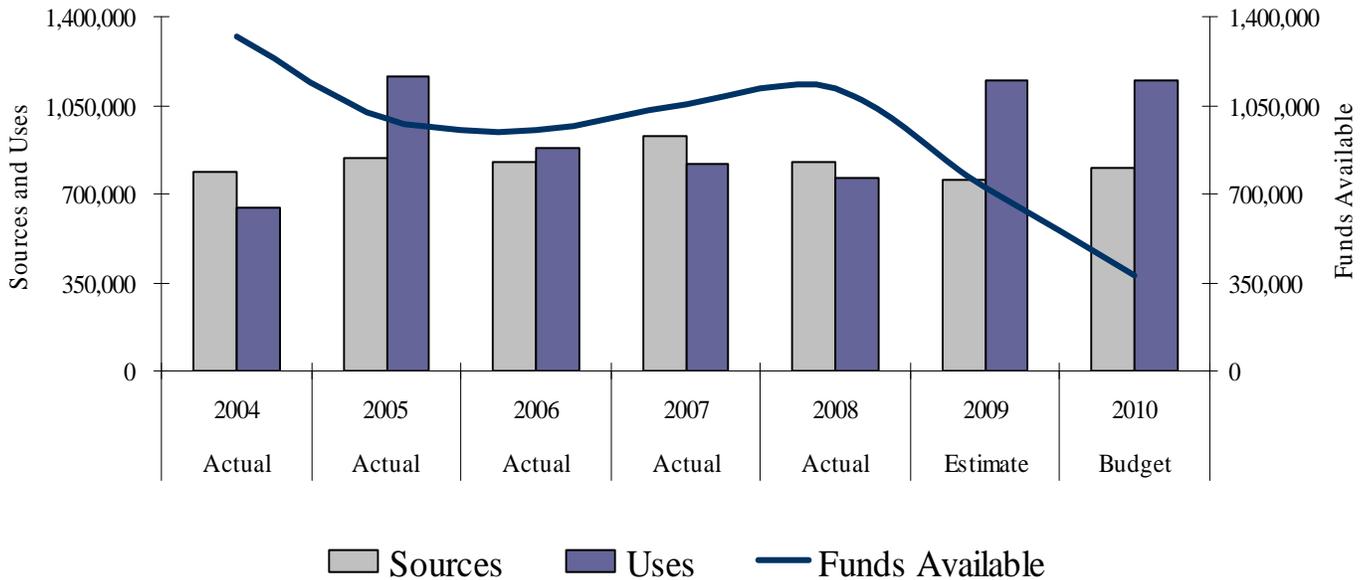
## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Capital Equipment Replacement

### CAPITAL EQUIPMENT REPLACEMENT FUND

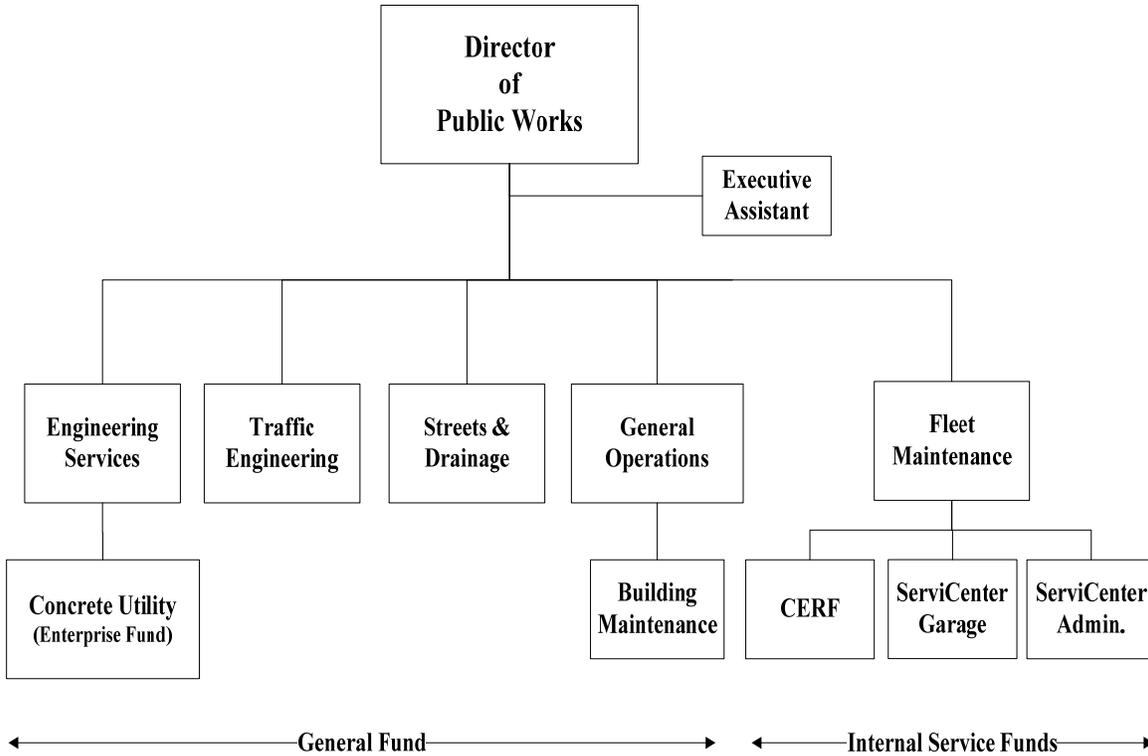
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$1,179,439	\$1,321,692	\$1,001,400	\$ 947,897	\$1,057,610	\$1,124,282	\$1,118,318	\$1,118,318	\$ 720,739
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
CERF Charges	686,683	712,593	707,635	680,633	645,649	659,729	659,729	662,729	716,452
Interest and Other	97,942	132,512	121,622	247,461	181,380	91,500	91,500	88,500	88,500
<b>Total Operating Revenues</b>	<b>784,625</b>	<b>845,105</b>	<b>829,257</b>	<b>928,094</b>	<b>827,029</b>	<b>751,229</b>	<b>751,229</b>	<b>751,229</b>	<b>804,952</b>
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	<b>784,625</b>	<b>845,105</b>	<b>829,257</b>	<b>928,094</b>	<b>827,029</b>	<b>751,229</b>	<b>751,229</b>	<b>751,229</b>	<b>804,952</b>
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Operating Costs	14,262	33,404	17,393	20,865	34,639	22,614	22,614	37,206	37,206
<b>Total Operating Costs</b>	<b>14,262</b>	<b>33,404</b>	<b>17,393</b>	<b>20,865</b>	<b>34,639</b>	<b>22,614</b>	<b>22,614</b>	<b>37,206</b>	<b>37,206</b>
Capital Acquisitions	572,884	1,131,993	295,367	797,516	731,682	1,614,550	1,614,550	1,111,602	661,304
<b>Other Financing Uses</b>	<b>55,226</b>	<b>-</b>	<b>570,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>446,477</b>
<b>Total Uses of Funds</b>	<b>642,372</b>	<b>1,165,397</b>	<b>882,760</b>	<b>818,381</b>	<b>766,321</b>	<b>1,637,164</b>	<b>1,637,164</b>	<b>1,148,808</b>	<b>1,144,987</b>
<b>Net Sources(Uses) of Funds</b>	<b>142,253</b>	<b>(320,292)</b>	<b>(53,503)</b>	<b>109,713</b>	<b>60,708</b>	<b>(885,935)</b>	<b>(885,935)</b>	<b>(397,579)</b>	<b>(340,035)</b>
<b>Ending Funds Available</b>	<b>\$1,321,692</b>	<b>\$1,001,400</b>	<b>\$ 947,897</b>	<b>\$1,057,610</b>	<b>\$1,118,318</b>	<b>\$ 238,347</b>	<b>\$ 232,383</b>	<b>\$ 720,739</b>	<b>\$ 380,704</b>
Funds Available Percentage Change		-24.23%	-5.34%	11.57%	5.74%	-78.69%	-2.50%	210.15%	-47.18%



## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Capital Equipment Replacement



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

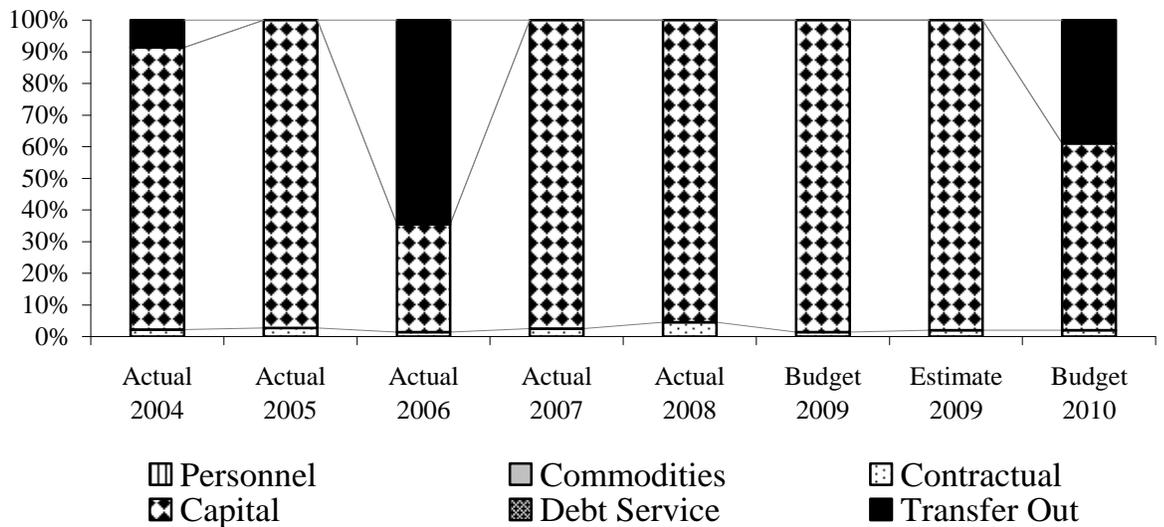
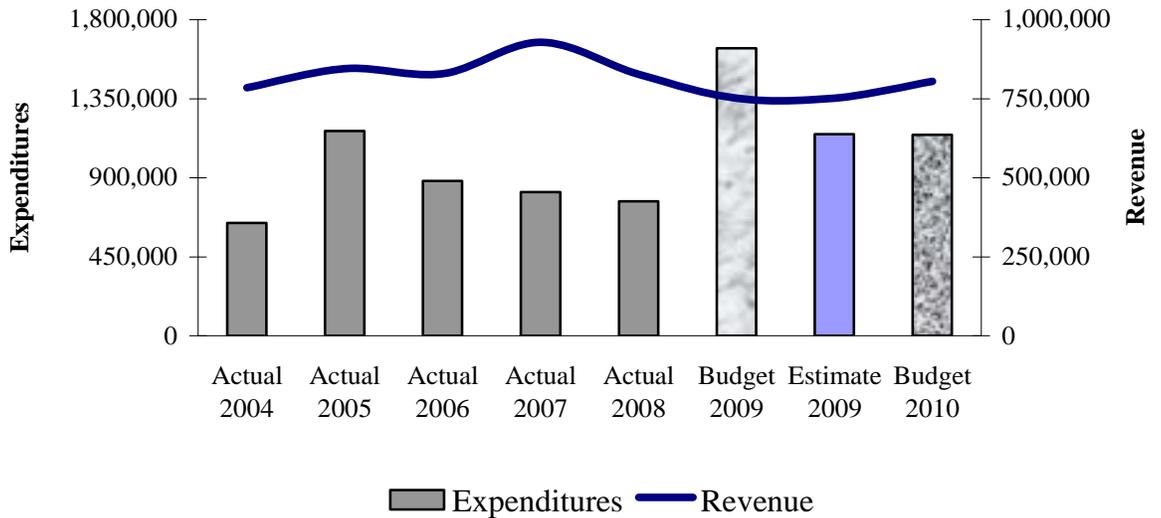
2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>• Continue to purchase vehicles capable of operating on E-85 and unleaded fuel</li> <li>• Purchase the most fuel efficient vehicles available</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to purchase vehicles capable of operating on E-85 and unleaded fuel</li> <li>• Utilize best practices in fleet acquisitions and management of the fleet.</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li>• Purchase vehicles capable of operating on E-85</li> <li>• Purchase fuel efficient vehicles when possible</li> </ul>	<ul style="list-style-type: none"> <li>• 5 flex fuel vehicles purchased</li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Public Works  
**Fund** Capital Equipment Replacement

**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	784,625	845,104	829,257	928,094	827,029	751,229	751,229	804,952
<b>Percent Change</b>		<b>7.71%</b>	<b>-1.88%</b>	<b>11.92%</b>	<b>-10.89%</b>	<b>-9.17%</b>	<b>0.00%</b>	<b>7.15%</b>
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	14,262	31,441	12,611	20,865	34,640	22,614	22,614	22,614
Capital	572,884	1,133,956	300,149	797,515	731,681	1,614,550	1,126,194	675,896
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	55,226	-	570,000	-	-	-	-	446,477
Total Expenditures	642,372	1,165,397	882,760	818,380	766,321	1,637,164	1,148,808	1,144,987
<b>Percent Change</b>		<b>81.42%</b>	<b>-24.25%</b>	<b>-7.29%</b>	<b>-6.36%</b>	<b>113.64%</b>	<b>-29.83%</b>	<b>-0.33%</b>
<b>Employees FTE</b>	NA	NA						
<b>Percent Change FTE</b>		---	---	---	---	---	---	---



## City of Englewood, Colorado 2010 Budget

**Department** Public Works

**Fund** Capital Equipment Replacement

**Division** Administration

**Account** 62.1001

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

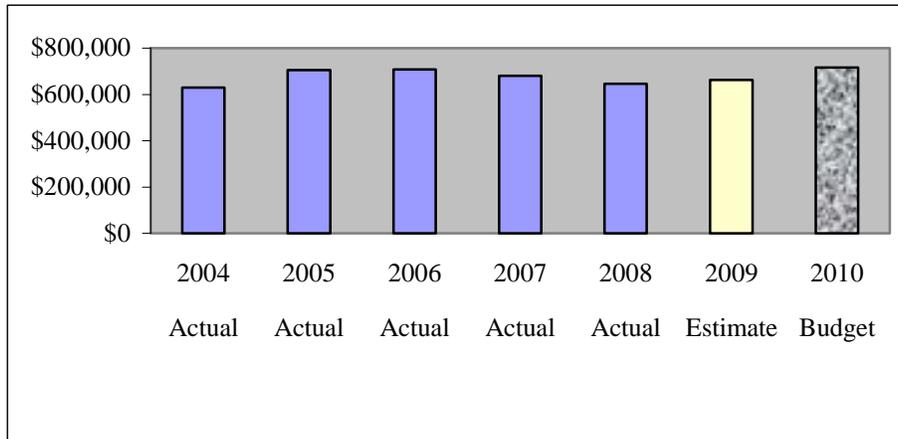
### 2010 Capital Equipment Replacement List

	Unit		Estimated
	Number	Description	Replacement
			Cost
1	0415	1992 CHEVROLET C3500	57,718.24
2	0416	1992 YALE FORKLIFT	34,232.40
3	1304	1997 JOHN DEERE 710D BKH0E	146,076.57
4	1315	2000 CHEVROLET C8500	110,141.00
5	1319	2002 DODGE DAKOTA	24,018.39
6	1330	1995 VOLVO L50C	108,610.75
7	1331	2000 FORD F150	28,604.30
8	1403	2003 CHEVROLET C2500	28,686.05
9	1404	2003 CHEVROLET C2500	28,686.05
10	5189	1996 VERMEER 1250BC	30,720.61
11	6479	1997 FORD TAURUS	23,040.20
12	7936	2005 JACOBSEN LF3400	40,769.57
<b>Total</b>			<b>661,304.11</b>

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Public Works
<b>Fund</b>	Capital Equipment Replacement
<b>Revenue Item</b>	<b>Interdepartmental Service Charge</b>
<b>Account</b>	<b>62.1001.39201</b>
<b>Authorization</b>	Policy
<b>Description</b>	Charges to departments for the replacement of capital equipment and vehicles.
<b>Fee Schedule</b>	Based on assessment of estimated useful life and replacement cost of equipment.
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	N/A
<b>Projection Method</b>	Based on assessment of estimated useful life and replacement cost of equipment.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	629,003	-7.12%
<b>Actual</b>	<b>2005</b>	705,272	12.13%
<b>Actual</b>	<b>2006</b>	707,635	0.34%
<b>Actual</b>	<b>2007</b>	680,633	-3.82%
<b>Actual</b>	<b>2008</b>	645,649	-5.14%
<b>Estimate</b>	<b>2009</b>	662,729	2.65%
<b>Budget</b>	<b>2010</b>	716,452	8.11%



## City of Englewood, Colorado 2010 Budget

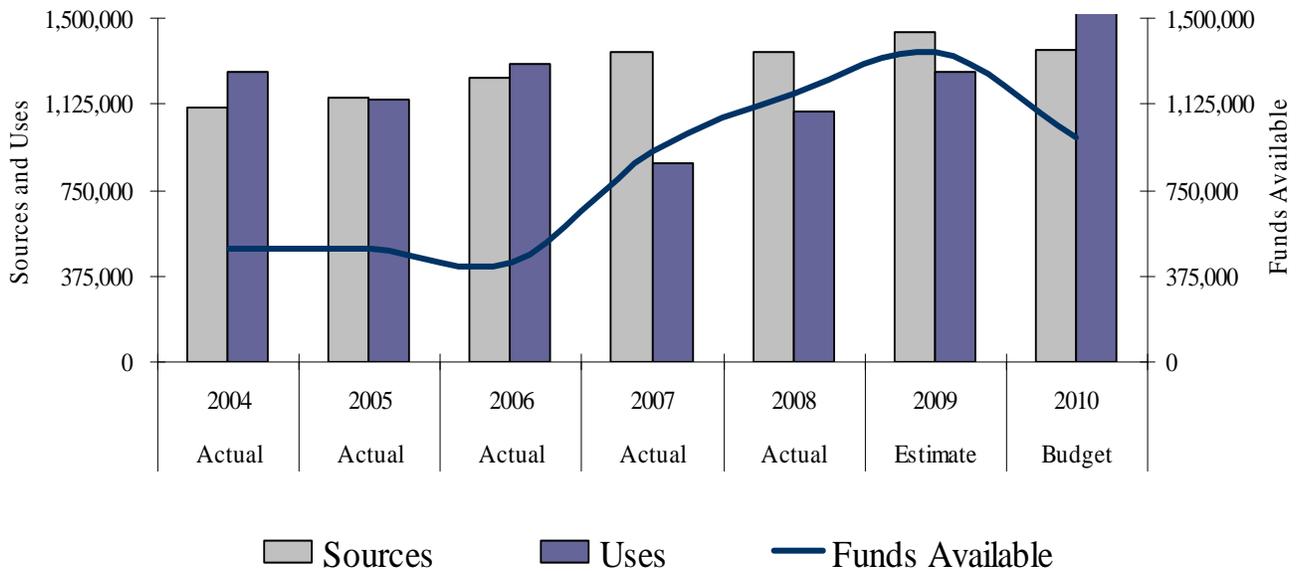
**Department** Human Resources

**Fund** Risk Management

### RISK MANAGEMENT FUND

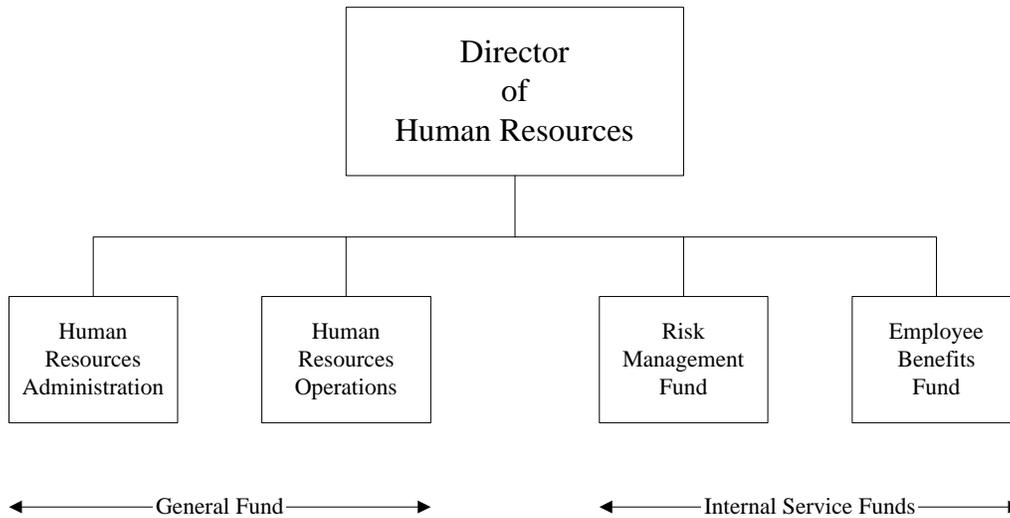
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004	2005	2006	2007	2008	2009	2009	2009	2010
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Current Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ 642,449	\$ 491,656	\$ 494,455	\$ 434,406	\$ 921,116	\$ 1,001,996	\$ 1,174,682	\$ 1,174,682	\$ 1,348,305
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Intergovernmental service charges:									
Property and liability	703,407	711,979	749,457	809,718	771,074	796,304	796,304	831,074	831,074
Workers' Compensation	400,602	409,662	448,767	488,914	522,648	514,103	514,103	514,103	514,103
Other	8,620	27,973	40,731	57,523	56,187	20,000	20,000	96,144	20,000
<b>Total Operating Revenues</b>	1,112,629	1,149,614	1,238,955	1,356,155	1,349,909	1,330,407	1,330,407	1,441,321	1,365,177
Other Financing Sources	-	-	-	-	-	-	-	-	-
<b>Total Sources of Funds</b>	1,112,629	1,149,614	1,238,955	1,356,155	1,349,909	1,330,407	1,330,407	1,441,321	1,365,177
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Property and liability	539,102	735,024	516,510	529,658	587,718	730,063	730,063	765,073	777,786
Workers' Compensation	424,320	411,791	482,495	339,787	508,625	502,625	502,625	502,625	502,625
<b>Total Operating Expenses</b>	963,422	1,146,815	999,004	869,445	1,096,343	1,232,688	1,232,688	1,267,698	1,280,411
<b>Other Financing Uses</b>	300,000	-	300,000	-	-	-	-	-	450,000
<b>Total Uses of Funds</b>	1,263,422	1,146,815	1,299,004	869,445	1,096,343	1,232,688	1,232,688	1,267,698	1,730,411
<b>Net Sources(Uses) of Funds</b>	(150,793)	2,799	(60,049)	486,710	253,566	97,719	97,719	173,623	(365,234)
<b>Ending Funds Available</b>	\$ 491,656	\$ 494,455	\$ 434,406	\$ 921,116	\$ 1,174,682	\$ 1,099,715	\$ 1,272,401	\$ 1,348,305	\$ 983,071
Funds Available Percentage Change		0.57%	-12.14%	112.04%	27.53%	-6.38%	15.70%	5.97%	-27.09%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Risk Management



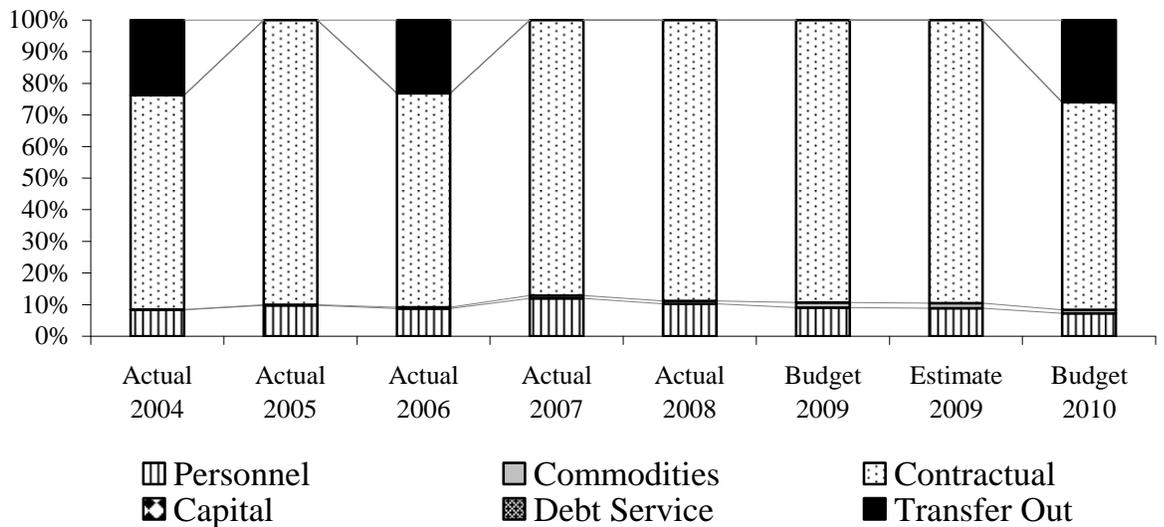
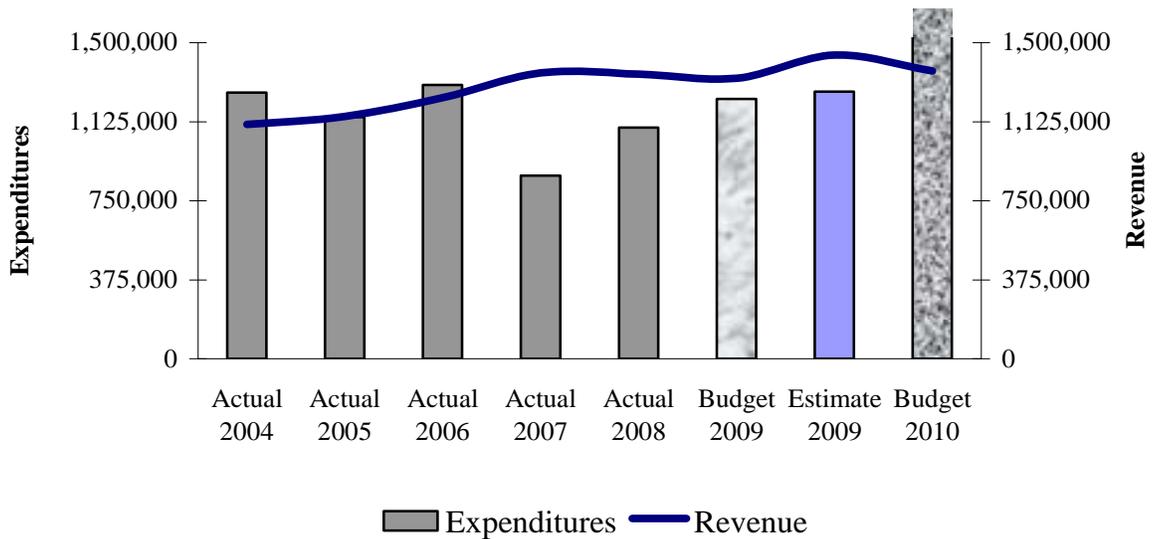
**Mission** To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
<ul style="list-style-type: none"> <li>Expand employee wellness initiatives in conjunction with interdepartmental Wellness Committee formed in late 2008</li> <li>Ensure safety programs result in prevention of employee injury.</li> <li>Complete Property appraisals</li> </ul>	<ul style="list-style-type: none"> <li>Ensure safety programs result in prevention of employee injury.</li> </ul>
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Risk Management  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	1,112,629	1,149,614	1,238,955	1,356,155	1,349,909	1,330,407	1,441,321	1,365,177
<b>Percent Change</b>		<b>3.32%</b>	<b>7.77%</b>	<b>9.46%</b>	<b>-0.46%</b>	<b>-1.44%</b>	<b>8.34%</b>	<b>-5.28%</b>
Expenditures								
Personnel	105,440	112,410	113,806	103,978	112,716	112,046	112,549	125,262
Commodities	1,181	2,072	5,451	8,122	9,927	20,000	20,000	20,000
Contractual	856,802	1,032,331	879,748	757,345	973,700	1,100,642	1,135,149	1,135,149
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	300,000	-	300,000	-	-	-	-	450,000
Total Expenditures	1,263,423	1,146,814	1,299,005	869,445	1,096,344	1,232,688	1,267,698	1,730,411
<b>Percent Change</b>		<b>-9.23%</b>	<b>13.27%</b>	<b>-33.07%</b>	<b>26.10%</b>	<b>12.44%</b>	<b>2.84%</b>	<b>36.50%</b>
<b>Employees FTE</b>	1.500	1.500	1.400	1.400	1.250	1.250	1.400	1.500
<b>Percent Change FTE</b>		0.00%	-6.67%	0.00%	-10.71%	0.00%	12.00%	7.14%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** Risk Management

**Division** Property and Liability and Workers' Compensation

**Account** 63.0503 Property and Liability and 63.0504 Workers' Compensation

**Description**

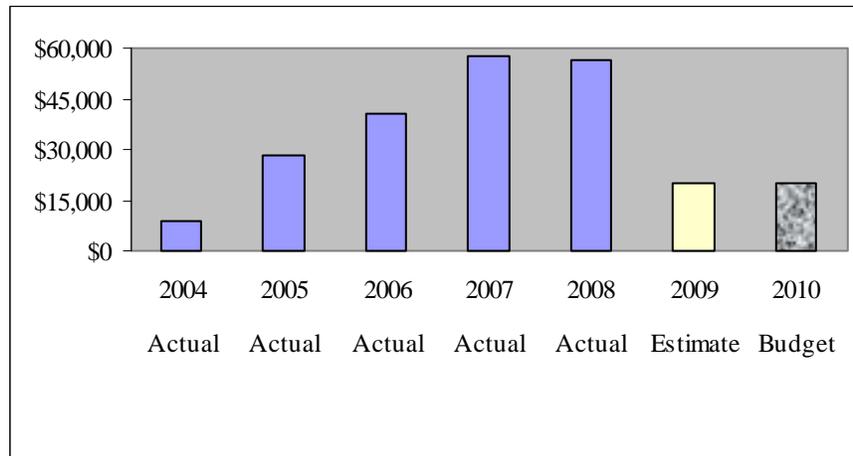
<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure.	1. Ensures adequate cost effective property insurances are maintained for all City assets	
A City that is safe, clean, healthy and attractive.	2. Evaluate and address potential risks to citizens at City facilities and City sponsored programs with goal of eliminating, reducing or financing these risks using the most cost effective approach.	
A progressive City that provides responsive and cost efficient services	3. Ensures safety programs result in prevention of employee injury.	
A City that provides diverse cultural, recreational and entertainment opportunities.	4. Ensure Risks related to City Recreational and cultural events are identified and addressed with appropriate risk financing and insurance coverage. 5. Ensure that special events and public art are evaluated for property and liability purposes.	

<b>Performance Measure</b>	<b>Goals / Activities Measured</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Estimate</b>	<b>2010 Budget</b>

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Risk Management
<b>Revenue Item</b>	<b>Interest Income</b>
<b>Account</b>	<b>63.0503.35101</b>
<b>Authorization</b>	EMC 4-1-2
<b>Description</b>	Interest earned on funds available for investment.
<b>Fee Schedule</b>	N/A
<b>Date Last Changed</b>	N/A
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Estimated funds available X estimated average interest rate X estimated pro rata share of total fund.
<b>Projection Method</b>	N/A
<b>Comments</b>	N/A

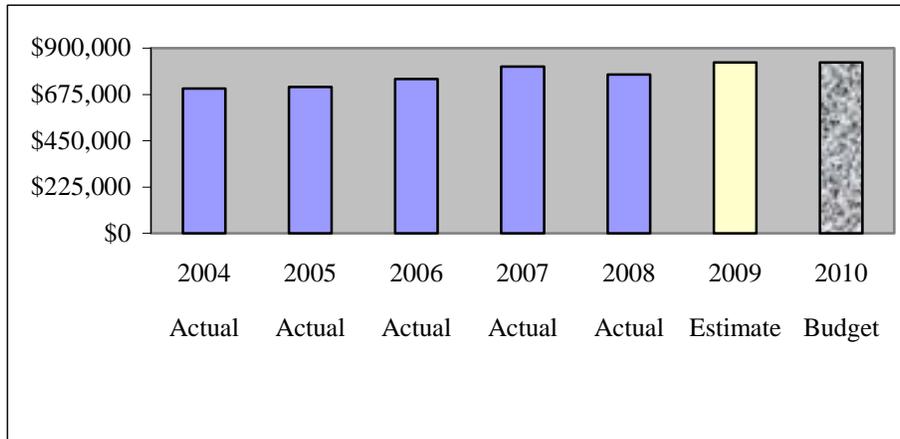
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	8,620	-41.36%
<b>Actual</b>	<b>2005</b>	27,973	224.51%
<b>Actual</b>	<b>2006</b>	40,731	45.61%
<b>Actual</b>	<b>2007</b>	57,523	41.23%
<b>Actual</b>	<b>2008</b>	56,187	-2.32%
<b>Estimate</b>	<b>2009</b>	20,000	-64.40%
<b>Budget</b>	<b>2010</b>	20,000	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Risk Management
<b>Revenue Item</b>	<b>Property &amp; Liability Insurance Charge</b>
<b>Account</b>	<b>63.0503.39311</b>
<b>Authorization</b>	Policy
<b>Description</b>	Departmental charges for P & L insurance.
<b>Fee Schedule</b>	Based on premiums.
<b>Date Last Changed</b>	Annually
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Allocated to departments based # of employees, # of drivers, Sq Ft. and experience
<b>Projection Method</b>	Use actual premiums to allocate.
<b>Comments</b>	N/A

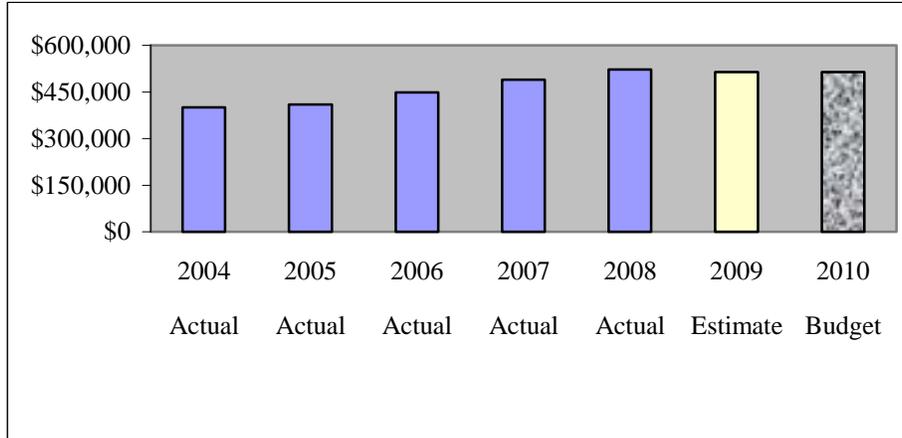
	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	703,407	48.40%
<b>Actual</b>	<b>2005</b>	711,979	1.22%
<b>Actual</b>	<b>2006</b>	749,457	5.26%
<b>Actual</b>	<b>2007</b>	809,718	8.04%
<b>Actual</b>	<b>2008</b>	771,074	-4.77%
<b>Estimate</b>	<b>2009</b>	831,074	7.78%
<b>Budget</b>	<b>2010</b>	831,074	0.00%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Risk Management
<b>Revenue Item</b>	<b>Workers' Compensation Premium Charge</b>
<b>Account</b>	<b>63.0504.39321</b>
<b>Authorization</b>	Policy
<b>Description</b>	Departmental premiums for Workers' Compensation insurance.
<b>Fee Schedule</b>	Based on premiums
<b>Date Last Changed</b>	Annually
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Allocated to departments based on risk, number of employees and experience.
<b>Projection Method</b>	Use actual premiums to allocate.
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	400,602	4.42%
<b>Actual</b>	<b>2005</b>	409,662	2.26%
<b>Actual</b>	<b>2006</b>	448,767	9.55%
<b>Actual</b>	<b>2007</b>	488,914	8.95%
<b>Actual</b>	<b>2008</b>	522,648	6.90%
<b>Estimate</b>	<b>2009</b>	514,103	-1.63%
<b>Budget</b>	<b>2010</b>	514,103	0.00%



## City of Englewood, Colorado 2010 Budget

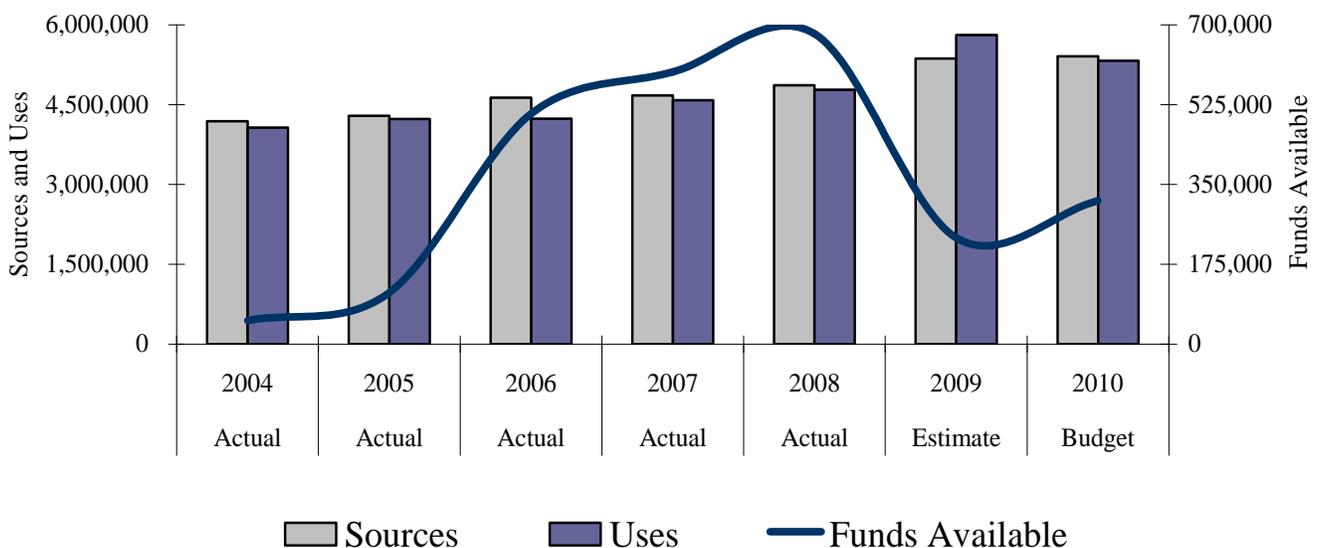
**Department** Human Resources

**Fund** Employee Benefits

### EMPLOYEE BENEFITS FUND

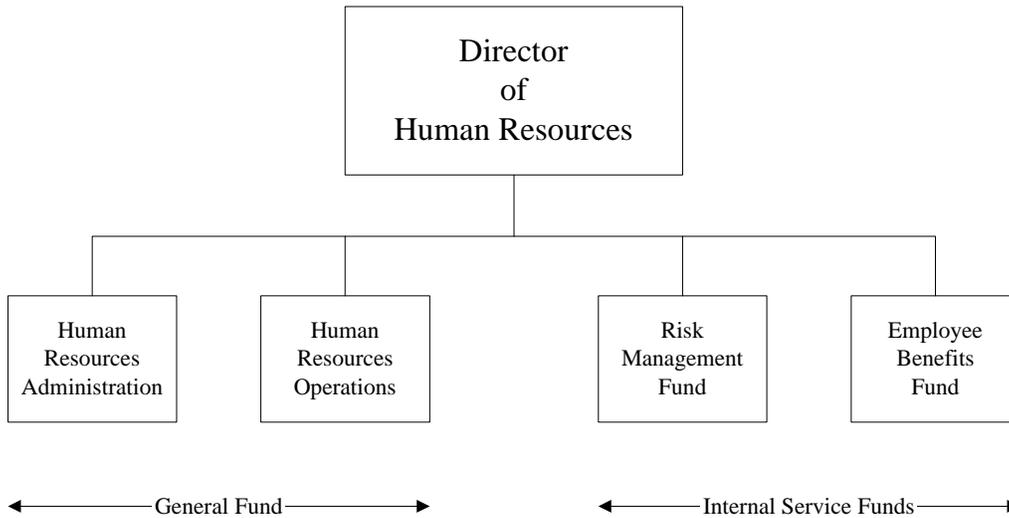
#### Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2004 <i>Actual</i>	2005 <i>Actual</i>	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Adopted Budget</i>	2009 <i>Current Budget</i>	2009 <i>Estimated Actual</i>	2010 <i>Adopted Budget</i>
<b>Beginning Funds Available</b>	\$ (65,133)	\$ 51,455	\$ 112,829	\$ 505,071	\$ 596,733	\$ 614,701	\$ 680,395	\$ 680,395	\$ 232,747
<b>Sources of Funds</b>									
<b>Operating Revenues</b>									
Departmental Charges:									
Medical	3,074,655	3,395,032	3,376,626	3,658,617	3,874,453	4,307,809	4,307,809	4,307,809	4,307,809
Dental	405,977	453,581	486,006	475,985	479,119	491,850	491,850	491,850	491,850
Life	62,872	54,200	56,876	55,079	57,914	70,000	70,000	70,000	70,000
LTD	72,042	71,730	70,957	115,853	83,748	109,353	109,353	109,353	113,472
Administrative fees	274,129	320,347	334,436	347,621	351,115	350,851	350,851	368,798	407,471
Other	(2,861)	(3,135)	3,612	19,597	17,778	16,060	16,060	16,060	16,060
<b>Total Operating Revenues</b>	3,886,814	4,291,755	4,328,513	4,672,752	4,864,127	5,345,923	5,345,923	5,363,870	5,406,662
Other Financing Sources	300,000	-	300,000	-	-	-	-	-	-
<b>Total Sources of Funds</b>	4,186,814	4,291,755	4,628,513	4,672,752	4,864,127	5,345,923	5,345,923	5,363,870	5,406,662
<b>Uses of Funds</b>									
<b>Operating Expenses</b>									
Insurance and claims	3,920,622	4,078,888	4,084,447	4,430,788	4,630,256	5,187,600	5,187,600	5,199,350	5,200,200
Personal services & admin	149,604	151,493	151,824	150,302	150,209	111,665	111,665	112,168	124,456
<b>Total Operating Expenses</b>	4,070,226	4,230,381	4,236,271	4,581,090	4,780,465	5,299,265	5,299,265	5,311,518	5,324,656
Other Financing Uses	-	-	-	-	-	500,000	500,000	500,000	-
<b>Total Uses of Funds</b>	4,070,226	4,230,381	4,236,271	4,581,090	4,780,465	5,799,265	5,799,265	5,811,518	5,324,656
<b>Net Sources(Uses) of Funds</b>	116,588	61,374	392,242	91,662	83,662	(453,342)	(453,342)	(447,648)	82,006
<b>Ending Funds Available</b>	\$ 51,455	\$ 112,829	\$ 505,071	\$ 596,733	\$ 680,395	\$ 161,359	\$ 227,053	\$ 232,747	\$ 314,753
Funds Available Percentage Change		119.28%	347.64%	18.15%	14.02%	-76.28%	40.71%	2.51%	35.23%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Employee Benefits



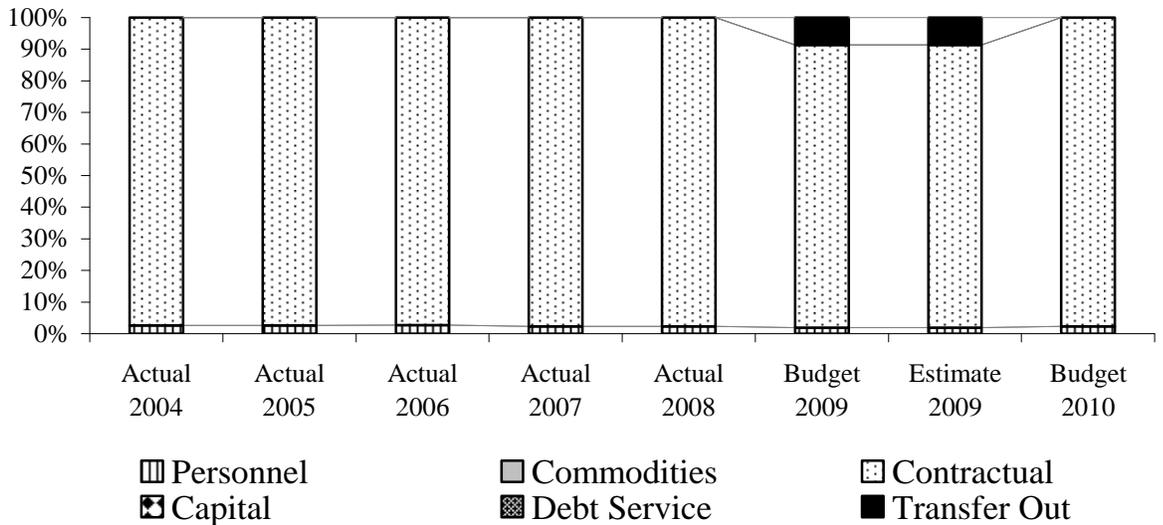
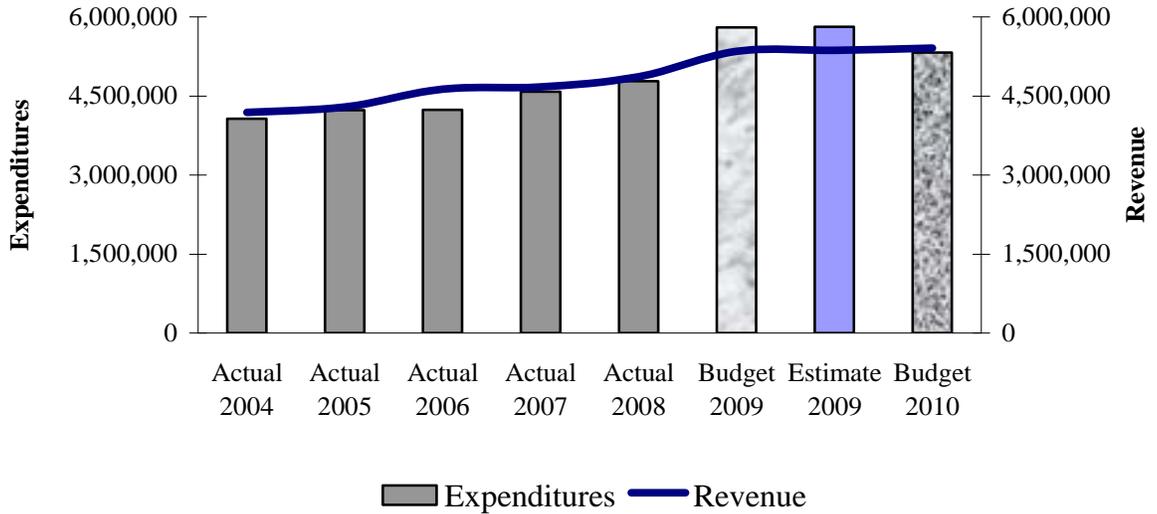
**Mission** To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2009 Major Department Initiatives Planned	2010 Major Department Initiatives Planned
•	• <b>Implementation of wellness program enhancement with the goal of reducing City/employee health care expenses.</b>
•	•
•	•
2008 Major Department Initiatives Planned	2008 Major Department Initiatives Accomplished
•	•
•	•
•	•

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Employee Benefits  
**History and Budget**

	Actual 2004	Actual 2005	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Estimate 2009	Budget 2010
Revenue	4,186,814	4,291,755	4,628,514	4,672,752	4,864,126	5,345,923	5,363,870	5,406,662
<b>Percent Change</b>		<b>2.51%</b>	<b>7.85%</b>	<b>0.96%</b>	<b>4.10%</b>	<b>9.91%</b>	<b>0.34%</b>	<b>0.80%</b>
Expenditures								
Personnel	108,009	111,273	112,949	108,008	113,014	111,665	112,168	124,456
Commodities	-	-	13	-	-	-	-	-
Contractual	3,962,217	4,119,109	4,123,310	4,473,081	4,667,450	5,187,600	5,199,350	5,200,200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	500,000	500,000	-
Total Expenditures	4,070,226	4,230,382	4,236,272	4,581,089	4,780,464	5,799,265	5,811,518	5,324,656
<b>Percent Change</b>		<b>3.93%</b>	<b>0.14%</b>	<b>8.14%</b>	<b>4.35%</b>	<b>21.31%</b>	<b>0.21%</b>	<b>-8.38%</b>
<b>Employees FTE</b>	2.3000	1.5000	1.4000	1.4000	1.2500	1.2500	1.4000	1.5000
<b>Percent Change FTE</b>		<b>-34.78%</b>	<b>-6.67%</b>	<b>0.00%</b>	<b>-10.71%</b>	<b>0.00%</b>	<b>12.00%</b>	<b>7.14%</b>



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Employee Benefits  
**Division** Employee Benefits  
**Account** 64.0505

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

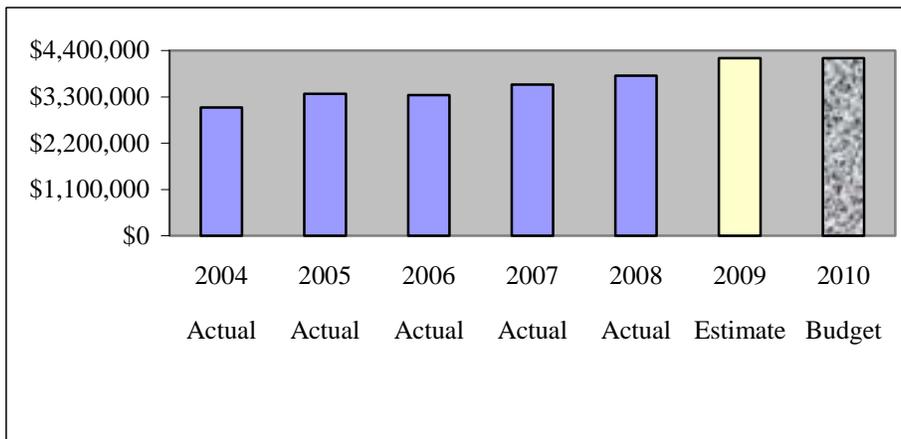
A progressive City that provides responsive and cost efficient services	1. Ensures safety programs result in prevention of employee injury.	
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	Goals /							
Performance	Activities	2004	2005	2006	2007	2008	2009	2010
Measure	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Employee Benefits
<b>Revenue Item</b>	Medical Insurance Premiums
<b>Account</b>	<b>64.0505.39411</b>
<b>Authorization</b>	Policy
<b>Description</b>	Premiums charged to departments for the City-paid portion of health insurance.
<b>Fee Schedule</b>	See schedule on next page.
<b>Date Last Changed</b>	January, 2006
<b>Previous Fee Schedule</b>	See schedule on next page.
<b>Formula Method</b>	Premium X participants = revenue
<b>Projection Method</b>	Estimated premiums are available when the budget is being prepared.
<b>Comments</b>	Unknown factors include employees changing coverage after the budget is adopted. Before 2003, this account was combined with accounts 64.0505.39412 & 64.0505.39413 Cobra Medical. Cobra accounts are no longer budgeted.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	3,047,521	-10.10%
<b>Actual</b>	<b>2005</b>	3,374,568	10.73%
<b>Actual</b>	<b>2006</b>	3,341,735	-0.97%
<b>Actual</b>	<b>2007</b>	3,591,284	7.47%
<b>Actual</b>	<b>2008</b>	3,803,833	5.92%
<b>Estimate</b>	<b>2009</b>	4,219,398	10.92%
<b>Budget</b>	<b>2010</b>	4,219,398	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** Employee Benefits

**Revenue Item** Medical Insurance Premiums

**Account** 64.0505.39411

### Medical Rates For 2009

Classification	Premiums	2009 HMO Single	2009 HMO Emp+1	2009 HMO Family
Full-time Employee 40 Hours	Employee Pays	36.13	N/A	N/A
	City Pays	325.15		
	Total Monthly Premium	361.28		
	Premium Per Pay Period	16.68		
Full-time Employee 40 Hours	Employee Pays	N/A	119.22	N/A
	City Pays		675.60	
	Total Monthly Premium		794.82	
	Premium Per Pay Period		55.02	
Full-time Employee 40 Hours	Employee Pays	N/A	N/A	238.44
	City Pays			953.78
	Total Monthly Premium			1,192.22
	Premium Per Pay Period			110.05
Part-time Employee 35 to 39.9 Hours 90% of FT Employee	Employee	68.64	186.78	333.82
	City Pays	292.64	608.04	858.40
	Total Monthly Premium	361.28	794.82	1,192.22
	Premium Per Pay Period	31.68	86.21	154.07
Part-time Employee 30 to 34.9 Hours 80% of FT Employee	Employee	101.16	254.34	429.20
	City Pays	260.12	540.48	763.02
	Total Monthly Premium	361.28	794.82	1,192.22
	Premium Per Pay Period	46.69	117.39	198.09
Part-time Employee 25 to 29.9 Hours 70% of FT Employee	Employee	133.67	321.90	524.57
	City Pays	227.61	472.92	667.65
	Total Monthly Premium	361.28	794.82	1,192.22
	Premium Per Pay Period	61.69	148.57	242.11
Part-time Employee 20 to 24.9 Hours 60% of FT Employee	Employee	166.19	389.46	619.95
	City Pays	195.09	405.36	572.27
	Total Monthly Premium	361.28	794.82	1,192.22
	Premium Per Pay Period	76.70	179.75	286.13

**Supplemental Health Coverage for unmarried dependent children, up to age 25 is available at no extra charge for 2009. \* A Notarized dependent verification form for each unmarried dependent is required.**

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** Employee Benefits

**Revenue Item** Medical Insurance Premiums

**Account** 64.0505.39411

### Medical Rates for 2010

#### FULL-TIME EMPLOYEE

Classification	2010 Premium	City Plan (HMO)			Buy up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Full-time Employee (40 hr)	Employee Pays	\$8.27	\$54.55	\$136.39	\$61.12	\$170.82	\$310.79
	City Pays	\$322.36	\$672.84	\$954.70	\$322.36	\$672.84	\$954.70
	Total Mthly Premium	\$330.63	\$727.39	\$1,091.09	\$383.48	\$843.66	\$1,265.49
	Per Pay Period (26)	<b>\$3.82</b>	<b>\$25.18</b>	<b>\$62.95</b>	<b>\$28.21</b>	<b>\$78.84</b>	<b>\$143.44</b>

#### PART-TIME EMPLOYEE

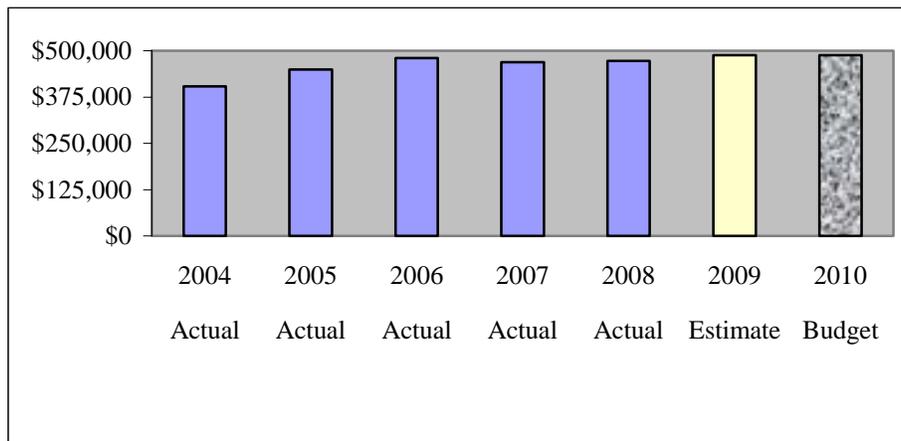
Classification	2010 Premium	City Plan (HMO)			Buy up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Part-time Employee (35 -39.9 hrs)  (90% of FT Employee)	Employee Pays	\$40.51	\$121.83	\$231.86	\$93.36	\$238.10	\$406.26
	City Pays	\$290.12	\$605.56	\$859.23	\$290.12	\$605.56	\$859.23
	Total Mthly Premium	\$330.63	\$727.39	\$1,091.09	\$383.48	\$843.66	\$1,265.49
	Per Pay Period (26)	<b>\$18.70</b>	<b>\$56.23</b>	<b>\$107.01</b>	<b>\$43.09</b>	<b>\$109.90</b>	<b>\$187.50</b>
Part-time Employee (30 - 34.9 hrs)  (80% of FT Employee)	Employee Pays	\$72.74	\$189.12	\$327.33	\$125.59	\$305.39	\$501.73
	City Pays	\$257.89	\$538.27	\$763.76	\$257.89	\$538.27	\$763.76
	Total Mthly Premium	\$330.63	\$727.39	\$1,091.09	\$383.48	\$843.66	\$1,265.49
	Per Pay Period (26)	<b>\$33.57</b>	<b>\$87.29</b>	<b>\$151.07</b>	<b>\$57.96</b>	<b>\$140.95</b>	<b>\$231.57</b>
Part-time Employee (25 - 29.9 hrs)  (70% of FT Employee)	Employee Pays	\$104.98	\$256.40	\$422.80	\$157.83	\$372.67	\$597.20
	City Pays	\$225.65	\$470.99	\$668.29	\$225.65	\$470.99	\$668.29
	Total Mthly Premium	\$330.63	\$727.39	\$1,091.09	\$383.48	\$843.66	\$1,265.49
	Per Pay Period (26)	<b>\$48.45</b>	<b>\$118.34</b>	<b>\$195.14</b>	<b>\$72.84</b>	<b>\$172.01</b>	<b>\$275.63</b>
Part-time Employee (20 - 24.9 hrs)  (60% of FT Employee)	Employee Pays	\$137.21	\$323.69	\$518.27	\$190.06	\$439.96	\$692.67
	City Pays	\$193.42	\$403.70	\$572.82	\$193.42	\$403.70	\$572.82
	Total Mthly Premium	\$330.63	\$727.39	\$1,091.09	\$383.48	\$843.66	\$1,265.49
	Per Pay Period (26)	<b>\$63.33</b>	<b>\$149.40</b>	<b>\$239.20</b>	<b>\$87.72</b>	<b>\$203.06</b>	<b>\$319.69</b>

**Supplemental Health Coverage for unmarried dependent children, up to age 25 is available at no extra charge for 2010. \* A Notarized dependent verification form for each unmarried dependent is required.**

## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Employee Benefits
<b>Revenue Item</b>	Dental Insurance Premiums
<b>Account</b>	<b>64.0505.39451</b>
<b>Authorization</b>	Policy
<b>Description</b>	Premiums charged to departments for the City-paid portion of dental insurance.
<b>Fee Schedule</b>	See following schedule
<b>Date Last Changed</b>	January, 2006
<b>Previous Fee Schedule</b>	See following schedule
<b>Formula Method</b>	Premium X participants = revenue
<b>Projection Method</b>	Estimated premiums are available when the budget is being prepared.
<b>Comments</b>	Unknown factors include employees changing coverage after the budget is adopted. Before 2003, this account used to be combined with account 64.0505.39452. Cobra Dental. Cobra accounts are no longer budgeted.

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	403,817	-10.31%
<b>Actual</b>	<b>2005</b>	449,506	11.31%
<b>Actual</b>	<b>2006</b>	480,539	6.90%
<b>Actual</b>	<b>2007</b>	469,282	-2.34%
<b>Actual</b>	<b>2008</b>	472,303	0.64%
<b>Estimate</b>	<b>2009</b>	487,850	3.29%
<b>Budget</b>	<b>2010</b>	487,850	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources

**Fund** Employee Benefits

**Revenue Item** Dental Insurance Premiums

**Account** 64.0505.39451

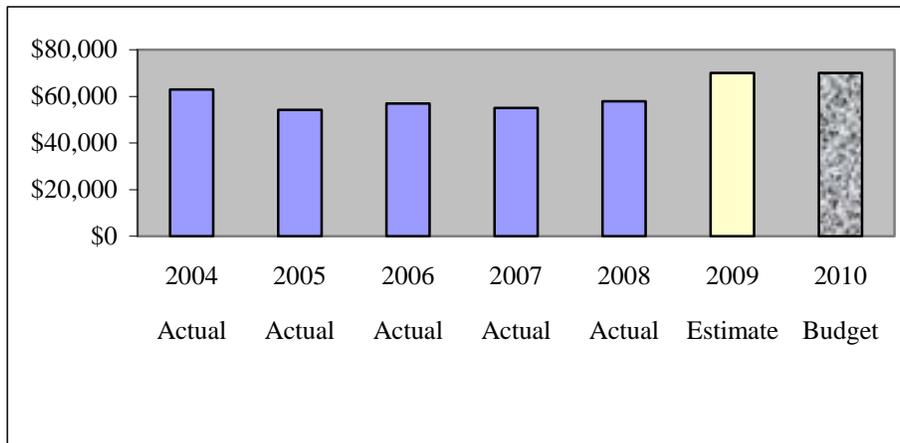
### Delta Dental Rates For 2009 / 2010

Classification	Premium	2009 Single	2010 Single	2009 Emp+1	2010 Emp+1	2009 Family	2010 Family
Full-time Employee 40 Hours	Employee Pays (10%) City Pays (90%) Total Monthly Premium Premium Per Pay Period	5.22 46.96 52.18 2.41	5.22 46.96 52.18 2.41	N/A	N/A	N/A	N/A
Full-time Employee 40 Hours	Employee Pays (15%) City Pays (85%) Total Monthly Premium Premium Per Pay Period	N/A	N/A	12.12 68.68 80.80 5.59	12.12 68.68 80.80 5.59	N/A	N/A
Full-time Employee 40 Hours	Employee Pays (20%) City Pays (80%) Total Monthly Premium Premium Per Pay Period	N/A	N/A	N/A	N/A	26.23 104.91 131.14 12.11	26.23 104.91 131.14 12.11
Part-time Employee 35 to 39.9 Hours 90% of FT Employee	Employee City Pays Total Monthly Premium Premium Per Pay Period	9.91 42.27 52.18 4.57	9.91 42.27 52.18 4.57	18.99 61.81 80.80 8.77	18.99 61.81 80.80 8.77	36.72 94.42 131.14 16.95	36.72 94.42 131.14 16.95
Part-time Employee 30 to 34.9 Hours 80% of FT Employee	Employee City Pays Total Monthly Premium Premium Per Pay Period	14.61 37.57 52.18 6.74	14.61 37.57 52.18 6.74	25.86 54.94 80.80 11.94	25.86 54.94 80.80 11.94	47.21 83.93 131.14 21.79	47.21 83.93 131.14 21.79
Part-time Employee 25 to 29.9 Hours 70% of FT Employee	Employee City Pays Total Monthly Premium Premium Per Pay Period	19.31 32.87 52.18 8.91	19.31 32.87 52.18 8.91	32.72 48.08 80.80 15.10	32.72 48.08 80.80 15.10	57.70 73.44 131.14 26.63	57.70 73.44 131.14 26.63
Part-time Employee 20 to 24.9 Hours 60% of FT Employee	Employee City Pays Total Monthly Premium Premium Per Pay Period	24.00 28.18 52.18 11.08	24.00 28.18 52.18 11.08	39.59 41.21 80.80 18.27	39.59 41.21 80.80 18.27	68.19 62.95 131.14 31.47	68.19 62.95 131.14 31.47

## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Employee Benefits  
**Revenue Item** Life Insurance Premiums  
**Account** 64.0505.39461  
**Authorization** Policy  
**Description** Premiums charged to departments for employee life and AD&D insurance.  
**Fee Schedule** \$.185 per \$1,000 of salary, up to a maximum salary of \$50,000  
**Date Last Changed** 2005  
**Previous Fee Schedule** \$.23 per \$1,000 of salary, up to a maximum salary of \$50,000  
**Formula Method** Actual premiums  
**Projection Method** Actual premiums  
**Comments** Includes Accidental Death and Dismemberment. Although rates are down, salaries are increasing.

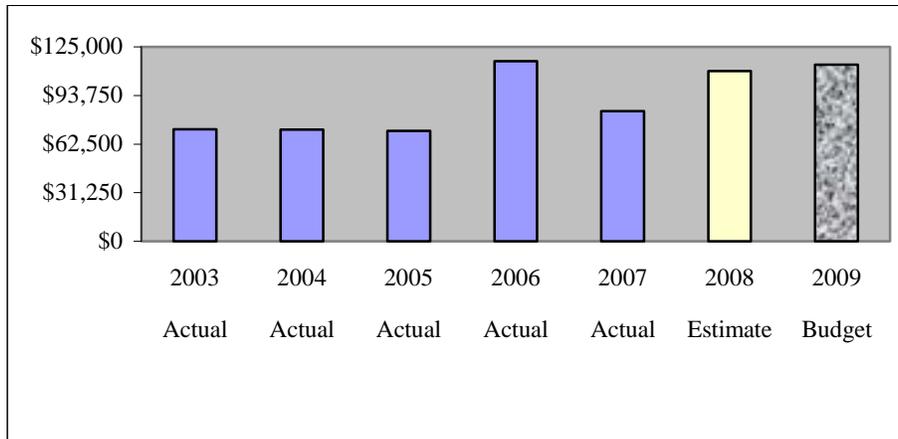
	Year	Amount	% Change
<b>Actual</b>	<b>2004</b>	62,872	-12.02%
<b>Actual</b>	<b>2005</b>	54,200	-13.79%
<b>Actual</b>	<b>2006</b>	56,876	4.94%
<b>Actual</b>	<b>2007</b>	55,079	-3.16%
<b>Actual</b>	<b>2008</b>	57,913	5.15%
<b>Estimate</b>	<b>2009</b>	70,000	20.87%
<b>Budget</b>	<b>2010</b>	70,000	0.00%



## City of Englewood, Colorado 2010 Budget

**Department** Human Resources  
**Fund** Employee Benefits  
**Revenue Item** Long Term Disability Insurance Premiums  
**Account** **64.0505.39471 and 64.0505.39472**  
**Authorization** Policy  
**Description** Premiums charged to departments for long term disability.  
**Fee Schedule** \$.29 per \$100 of salary.  
**Date Last Changed** 2000  
**Previous Fee Schedule** \$.58 per \$100 of salary.  
**Formula Method** Actual premiums  
**Projection Method** Actual premiums  
**Comments** N/A

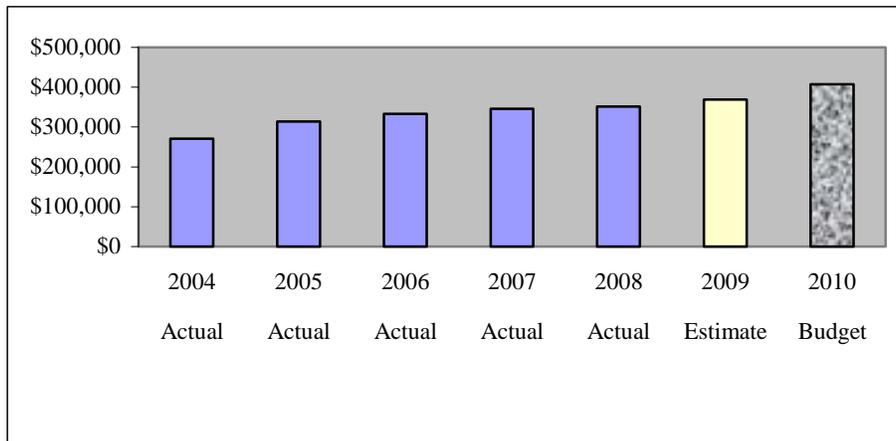
	Year	Amount	% Change
<b>Actual</b>	<b>2003</b>	72,043	-40.56%
<b>Actual</b>	<b>2004</b>	71,730	-0.43%
<b>Actual</b>	<b>2005</b>	70,956	-1.08%
<b>Actual</b>	<b>2006</b>	115,853	63.27%
<b>Actual</b>	<b>2007</b>	83,748	-27.71%
<b>Estimate</b>	<b>2008</b>	109,353	30.57%
<b>Budget</b>	<b>2009</b>	113,472	3.77%



## City of Englewood, Colorado 2010 Budget

<b>Department</b>	Human Resources
<b>Fund</b>	Employee Benefits
<b>Revenue Item</b>	<b>Miscellaneous Services Charges</b>
<b>Account</b>	<b>64.0505.39481</b>
<b>Authorization</b>	Policy
<b>Description</b>	Fees charged to departments for Employee Assistance Program (EAP), unemployment, retiree health assistance, and miscellaneous administration charge.
<b>Fee Schedule</b>	Based on FTE's actual cost
<b>Date Last Changed</b>	2004
<b>Previous Fee Schedule</b>	N/A
<b>Formula Method</b>	Cost
<b>Projection Method</b>	Estimate
<b>Comments</b>	N/A

	<b>Year</b>	<b>Amount</b>	<b>% Change</b>
<b>Actual</b>	<b>2004</b>	270,963	---
<b>Actual</b>	<b>2005</b>	313,807	15.81%
<b>Actual</b>	<b>2006</b>	332,866	6.07%
<b>Actual</b>	<b>2007</b>	345,541	3.81%
<b>Actual</b>	<b>2008</b>	351,115	1.61%
<b>Estimate</b>	<b>2009</b>	368,798	5.04%
<b>Budget</b>	<b>2010</b>	407,471	10.49%



# City of Englewood, Colorado 2010 Budget

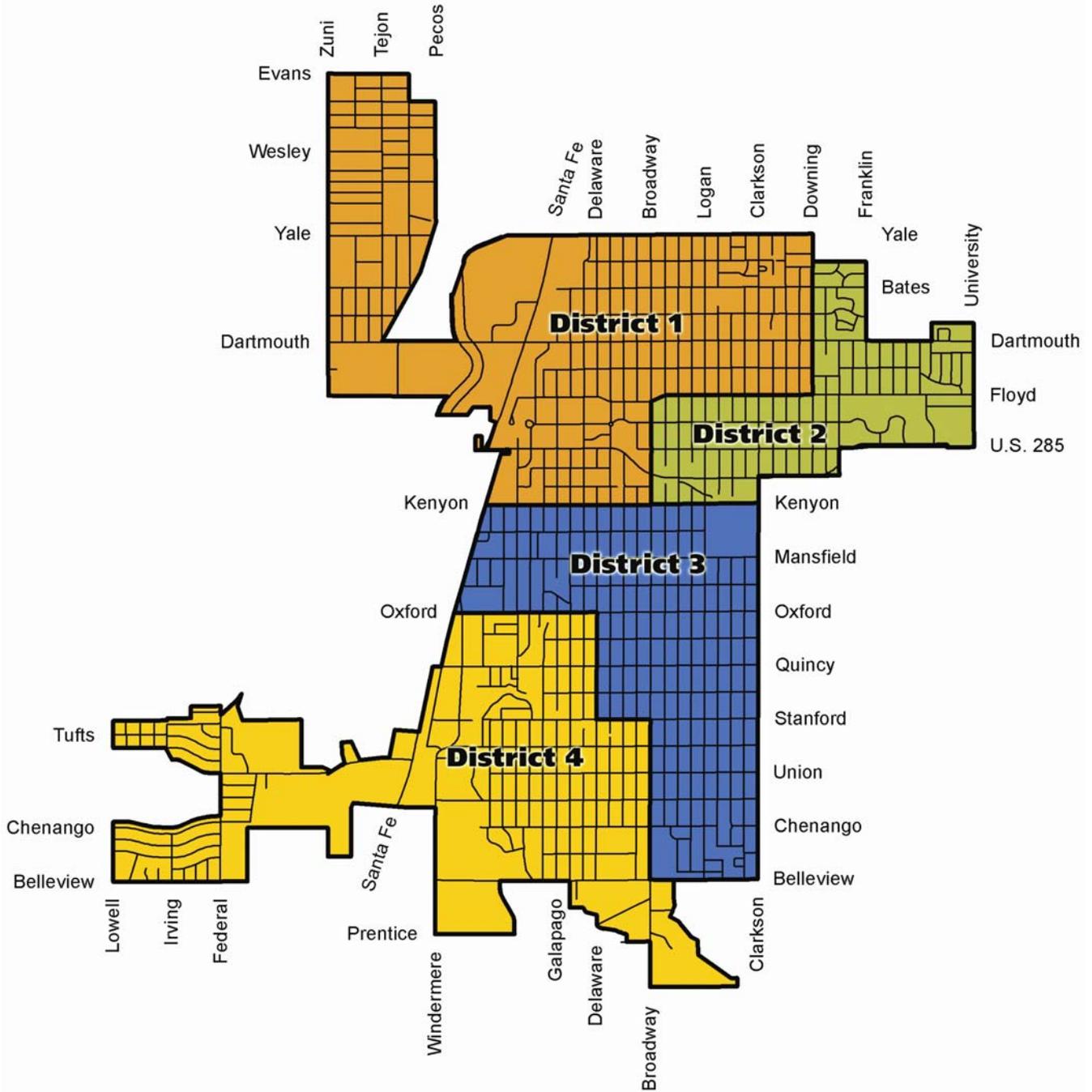


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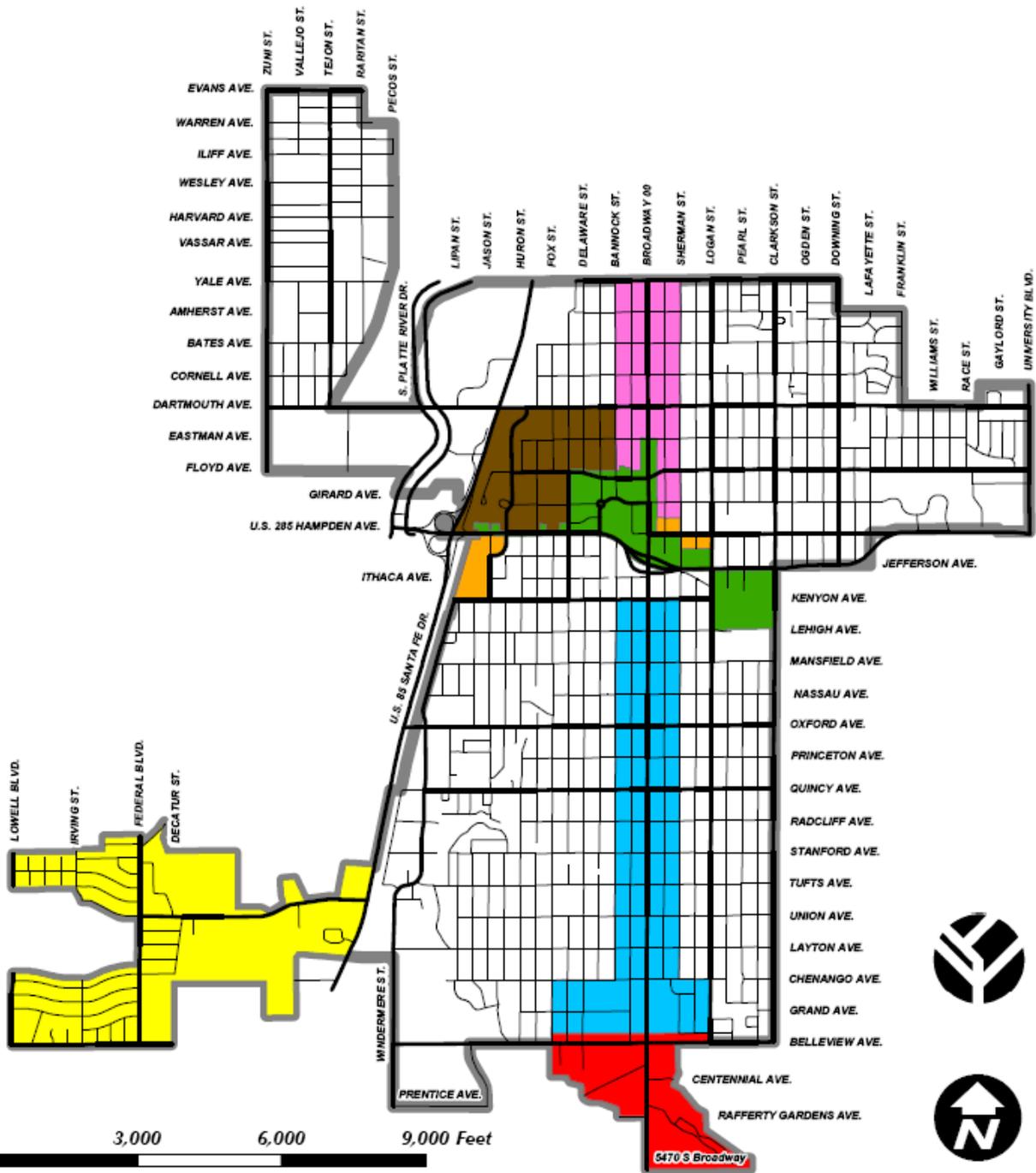
## **Supplemental Information**

## City of Englewood, Colorado 2010 Budget Council District Map

Mayor .....	Jim Woodward, <b>At-Large</b>
Mayor Pro-Tem .....	Jill Wilson, <b>At-Large</b>
Council Member .....	Joe Jefferson, <b>District 1</b>
Council Member .....	Linda Olson, <b>District 2</b>
Council Member .....	Randy Penn, <b>District 3</b>
Council Member .....	Rick Gillit, <b>District 4</b>
Council Member .....	Bob McCaslin, <b>At-Large</b>



# City of Englewood, Colorado 2010 Budget Sales and Use Tax Area Map



## 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:

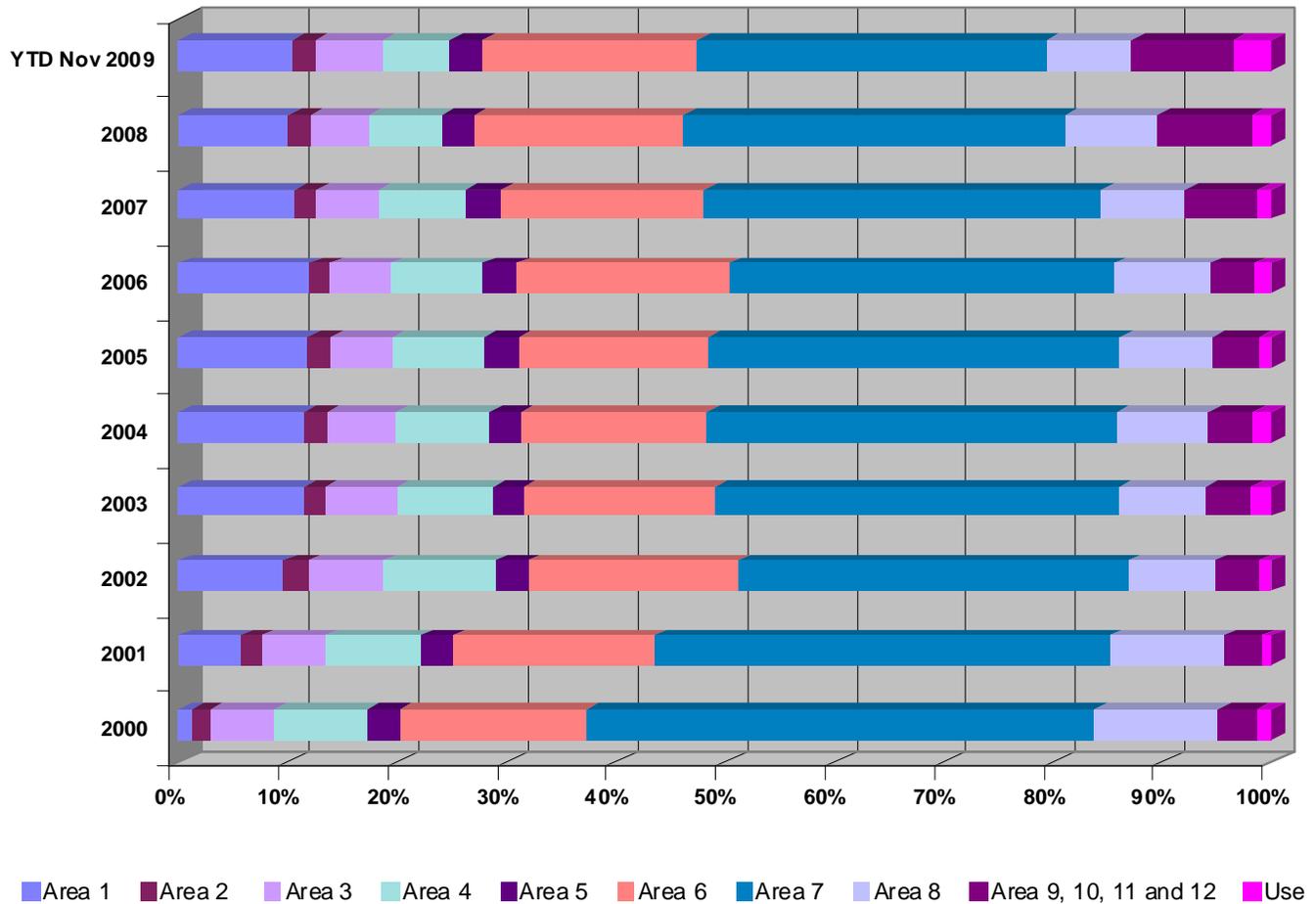
Area 6 - Other City Locations

Area 7 - Outside City Limits

Area 8 - Public Utilities

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## 2000-2009 Sales and Use Tax Receipts by Area



	2000	2001	2002	2003	2004	2005	2006	2007	2008	YTD Nov 2009
Area 1	1.18%	5.72%	9.66%	11.40%	11.49%	11.72%	11.96%	10.61%	10.06%	10.37%
Area 2	1.75%	1.93%	2.26%	2.01%	2.08%	2.16%	1.94%	2.02%	2.05%	2.14%
Area 3	5.85%	5.83%	6.88%	6.57%	6.28%	5.67%	5.55%	5.64%	5.37%	6.24%
Area 4	8.41%	8.62%	10.12%	8.81%	8.56%	8.30%	8.30%	7.95%	6.62%	6.07%
Area 5	3.00%	3.07%	3.10%	2.72%	2.89%	3.22%	3.27%	3.30%	2.91%	2.98%
Area 6	17.07%	18.28%	19.16%	17.59%	17.01%	17.27%	19.31%	18.58%	19.13%	19.65%
Area 7	46.46%	41.68%	35.74%	36.87%	37.44%	37.73%	35.26%	36.32%	34.91%	31.99%
Area 8	11.37%	10.54%	7.82%	7.99%	8.48%	8.48%	8.74%	7.66%	8.43%	7.69%
Area 9, 10, 11 and 12	3.53%	3.49%	4.08%	4.11%	4.02%	4.26%	4.02%	6.64%	8.72%	9.33%
Use Tax Only	1.38%	0.84%	1.18%	1.93%	1.75%	1.19%	1.65%	1.28%	1.80%	3.54%
<b>Total</b>	<b>100.00%</b>									

### Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)

Area 2 - S of Yale, N of Kenyon between Bannock & Sherman (excludes EURA 1)

Area 3 - S of Kenyon, N of Chenango between Bannock & Sherman and S of Chenango, N of Bellewood between Logan & Delaware

Area 4 - Brookridge Shopping Center (Between Fox and Sherman and North side of Belleview and to the Southern City Limits)

Area 5 - Centennial Area W of Santa Fe

Area 6 - All other City locations

Area 7 - Outside City limits

Area 8 - Public Utilities (Public Service, Qwest)

Area 9 - Downtown & Englewood Pkwy

Area 10 - Downtown & Englewood Pkwy Use Tax Only

Area 11 - S of 285, N of Kenyon between Jason and Santa Fe

Area 12 - S of 285, N of Kenyon between Jason and Santa Fe Use Tax Only

## City of Englewood, Colorado 2010 Budget Ten Years Legal Debt Margin Information

<u>Year</u>	<u>Assessed/Actual Valuation (1)</u>	<u>Debt Limit Percentage</u>	<u>Debt Limit</u>	<u>Debt Applicable to Limit</u>	<u>Legal Debt Margin</u>	<u>As a Percentage of Debt Limit</u>
2000	\$ 365,467,610	3.00%	\$ 10,964,028	\$ 1,285,000	\$ 9,679,028	13.3%
2001	371,825,997	3.00%	11,154,780	870,000	10,284,780	8.5%
2002	2,534,423,413	3.00%	76,032,702	6,250,000	69,782,702	9.0%
2003	2,575,902,094	3.00%	77,277,063	12,800,000	64,477,063	19.9%
2004	2,877,509,209	3.00%	86,325,276	12,800,000	73,525,276	17.4%
2005	2,896,261,123	3.00%	86,887,834	12,670,000	74,217,834	17.1%
2006	3,018,993,737	3.00%	90,569,812	12,455,000	78,114,812	15.9%
2007	3,024,628,577	3.00%	90,738,857	12,230,000	78,508,857	15.6%
2008	3,297,243,391	3.00%	98,917,302	12,000,000	86,917,302	13.8%
2009	3,308,401,216	3.00%	99,252,036	11,435,000	87,817,036	13.0%

- (1) On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of **actual** valuation versus three percent (3%) of **assessed** valuation. The entire section (Section 104) of the Charter that establishes the debt margin follows:

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

Refer to the Notes to Financial Statements, particularly Note 3F, for detailed information regarding long-term indebtedness of the City.

Future debt issuance may be subject to the Taxpayer's Bill of Rights (TABOR).

**City of Englewood, Colorado 2010 Budget**  
**PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE**

	2001	2002	2003	2004	2005	2006	2007	2008	Budget 2009	Estimate 2009	Budget 2010	2009 Est vs 2010
<b>General Fund (02)</b>												
02-0201 City Manager's Office	6.010	5.700	5.680	5.600	5.000	5.500	5.500	5.380	5.380	5.000	5.000	0.00
02-0301 City Attorney's Office	7.200	6.900	6.900	4.800	5.375	5.380	5.500	5.500	5.500	5.500	5.500	0.00
02-0401 Municipal Court	12.800	13.800	11.050	10.200	10.990	10.990	11.055	10.900	10.900	10.607	10.375	-0.23
02-0501 Human Resources	5.000	5.000	5.000	4.620	3.620	4.675	4.675	4.670	4.270	3.770	3.570	-0.20
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	2.000	0.00
02-0602 Finance & Admin Services - City Clerk	3.000	3.750	2.950	2.950	3.000	3.000	3.000	3.000	3.000	3.000	3.000	0.00
02-0603 Finance & Admin Services - Accounting	4.800	4.700	6.100	5.300	5.330	5.580	5.330	5.900	5.900	4.900	5.900	1.00
02-0604 Finance & Admin Services - Revenue & Budget	7.870	8.100	8.000	8.000	8.000	8.000	7.269	7.000	7.000	7.000	7.000	0.00
02-0605 Finance & Admin Services - Purchasing	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.00
Subtotal - Finance & Administrative Services	19.670	20.550	20.050	19.250	19.330	19.580	18.599	18.900	18.900	17.900	18.900	1.00
02-0701 Information Technology	8.000	10.000	10.000	10.000	8.500	9.600	9.600	10.600	11.500	11.500	11.500	0.00
02-0801 Community Development	13.000	13.000	13.000	11.500	11.500	12.000	12.000	12.000	12.000	11.000	11.000	0.00
02-1001 Public Works-Administration	2.000	2.000	2.000	2.000	3.310	2.000	2.000	2.000	2.000	2.000	2.000	0.00
02-1002 Public Works -Engineering Services	7.000	5.000	4.340	6.900	2.750	3.334	3.334	3.334	3.334	3.134	3.009	-0.13
02-1003 Public Works -Streets & Drainage	15.000	15.000	14.000	13.900	13.000	13.000	13.000	13.000	13.000	13.000	13.000	0.00
02-1004 Public Works -Traffic Maintenance	4.000	7.000	7.000	7.000	7.130	6.500	6.500	6.500	6.500	6.500	6.500	0.00
02-1005 Public Works -General Operations & Maint	27.000	25.000	24.000	25.000	23.000	22.700	22.700	21.700	21.700	21.700	23.000	1.30
Subtotal - Public Works	55.000	54.000	51.340	54.800	49.190	47.534	47.534	46.534	46.534	46.334	47.509	1.18
02-1101 Safety Services - Administration	11.950	13.200	11.500	11.600	10.625	10.700	10.600					
02-1102 Fire- Operations	53.000	53.000	56.000	55.000	52.000	55.000	57.000					
02-1103 Fire - Support Services	7.000	7.000	4.000	4.000	3.000	3.000	0.000					
02-1104 Police - Communications & Records	21.620	20.630	19.500	17.000	17.250	19.630	18.130					
02-1105 Police - Operations	56.050	56.880	54.880	52.370	62.750	49.950	69.900					
02-1106 Police - Support Services	22.000	22.000	21.000	22.900	8.000	20.200	0.000					
02-1107 Building & Safety	8.000	8.000	8.000	7.000	7.000	7.000	7.000					
02-1108 Neighborhood & Environmental Services	10.000	10.000	10.000	8.000	8.000	6.000	6.000					
Subtotal - Safety Services	189.620	190.710	184.880	177.870	168.625	171.480	168.630	0.000	0.000	0.000	0.000	0.00
02-1102 Fire- Operations and Support Services								58.000	58.000	58.800	58.800	0.00
02-1107 Building & Safety								7.000	7.000	7.000	7.000	0.00
Subtotal - Fire Department								65.000	65.000	65.800	65.800	0.00
02-1101 Police - Administration								8.600	8.600	8.600	8.600	0.00
02-1104 Police - Communications & Records								17.130	17.500	15.400	15.400	0.00
02-1105 Police - Operations and Support Services								69.900	69.050	70.700	69.700	-1.00
02-1108 Neighborhood & Environmental Services								6.000	6.000	6.000	6.000	0.00
Subtotal - Police Department								101.630	101.150	100.700	99.700	-1.00
02-1201 Library	19.460	19.000	18.810	17.200	15.625	16.380	15.970	15.700	15.700	16.640	16.640	0.00
02-1301 Recreation - Administration	4.000	4.000	4.000	4.000	5.000	4.000	4.000	4.000	4.000	4.000	4.000	0.00
02-1302 Recreation - Rec Center	2.000	2.000	2.000	6.200	6.250	7.160	6.269	6.580	6.580	6.580	6.580	0.00
02-1303 Malley Center				2.000	2.000	2.780	2.780	2.500	2.500	2.500	2.500	0.00
02-1304 Recreation Programs				9.300	7.000	7.000	8.920	8.580	8.580	8.580	8.580	0.00
02-1305 Parks	18.000	18.000	18.500	15.000	17.000	17.000	16.500	16.000	16.000	15.500	15.500	0.00
02-1308 Pirates Cove						0.250	0.730	0.750	0.750	0.750	0.750	0.00
Recreation - Adult Cultural Arts	1.000	1.000	1.000									0.00
Recreation - Adult Ed, Special Events - Malley	0.000	1.000	1.000									0.00
Recreation - Adult Spl Int, Ed & Travel	1.000	1.000	1.000									0.00
Recreation - Before & After School	1.000	2.000	1.000									0.00
Recreation - Youth Programs	1.000	1.000	1.000									0.00
Recreation - Outdoor & Environment Rec	0.000	0.000	0.000									0.00
Recreation - Senior Citizen Rec	2.000	2.000	0.020									0.00
Recreation - Aquatics Indoor Pool	1.000	2.000	1.670									0.00
Recreation - Aquatics Outdoor Pool	0.000	1.000	0.330									0.00
Recreation - Fitness & Dance	1.000	1.000	1.000									0.00
Recreation - Playgrounds & Daycamp	0.000	1.000	0.000									0.00
Recreation - Marketing & Publications	1.000	1.000	1.000									0.00
Recreation - Special Events	1.000	1.000	1.000									0.00
Recreation - LDC Interchange Maintenance	1.000	1.000	0.000									0.00
Recreation - Adult Sports	1.000	1.000	1.000									0.00
Recreation - Youth Sports	1.000	1.000	1.000									0.00
Recreation - Ballfield Maintenance	1.000	1.000	1.000									0.00
Subtotal - Parks and Recreation	38.000	43.000	37.520	36.500	37.250	38.190	39.199	38.410	38.410	37.910	37.910	0.00
<b>Total General Fund</b>	<b>373.760</b>	<b>381.660</b>	<b>364.230</b>	<b>352.340</b>	<b>335.005</b>	<b>341.309</b>	<b>338.262</b>	<b>335.224</b>	<b>335.244</b>	<b>332.661</b>	<b>333.404</b>	<b>0.74</b>

**City of Englewood, Colorado 2010 Budget**  
**PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE**

	2001	2002	2003	2004	2005	2006	2007	2008	Budget 2009	Estimate 2009	Budget 2010	2009 Est vs 2010
<b>Open Space Fund (10)</b>												
10-1305 Open Space Fund								1.000	1.000	1.000	1.000	0.00
<b>Public Improvement Fund (PIF) (30)</b>												
30-1006 Concrete Replacement							0.385	0.385	0.385	0.000	0.000	0.00
<b>Water (40), Sewer (41) &amp; Storm Drainage (42)</b>												
40-1601 Source of Supply	4.730	4.740	4.740	5.000	5.000	4.450	5.200	4.200	4.200	5.200	5.200	0.00
40-1602 Power & Pumping	3.200	3.200	3.200	3.000	3.000	3.200	3.200	3.200	3.200	3.200	3.200	0.00
40-1603 Purification	8.200	8.200	8.200	8.000	9.000	7.200	8.200	8.700	8.700	8.200	8.200	0.00
40-1604 Transmission & Distribution	7.700	7.700	7.700	8.000	8.000	7.700	7.700	7.700	7.700	7.700	7.700	0.00
40-1607 Administration & General	6.120	6.120	6.120	14.000	15.670	6.420	6.420	6.200	6.100	6.100	6.100	0.00
41-1605 Wastewater Collections	4.000	4.500	4.500	4.000	5.000	5.700	5.750	5.500	5.500	5.500	5.500	0.00
41-1607 Administration - Sewer	7.370	7.370	7.370	0.000	0.000	9.195	8.940	9.350	8.950	8.950	8.950	0.00
42-1606 Storm Drainage	0.650	0.650	0.650	0.650	0.000	0.450	0.200	0.200	0.200	0.200	0.200	0.00
42-1607 Storm Drainage Administration & General	0.000	0.000	0.000	0.000	0.000	0.000	0.450	0.450	0.450	0.450	0.450	0.00
Total - Utilities	41.970	42.480	42.480	42.650	45.670	44.315	46.060	45.500	45.000	45.500	45.500	0.00
<b>Golf Course Fund (43)</b>												
43-1306 Golf Course - Operations	2.000	3.000	3.000	3.000	2.975	2.750	2.750	3.000	3.000	3.000	3.000	0.00
43-1307 Golf Course - Maintenance	6.500	6.500	6.500	6.000	7.000	6.000	6.000	6.000	6.000	5.500	5.500	0.00
Total - Golf Course	8.500	9.500	9.500	9.000	9.975	8.750	8.750	9.000	9.000	8.500	8.500	0.00
<b>Concrete Utility Fund (44)</b>												
44-1001 Concrete Utility Fund - Administration							1.916	1.916	1.916	1.916	1.916	0.00
44-1006 Concrete Utility Fund - Program		1.000	1.000	1.000	1.000	3.531	1.615	1.620	1.620	2.000	2.000	0.00
Total - Concrete Utility		1.000	1.000	1.000	1.000	3.531	3.531	3.536	3.536	3.916	3.916	0.00
<b>Central Services Fund (60)</b>												
60-0610 Central Services - Print Shop	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.100	1.100	1.100	1.100	0.00
<b>ServiCenter Fund (61)</b>												
61-1007 ServiCenter-Garage	10.000	11.000	11.000	10.000	11.000	9.000	10.000	10.000	10.000	9.000	9.000	0.00
61-1008 ServiCenter-Administration	0.000	0.000	0.000	0.000	0.000	1.300	1.300	1.300	1.300	2.300	1.000	-1.30
Total - ServiCenter	10.000	11.000	11.000	10.000	11.000	10.300	11.300	11.300	11.300	11.300	10.000	-1.30
<b>Risk Management Fund (63)</b>												
63-0503 Self-Insurance (Property & Liability)	1.000	1.000	1.500	1.500	1.500	1.400	1.400	1.250	1.250	1.400	1.500	0.10
<b>Employees Benefits Fund (64)</b>												
64-0505 Self-Insurance (Employee Benefits)	2.750	2.600	1.500	2.300	1.500	1.400	1.400	1.250	1.250	1.400	1.500	0.10
<b>Englewood Environmental Fund (85)</b>												
85-8501 Englewood Environmental Fund						0.750	0.500	0.500	0.500	0.700	0.825	0.13
<b>Littleton/Englewood Treatment Plant (LEWWTP) Fund (90)</b>												
90-1701 Projects Regulatory Management						5.000	5.000	5.000	6.000	5.000	5.000	0.00
90-1702 Beneficial Use						5.000	5.000	5.000	5.000	5.000	5.000	0.00
90-1703 Maintenance						18.000	18.000	16.000	16.000	17.000	17.000	0.00
90-1704 Operations						26.000	25.240	26.600	26.600	26.600	26.600	0.00
90-1705 Laboratory						6.400	6.400	6.400	6.400	6.400	6.400	0.00
90-1706 Business Services						9.730	10.730	10.500	10.500	10.500	10.500	0.00
90-1707 Pretreatment						5.000	6.000	7.000	7.000	7.000	7.000	0.00
Total - LEWWTP	70.000	72.000	74.000	74.000	74.000	75.130	76.370	76.500	77.500	77.500	77.500	0.00
<b>GRAND TOTAL</b>	508.980	522.240	506.210	493.790	480.650	487.885	488.958	486.545	487.065	484.977	484.745	-0.232
<b>Change in number of Employees</b>	20.100	13.260	-16.030	-12.420	-13.140	7.235	1.073	-1.340	-0.820	-3.981	-0.232	
<b>Percentage Increase (Decrease)</b>	4.11%	2.61%	-3.07%	-2.45%	-2.66%	1.51%	0.22%	-0.27%	-0.17%	-0.81%	-0.05%	

## City of Englewood, Colorado 2010 Budget

### Ten years Operating Indicators by Function/Program

<b>Function/Program</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Police</b>										
Number of law violations	22,734	44,086	46,800	45,292	21,754	22,228	38,904	39,911	40,680	40,207
Number of uniformed officers	70	70	77	73	73	68	69	68	68	69
<b>Fire</b>										
Number of calls	3,525	3,663	3,930	4,131	3,802	3,595	4,100	3,844	4,085	4,058
Number of firefighters	57	57	59	59	48	52	55	55	56	56
<b>Building Division</b>										
Commercial construction value	10,740,155	11,781,275	6,564,000	24,067,405	5,957,074	603,833	2,792,800	41,143,000	3,766,805	22,071,707
Number of units	12	9	7	7	8	3	5	8	15	130
Residential construction value	2,076,660	31,280,439	10,957,401	565,844	570,066	638,115	2,846,597	4,927,013	9,976,544	4,177,080
Number of units	18	482	292	4	3	6	21	25	20	264
Building permits value	39,977,232	66,472,265	67,555,400	46,208,851	37,487,565	29,107,108	26,092,072	27,051,370	85,478,543	31,659,277
Number of permits	2543	2302	2948	2524	2261	2352	2110	1842	2147	2065
<b>Parks and Recreation</b>										
Englewood Recreation Center										
Admissions	302,000	312,000	307,000	310,000	303,000	313,000	310,000	315,000	317,000	309,000
Malley Recreation Center										
Memberships	3,701	3,841	3,972	4,001	4,069	4,281	4,116	2,882	2,775	2,812
Park Shelter Reservations	488	562	559	558	521	509	487	414	475	454
Golf Rounds Played:										
9 hole	22,454	21,929	21,937	22,413	21,033	19,718	19,672	19,047	22,070	17,000
18 hole	34,017	34,301	33,767	34,534	32,072	28,484	30,113	25,995	-	19,061
Par 3 Course	23,730	26,176	26,701	27,344	24,734	22,131	20,469	16,149	-	11,794
<b>Water</b>										
New connections	46	39	39	23	12	18	11	22	18	8
Water Main Breaks	21	23	16	26	30	30	45	29	39	36
Average Daily Consumption										
(Millions of gallons)	8.070	8.875	8.370	8.000	7.430	5.200	7.010	7.093	6.050	7.000
Peak Daily Consumption										
(Millions of gallons)	18.1	20.5	17.7	16.5	16	15.2	16.2	16.3	15.45	15.75
<b>Wastewater</b>										
Average Daily Sewage Treated										
(Millions of gallons)	29.7	25.7	26.5	24.3	22.6	22.3	21.4	22.0	22.1	21.8

n/a - not available

Sources: Various City Departments

**City of Englewood, Colorado 2010 Budget**  
**Ten years Capital Asset Statistics by Function/Program**

<b>Function/Program</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>Police</b>										
Marked police vehicles	35	23	23	23	23	23	21	21	19	18
Stations	1	1	1	1	1	1	1	1	1	1
<b>Fire Stations</b>										
	3	3	3	3	3	3	3	3	3	3
<b>Public Works</b>										
Miles of streets and alleys										
Streets	121.11	121.11	121.48	121.48	121.48	121.63	121.63	121.63	121.63	121.63
Alleys	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
<b>Parks and Recreation</b>										
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	3	3	3	3	3	3	3	3	3	3
Acreage	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	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	1	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
<b>Water</b>										
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	6.5	6.7
Daily Plant Capacity										
(Millions of gallons)	28	28	28	28	28	28	28	28	28	28
<b>Wastewater</b>										
Sanitary Sewers (miles)	530	530	530	530	530	530	530	530	530	530
Treatment Capacity										
(Millions of gallons)	32	32	36.3	36.3	36.3	36.3	36.3	36.3	36.3	36.3

**Sources:** Various City Departments

City of Englewood, Colorado 2010 Budget

BY AUTHORITY

ORDINANCE NO. 44  
SERIES OF 2009

COUNCIL BILL NO. 45  
INTRODUCED BY COUNCIL  
MEMBER JEFFERSON

AN ORDINANCE FIXING THE TAX LEVY IN MILLS UPON EACH DOLLAR OF THE ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CITY OF ENGLEWOOD, COLORADO.

WHEREAS, it is the duty of the City Council of the City of Englewood, Colorado, under the Englewood Home Rule Charter and Colorado Revised Statutes, to make the annual property levy for City purposes; and

WHEREAS, the City Council has duly considered the estimated valuation of all the taxable property within the City and the needs of the City and of each of said levies and has determined that the levies as hereinafter set forth, are proper and wise; and

WHEREAS, the following levies are permitted under Article X, Section 20 of the Colorado Constitution without a vote by the citizens;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That there be and hereby is levied for the year of 2009, due and payable as required by statute in the year 2010, a tax of 5.880 mills on the dollar for the General Fund of the City of Englewood, Colorado, and 2.031 mills on the dollar for the General Obligation Bond Debt Service Fund of the City of Englewood, Colorado.

That the levy hereinabove set forth shall be levied upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Englewood, Colorado, and the said levy shall be certified by law.

Introduced, read in full, and passed on first reading on the 5th day of October, 2009.

Published as a Bill for an Ordinance in the City's official newspaper on the 9<sup>th</sup> day of October, 2009.

Published as a Bill for an Ordinance on the City's official website beginning on the 7th day of October, 2009 for thirty (30) days.

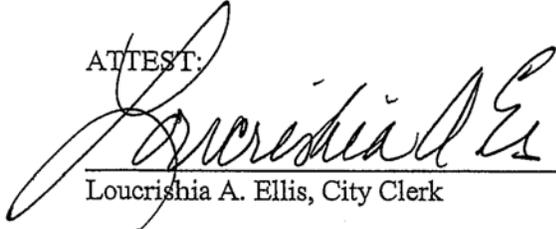
Read by title and passed on final reading on the 19th day of October, 2009.

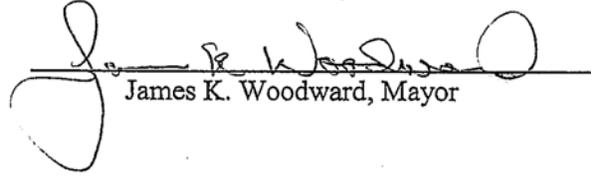
Published by title in the City's official newspaper as Ordinance No. 44, Series of 2009, on the 23rd day of October, 2009.

# City of Englewood, Colorado 2010 Budget

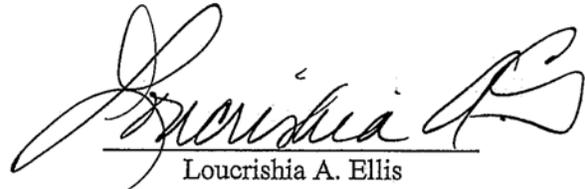
Published by title on the City's official website beginning on the 21st day of October, 2009 for thirty (30) days.

ATTEST:

  
Loucrishia A. Ellis, City Clerk

  
James K. Woodward, Mayor

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. ~~44~~, Series of 2009.

  
Loucrishia A. Ellis

City of Englewood, Colorado 2010 Budget

BY AUTHORITY

ORDINANCE NO. 25  
SERIES OF 2009

COUNCIL BILL NO. 46  
INTRODUCED BY COUNCIL  
MEMBER PENN

AN ORDINANCE ADOPTING THE BUDGET OF THE CITY OF ENGLEWOOD,  
COLORADO, FOR THE FISCAL YEAR 2010.

WHEREAS, pursuant to the provisions of Part I, Article X, of the Charter of the City of Englewood, Colorado, a budget for the fiscal year 2010 was duly submitted by the City Manager to the City Council before September 15, 2009; and

WHEREAS, a public hearing on said budget was held by the City Council within three weeks after its submission at the meeting of the City Council on September 21, 2009. Regular notice of the time and place of said hearing was published within seven days after submission of the budget in the manner provided in the Charter for the publication of an ordinance; and

WHEREAS, the City Council of the City of Englewood has studied and discussed the budget on numerous occasions; and

WHEREAS, historically, actual general fund expenditures have been three to five percent less than the original budget; and

WHEREAS, with the anticipated return of 2009 budgeted funds, the Long Term Asset Reserve will not be called upon to balance the Operational Budget of the City in 2010; a

WHEREAS, it is the intent of the City Council to adopt the 2010 budget as now submitted.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That the budget of the City of Englewood, Colorado, for the fiscal year 2010, as submitted by the City Manager and duly considered by the City Council after public hearing, be and hereby is adopted as the budget for the City of Englewood for the fiscal year 2010.

Section 2. GENERAL FUND

2010 BUDGET

Total Fund Balance, January 1, 2010

\$ 8,518,581

	<u>Revenues</u>
Sales/Use Tax	22,300,000
Property and Specific Ownership Tax	3,396,000
Franchise/Occupation/Cigarette Tax	2,909,564
License/Permits	573,300
Intergovernmental Revenue	1,185,204
Charges for Services	3,326,114
Cultural & Recreation	2,632,194
Fines & Forfeitures	1,426,801

## City of Englewood, Colorado 2010 Budget

Interest	372,611
Miscellaneous	<u>411,177</u>
Total Revenues	\$ 38,532,965
Other Financing Sources	<u>1,844,433</u>
Total Sources of Funds	\$ 40,377,398
	 <u>Expenditures</u>
Legislation	359,314
City Manager's Office	668,633
City Attorney's Office	767,546
Municipal Court	1,005,723
Human Resources	504,898
Finance and Administrative Services	1,684,000
Information Technology	1,342,948
Community Development	1,457,667
Public Works	5,497,881
Police	10,481,933
Fire	7,394,951
Library Services	1,352,221
Parks and Recreation Services	6,034,770
Contingencies	60,000
Debt Service	<u>2,004,456</u>
Total Uses of Funds	\$ 40,616,941
Total Fund Balance, December 31, 2010	\$ 8,279,038

### Section 3. SPECIAL REVENUE FUNDS

<u>Conservation Trust Fund</u>	
Fund Balance, January 1, 2010	\$ 276,864
Revenues	\$ 336,000
Expenditures	\$ 488,000
Fund Balance, December 31, 2010	\$ 124,864
<u>Community Development Fund</u>	
Fund Balance, January 1, 2010	\$ -0-
Revenues	\$ 290,000
Expenditures	\$ 290,000
Fund Balance, December 31, 2010	\$ -0-

## City of Englewood, Colorado 2010 Budget

### Donors Fund

Fund Balance, January 1, 2010	\$	85,949
Revenues	\$	104,300
Expenditures	\$	172,150
Fund Balance, December 31, 2010	\$	18,099

### Malley Center Trust Fund

Fund Balance, January 1, 2010	\$	248,586
Revenues	\$	20,000
Expenditures	\$	50,000
Fund Balance, December 31, 2010	\$	218,586

### Parks and Recreation Trust Fund

Fund Balance, January 1, 2010	\$	449,700
Revenues	\$	25,000
Expenditures	\$	30,000
Fund Balance, December 31, 2010	\$	444,700

### Open Space Fund

Fund Balance, January 1, 2010	\$	160,504
Revenues	\$	853,807
Expenditures	\$	776,755
Fund Balance, December 31, 2010	\$	237,556

## Section 4. DEBT SERVICE FUND

### General Obligation Bond Fund

Fund Balance, January 1, 2010	\$	57,087
Revenues	\$	1,056,000
Expenditures	\$	1,103,995
Fund Balance, December 31, 2010	\$	9,092

## Section 5. CAPITAL PROJECT FUNDS

### Public Improvement Fund

Fund Balance, January 1, 2010	\$	174,501
Revenues	\$	1,672,455
Expenditures and Transfers	\$	1,846,956
Fund Balance, December 31, 2010	\$	-0-

## City of Englewood, Colorado 2010 Budget

### Capital Projects Fund

Fund Balance, January 1, 2010	\$	171,166
Revenues and Transfers In	\$	155,000
Expenditures	\$	320,131
Fund Balance, December 31, 2010	\$	6,035

### Section 6 ENTERPRISE FUNDS

#### Water Fund

Fund Balance, January 1, 2010	\$	3,735,642
Revenues	\$	8,854,479
Expenditures	\$	10,676,241
Fund Balance, December 31, 2010	\$	1,913,880

#### Sewer Fund

Fund Balance, January 1, 2010	\$	5,921,921
Revenues	\$	14,313,069
Expenditures	\$	17,953,874
Fund Balance, December 31, 2010	\$	2,281,116

#### Storm Drainage Fund

Fund Balance, January 1, 2010	\$	465,674
Revenues	\$	340,140
Expenditures	\$	357,341
Fund Balance, December 31, 2010	\$	478,473

#### Golf Course Fund

Fund Balance, January 1, 2010	\$	296,743
Revenues	\$	2,257,596
Expenditures	\$	2,329,428
Fund Balance, December 31, 2010	\$	224,911

#### Concrete Utility Fund

Fund Balance, January 1, 2010	\$	236,342
Revenues	\$	711,200
Expenditures	\$	697,612
Fund Balance, December 31, 2010	\$	249,930

#### Housing Rehabilitation Fund

Fund Balance, January 1, 2010	\$	1,082,833
Revenues	\$	1,500,000
Expenditures	\$	1,500,000
Fund Balance, December 31, 2010	\$	1,082,833

## City of Englewood, Colorado 2010 Budget

### Section 7. INTERNAL SERVICE FUNDS

#### Central Services Fund

Fund Balance, January 1, 2010	\$	152,905
Revenues	\$	391,400
Expenditures	\$	407,721
Fund Balance, December 31, 2010	\$	136,584

#### Servicenter Fund

Fund Balance, January 1, 2010	\$	559,135
Revenues	\$	2,140,006
Expenditures	\$	2,246,759
Fund Balance, December 31, 2010	\$	452,382

#### Capital Equipment Replacement Fund

Fund Balance, January 1, 2010	\$	720,739
Revenues	\$	804,952
Expenditures	\$	1,144,987
Fund Balance, December 31, 2010	\$	380,704

#### Risk Management Fund

Fund Balance, January 1, 2010	\$	1,348,305
Revenues	\$	1,365,177
Expenditures	\$	1,730,411
Fund Balance, December 31, 2010	\$	983,071

#### Employee Benefits Fund

Fund Balance, January 1, 2010	\$	232,747
Revenues	\$	5,406,662
Expenditures	\$	5,324,656
Fund Balance, December 31, 2010	\$	314,753

Section 8. That the said budget shall be a public record in the office of the City Clerk and shall be open to public inspection. Sufficient copies thereof shall be made available for the use of the City Council and the public, the number of copies to be determined by the City Manager.

Introduced, read in full, and passed on first reading on the 5th day of October, 2009.

Published as a Bill for an Ordinance in the City's official newspaper on the 16<sup>th</sup> day of October, 2009.

City of Englewood, Colorado 2010 Budget

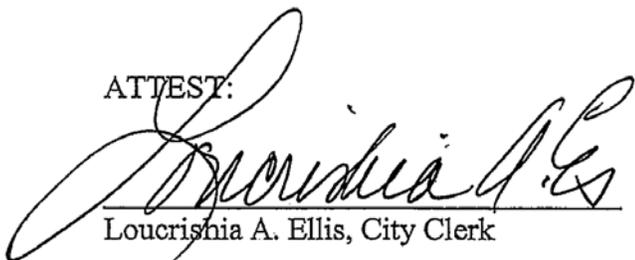
Published as a Bill for an Ordinance on the City's official website beginning on the 7<sup>th</sup> day of October, 2009 for thirty (30) days.

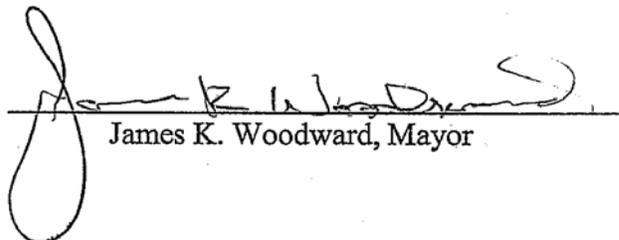
Read by title and passed on final reading on the 19th day of October, 2009.

Published by title in the City's official newspaper as Ordinance No. 45, Series of 2009, on the 23rd day of October, 2009.

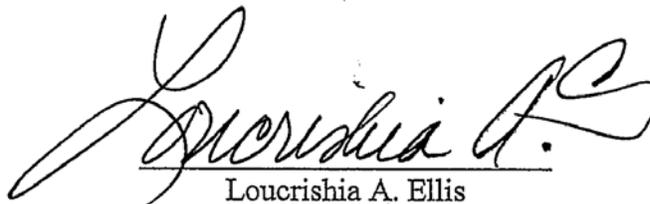
Published by title on the City's official website beginning on the 21st day of October, 2009 for thirty (30) days.

ATTEST:

  
Loucrishia A. Ellis, City Clerk

  
James K. Woodward, Mayor

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 45, Series of 2009.

  
Loucrishia A. Ellis

# City of Englewood, Colorado 2010 Budget

BY AUTHORITY

ORDINANCE NO. 46  
SERIES OF 2009

COUNCIL BILL NO. 47  
INTRODUCED BY COUNCIL  
MEMBER McCASLIN

AN ORDINANCE APPROPRIATING MONIES FOR ALL MUNICIPAL PURPOSES IN THE CITY OF ENGLEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2010, AND ENDING DECEMBER 31, 2010, CONSTITUTING WHAT IS TERMED THE ANNUAL APPROPRIATION BILL FOR THE FISCAL YEAR 2010.

WHEREAS, a public hearing on the Proposed 2010 Budget was held September 21, 2009; and

WHEREAS, the operating budgets and Multiple Year Capital Plan for all City departments and funds were reviewed at a budget retreat held on September 26, 2009; and

WHEREAS, the Charter of the City of Englewood requires the City Council to adopt bills for ordinances adopting the Budget and Appropriation Ordinance no later than thirty days prior to the first day of the next fiscal year.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:**

Section 1. That there be and there hereby is appropriated from the revenue derived from taxation in the City of Englewood, Colorado, from collection of license fees and from all other sources of revenue including available fund balances during the year beginning January 1, 2010, and ending December 31, 2010, the amounts hereinafter set forth for the object and purpose specified and set opposite thereto, specifically as follows:

## GENERAL FUND

Legislation	\$	359,314
City Manager's Office		668,633
City Attorney's Office		767,546
Municipal Court		1,005,723
Human Resources		504,898
Finance and Administrative Services		1,684,000
Information Technology		1,342,948
Community Development		1,457,667
Public Works		5,497,881
Police		10,481,933
Fire		7,394,951
Library Services		1,352,221
Parks and Recreation Services		6,034,770
Contingencies		60,000
Debt Service – Civic Center		1,574,000
Debt Service – Other		<u>430,456</u>
Total General Fund	\$	40,616,941

## City of Englewood, Colorado 2010 Budget

### CONSERVATION TRUST FUND

Total Conservation Trust Fund	\$	488,000
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### COMMUNITY DEVELOPMENT FUND

Total Community Development Fund	\$	290,000
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### DONORS FUND

Total Donors Fund	\$	172,150
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### MALLEY CENTER TRUST FUND

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

Total Parks and Recreation Trust Fund	\$	30,000
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### OPEN SPACE FUND

Total Open Space Fund	\$	776,755
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### GENERAL OBLIGATION BOND FUND

Total General Obligation Bond Fund	\$	1,103,995
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### PUBLIC IMPROVEMENT FUND

Total Public Improvement Fund	\$	1,846,956
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### CAPITAL PROJECTS FUND

Total Capital Projects Fund	\$	320,131
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## City of Englewood, Colorado 2010 Budget

### WATER FUND

Total Water Fund	\$	10,676,241
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### SEWER FUND

Total Sewer Fund	\$	17,953,874
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### STORM DRAINAGE FUND

Total Storm Drainage Fund	\$	357,341
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### GOLF COURSE FUND

Total Golf Course Fund	\$	2,329,428
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### CONCRETE UTILITY FUND

Total Concrete Utility Fund	\$	697,612
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### HOUSING REHABILITATION FUND

Total Housing Rehabilitation Fund	\$	1,500,000
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### CENTRAL SERVICES FUND

Total Central Services Fund	\$	407,721
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### SERVICENTER FUND

Total ServiCenter Fund	\$	2,246,759
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### CAPITAL EQUIPMENT REPLACEMENT FUND

Total Capital Equipment Replacement Fund	\$	1,144,987
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### RISK MANAGEMENT FUND

Total Risk Management Fund	\$	1,730,411
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# City of Englewood, Colorado 2010 Budget

## GLOSSARY

Account	A separate financial reporting unit for budgeting, management or accounting purposes. Every transaction, starting with adoption of the budget is recorded in an account.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Ad Valorem Tax	A tax levied on taxable property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.
Agency Funds	Account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds.
Appropriation	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 fund balance or funds available and current revenues equal or exceed current expenditures.
Bond	A written promise to pay a specified sum of money at a specified date in the future.
Budget	A plan of financial operation giving an estimate of proposed expenditures and the proposed means of financing them.
Budget Authority	Authority provided through an appropriation act approved by the council to enter into financial commitments, such as contracts and purchase orders, that will result in the eventual disbursement of cash. In the case of the operating budget, most budget authority lapses at the end of the fiscal year if the authority has not been committed at that point. In the case of the capital budget, authority may not lapse until construction of the project is completed.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: Accrual (GAAP), cash, or modified accrual. The City of Englewood's basis is modified accrual.
Budget Deficit	The result of current expenditures exceeding current revenues. The difference must be covered through either borrowing or tapping other resources, such as budget reserves.
Budget Guidelines	Guidelines developed by the City Manager and the executive management, in consultation with the council, that describe the budget environment—that is, revenue expectations and policy emphasis—for the forthcoming year. Departments make their budget requests on the basis of the guidelines.
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.
Capital Projects Fund	A governmental fund established to account for resources used for the acquisition of large capital improvements other than those acquisitions accounted for in proprietary or trust funds.
Cash Basis	A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made.
CDOT	Colorado Department of Transportation.

# City of Englewood, Colorado 2010 Budget

## GLOSSARY

CERF	Capital Equipment Replacement Fund, used to replace the “rolling stock” on a scheduled basis.
Chart of Accounts	A chart that assigns a unique number to each type of account (e.g., salaries, property taxes, sales and use taxes, etc.) and to each budgetary unit in the organization. The chart of account provides a system for recording revenues and expenditures that fits the organizational structure.
CML	Colorado Municipal League.
Commodities	Goods purchased such as office supplies, janitorial supplies, chemicals or other operational supplies.
Comprehensive Annual Financial Report (CAFR)	Usually referred to by its abbreviation, this report summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund types and contains the following documents: 1) an independent auditor’s report; 2) management’s discussion and analysis (MD&A); 3) a statement of net assets (or a balance sheet for governmental funds); 4) a statement of activities for all funds; and 5) a statement of revenues, expenditures and changes in fund balance (an operating statement) for governmental funds. An operating statement comparing the budget with actual amounts will also be prepared for the general fund.
Contractual	Contractual services. Services purchased such as utilities, insurance, maintenance contract or consulting.
COP	Certificate of Participation. COPs are a type of financing where an investor purchases a share of the lease revenues over a period of time. In other words, the lease payments (principal and interest) are “certificated” and sold to investors.
Credit	An accounting term used in double-entry bookkeeping to indicate the right column of entry, as opposed to the left (debit) column, for entering a transaction. A credit entry increases the balance in a liability or revenue account but decreases the balance in an asset or expenditure/expense account.
CPF	Capital Projects Fund (also referred to as MYCP-Multi-Year Capital Plan) accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.
CRPA	Colorado Recreation and Parks Association.
CRS	Colorado Revised Statutes
CTF	Conservation Trust Fund. Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing parks and recreation facilities. Financing is provided primarily from State Lottery Funds.
DARE	Drug Awareness and Resistance Education.
Debit	An accounting term referring the left column for entering accounting data as opposed to the right (or credit) column. A debit entry increases the balance in an asset or expenditure/expense account; a debit entry for a liability or revenue account; however, decreases the account balance.
Debt Service Fund	A fund established to account for revenues and expenditures used to repay the principal and interest on debt.
Disbursement	Payment usually by check for goods or services that have been delivered and invoiced.
DOT	Department of Transportation.
DRCoG	Denver Regional Council of Governments.
Efficiency Measure	A type of performance measure that is the ratio of inputs to outputs. It measures the amount of input

# City of Englewood, Colorado 2010 Budget

## GLOSSARY

required for each unit of output of a good or service that has been produced.

EHA	Englewood Housing Authority.
EMC	Englewood Municipal Code.
EMS	Emergency Medical Services.
Encumbrance	Budget authority that is set aside when a purchase order or contract is approved. An encumbrance represents a contingent liability of the fund. It assures suppliers that sufficient funds will be available once the order is fulfilled. Encumbrances are also known as obligations.
Enterprise Fund	A separate fund used to account for services—for example, water, sewer, golf, airports—that are supported primarily by service charges paid by users.
EPA	Environmental Protection Agency.
EPL	Englewood Public Library.
ERC	Englewood Recreation Center. May also be called the Community Center.
EURA	Englewood Urban Renewal Authority.
Expenditure	An accounting term that refers to the value of goods and services received during a period of time, regardless of when they are used (accrual basis) or paid for (cash basis).
Expense	An accounting term that refers to the value of goods and services used during a period of time, regardless of when they were received (modified accrual) or paid for (cash basis). For example, depreciation is the expense incurred in using up fixed assets for the accounting period.
Fiduciary Fund	Records the financial resources that governments hold in trust for individuals or other governments.
Full-Time Equivalent (FTE)	The number of hours per year (typically 2080 hours) a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent.
Fund	A self-balancing set of accounts which comprise its assets, liabilities, fund balance, revenues and expenditures/expenses. These are set up to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitation.
Fund Balance	The difference between the fund's assets and liabilities. Portions of the fund balance may be reserved of the governmental and similar trust funds.
General Ledger	The final record where transactions are reconciled into current and fixed assets, liabilities, revenue, expenditure (or expense), encumbrance and fund balance. Accounting information is posted from the journal to the general ledger. The general ledger is the source of information for preparing all financial reports, including the balance sheet and operating statements.
General Obligation Bonds	Bonds that finance public projects such as streets, municipal facilities and park improvements. Repayment of the bonds is typically from property taxes and the bonds are backed by the full faith and credit of the issuing government.
GFOA	Government Finance Officers' Association.
GIS	Geographic Information System.
GOCO	Great Outdoors Colorado. Under the 1992 amendment to the Colorado Constitution that created GOCO, GOCO receives 50% of Lottery proceeds. All Lottery proceeds are distributed as follows:

# City of Englewood, Colorado 2010 Budget

## GLOSSARY

- GOCO receives half of Lottery proceeds capped out at \$35 million a year adjusted for inflation. In Fiscal Year 2000/2001, GOCO is projected to receive approximately \$40 million.
- 40% of Lottery proceeds are distributed to the Conservation Trust Fund for allocation to local governments and park and recreation districts for parks, recreation, and open space purposes.
- 10% of Lottery proceeds are distributed directly to Colorado State Parks for state parks and outdoor recreation projects.
- GOCO offers grant opportunities derived from the four categories outlined in the Colorado Constitution -- outdoor recreation, wildlife, open space and local government. There are five competitive grant cycles: Open Space, Local Government, Legacy, Trails and Planning & Capacity. GOCO also awards grants through the Division of Wildlife and Colorado State Parks

Governmental Funds	Funds through which most of the City's governmental functions are financed. They are accounted for on a spending or "financial flow" measurement focus which means only current assets and liabilities are generally included in the balance sheet. The reported fund balances (net current assets) are considered a measure of "available resources".
IGA	Intergovernmental Agreement.
Internal Service Fund	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis.
ISTEA	Intermodal Surface Transportation Efficiency Act.
Journal	An accounting term that refers to the book of original entry in which all transactions are logged. By convention, debit entries are entered first, followed by credit entries. The journal provides a chronological listing of all transactions for that fund. Information is then posted from the journal to the general (and subsidiary) ledgers.
LEWWTP	Littleton/Englewood Wastewater Treatment Plant.
Mill Levy	The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.
Modified Accrual	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
MYCP	Multi-Year Capital Plan. Also CIP (Capital Improvement Plan).
Net Assets	Under the accrual basis of accounting, the difference between assets and liabilities. A net assets statement is prepared that combines all funds and any component units in which the local government has a primary financial interest.
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.

# City of Englewood, Colorado 2010 Budget

## GLOSSARY

PILT or PILOT	Payment In Lieu of Tax is made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.
Proprietary Funds	A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users.
Purchase Order	An agreement to buy goods and/or services from a specific vendor, with a promise to pay once delivery is made.
Revenue	Income received from normal business activities, usually from the sale of goods and services to customers. Revenue is also received from interest, dividends or royalties paid to them by other companies. Revenue may refer to income in general, or it may refer to the amount, in a monetary unit, received during a period of time, as in "Last year, Company X had revenue of \$32 million."
RTD	Regional Transportation District. In 1969, the Regional Transportation District was formed to provide a comprehensive public transportation network in the Denver area with a sales tax of six-tenths of one percent to subsidize operations. The district runs buses, light rail and access-a-ride operations. In November, 2004 voters approved an increase in the tax to 1% to be in effect January 1, 2005.
SCADA	Supervisory Control And Data Acquisition.
SCFD	Scientific and Cultural Facilities District. The Scientific & Cultural Facilities District (SCFD) is a regional special district that funds more than 300 scientific and cultural organizations in the six metro Denver counties of Adams, Arapahoe, Boulder, Denver, Douglas and Jefferson.  Its creation by an overwhelming majority of the vote in 1988 is a testament to the broad public support for diverse cultural organizations in the region. The sales tax of one-tenth of one percent (a penny on every \$10) supports the organizations and currently produces more than \$30 million annually. Voters reaffirmed their support in 1994, when they approved the tax for another ten-year period.
SPCURE	South Platte Coalition for Urban River Evaluation.
Special Revenue Fund	A fund used to account for revenues legally earmarked for a particular purpose. For example, if revenues from a hotel/motel occupancy tax are earmarked for tourism and convention development, a hotel/motel tax fund would account for the revenue and expenditure associated with that purpose.
Supplemental Appropriation	Additional budget authority approved through an appropriation act after adoption of the budget. A legislative body may find it necessary during the fiscal year to approve additional budget authority for the local government, particularly for unforeseen contingencies such as a disaster or settlement of a lawsuit.
TABOR	This bill, passed in 1992, was known as the Taxpayer Bill of Rights or Amendment I. Article X, Section 20 of the Colorado Constitution contains tax, spending, revenue and debt limitations which apply to the State of Colorado and all local governments.  Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving under 10% of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. The City's management believes its Enterprise Funds, as listed in the Table of Contents, qualify for this exclusion.  Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.

# City of Englewood, Colorado 2010 Budget

## GLOSSARY

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.