



**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, AUGUST 22, 2011
COMMUNITY ROOM
5:30 P.M.**

- I. **2012 Budget Discussion**
City Council and staff will discuss the 2012 Budget and Capital Improvement Projects.
- II. **City Manager's Choice**
- III. **City Attorney's Choice**
- IV. **Council Member's Choice**

Please Note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood, 303-762-2407, at least 48 hours in advance of when services are needed. Thank you.



MEMORANDUM

TO: Mayor Woodward and Members of City Council
FROM: City Manager Gary Sears
DATE: July 28, 2011
SUBJECT: 2012 Budget

Dear Mayor and Members of the City Council,

Attached you will find memoranda from the Department Directors regarding the 2012 budgets. Each of the departments will be discussing their proposed budgets at the upcoming Monday evening study session and will focus on

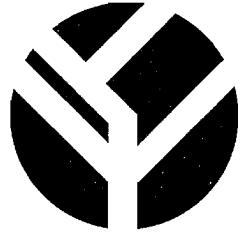
- (1) their department's key projects and services,
- (2) their proposed reduction to their budgets by 2% in 2011, and
- (3) a summary of their proposed 2012 budgets.

I would like to thank all of the departments for their work in preparing these budget estimates and in working with Revenue & Budget Manager Jennifer Nolan and Finance & Administrative Services Director Frank Gryglewicz to update this complicated document. Also, in the packet is the preliminary summary sheet for 2011 and 2012, which Frank Gryglewicz will discuss at the budget meeting. I would also like to note that the proposed 2012 Budget includes the pay and benefit increases for 2012, which the City Council will consider at the regular meeting and the elimination of all four furlough days for 2012.

After a review of our finances by Frank Gryglewicz, the following is a proposed lineup of presentations by departmental directors: Parks and Recreation, Public Works, Police, Fire, Community Development, Finance & Administrative Services, Library, Information Technology, Human Resources, Municipal Court, Water and Wastewater, City Attorney, City Manager and discussion of the Capital Project Fund. Because there is a great amount of information to cover, I anticipate that there may need to be a follow-up meeting before the proposed budget document can be prepared, and such a meeting has been tentatively set for the study session of **August 22, 2011**, if desired by City Council.

We look forward to your comments and direction at the Study Session on Monday, August 1, 2011. As a reminder, this meeting will begin at 5:00 p.m. in the Community Room.

MEMORANDUM



TO: Gary Sears, City Manager
FROM: Jerrell Black, Director of Parks and Recreation
DATE: July 22, 2011
SUBJECT: 2012 Parks and Recreation Department Budget

The 2012 Parks and Recreation Department Budget reflects a reduction of 2.3% from the 2011 Budget.

Listed below are key elements related to the 2012 Parks, Recreation, and Golf budgets:

- Pirates Cove is projected to bring in an additional \$35,000 in revenues over the 2011 Budget.
- Included are the approved salary increases for the Englewood Employees Association and the Managerial, Secretarial and Confidential categories.
- Elimination of one Recreation Program Administrator position (currently vacant). This will result in the reduction of Outdoor and Travel classes at the Senior Recreation Center, Fitness and Cultural Arts program offerings and deferred projects and special events.
- Elimination of one Parks Specialist position (currently vacant). Some temporary reorganization has occurred to adjust for the loss of this position. Staff availability for evening and weekend functions, special events and special programs will be reduced. Response to storm clean up, site, facility, and equipment evaluations and request for immediate response time will be increased.
- Increase in part time temporary salaries to assist in day to day operations during the summer months in the Parks Division.
- Complete the Planning and Design phase of the Duncan Park Development. Seek grant opportunities and funding for site development.
- Complete the Riverside Park planning project located at Broken Tee Golf Course.
- Englewood Schools – Monitor and adjust accordingly to any changes that may occur with Englewood Schools. This could greatly impact current programming based on facility use and could provide additional open space or park opportunities.

- Seek additional opportunities for partnerships, corporative agreements and volunteer support both locally and regionally.
- Funding is requested in the capital project plan to replace and renovate existing medians along Broadway, Hampden Ave. and Santa Fe.
- The golf course will have a slight fee increase in 2012

I, along with some of our management staff, will be available at the August 1, 2011 budget session to answer any questions that Council may have related to our 2012 Budget.

TJB

2011 Budget Session_August 1, 2011_Revised 8/10/2011

MEMORANDUM



TO: Gary Sears, City Manager

FROM: Rick Kahm, Director of Public Works

DATE: July 25, 2011

SUBJECT: PUBLIC WORKS BUDGET (2011 budget adjustments and 2012 Proposed Budget)

The 2011 approved budget included staff reductions, from 2010 levels, of 2 FTE's (both were positions that became vacant in 2010). One was an equipment operator in Streets, and the other a custodian position.

Over the last seven budget cycles (including the 2011 Budget), Public Works has reduced General Fund staffing levels by 12 FTE's...17.4% (Engineering by 2.5, Traffic Engineering by 0.50, Streets by 5.0, and Building Operations by 4). Through new found efficiencies, we have managed to minimize loss of service to the public. **Those reductions and efficiencies equate to sustainable savings of over \$735,000 per year.**

The approved Public Works budget for 2011 (excluding CityCenter CAM of \$340,049) is \$5,158,842. **Our revised budget objective, representing a savings of 2% (\$103,177) is \$5,055,665.** For 2011, we are able to reach that goal through **one time savings** from short term vacancies when filling necessary positions, lower energy costs than those anticipated in the 2011 budget, reducing contracts for professional services, and in general scrutinizing of all commodity expenditures. We anticipate little impact on service levels to either the public, or our in-house customers.

Our goal in preparing the 2012 Budget is to maintain the **2011 target of \$5,055,665.** Even with great attention to expenditures, increases in wages, benefit costs, fuel costs, an anticipated 10% increase in energy costs, and the reduction of furlough days drives our **proposed budget up \$46,635 (.92%) to \$5,102,300.**

The second piece of our 2012 Budget goal is for our Budget to be sustainable. Our budget is about 61% personnel related costs and 39% commodity driven. With the rising costs of commodities being mostly out of our control, I don't believe that a sustainable budget is possible without addressing personnel reductions and/or Department reorganization. Even minor increases in the costs of energy, fuel, vehicles, asphalt, and concrete, to name a few, can cause a substantial increase in future Public Works Budgets.

/lw



Memorandum

To: Gary Sears, City Manager
From: John Collins, Chief of Police
Date: July 27, 2011
Subject: 2011/2012 Budget Reduction

On May 7, 2011, I assumed the position of Chief of Police. I have impressed upon the members of the organization an emphasis on internal and external excellence as a guideline for their performance. We will strive to enhance training and individual development as well as increasing our outreach to the community. I am pleased with the accomplishments that we have made in 2011 and look forward to building upon these accomplishments in 2012. I have outlined below a number of projects that we are working on:

Community Relations:

- We continue to build upon our Neighborhood Watch Program, National Night Out, Graffiti paint outs, Citizen Self-Defense, Citizens Police Academy and CERT
- We are in the planning stages for a Juvenile Citizens Academy and Juvenile Self-Defense Class
- "Love Your Neighborhood" – will be rolled out on August 2nd
- Kids proof Colorado – The Police Department will sponsor family safety courses through this organization

Impact Team: The Impact Team has been a success in regards to the organization's focus on problem solving and developing Community Partnerships

- We are developing a Senior Citizen Program where they will receive education relative to elder abuse, fraud/scams, and what resources are available to them
- Business partnerships: we have been realizing success in this endeavor and communication has significantly improved
- We continue to focus our efforts upon improving the quality of life for our citizens and visitors in our parks and neighborhoods

Police Operations:

- An impressive project that we have undertaken is the acquisition of CrimeReports.com. This is a web-based program that allows the community to go on-line and to see what type of crime activity is taking place in their neighborhoods. Another component of this software enhances the police department's crime analysis capabilities and to review crime statistics in real time. A spinoff project that we have undertaken is that we are in the process of purchasing a flat screen television and computer so that these crime statistics can be reviewed at our daily roll calls. This will certainly improve our response to crime issues and trends. This project is funded with forfeiture funds.
- Partnership with Englewood Schools – We have partnered with staff from the Englewood Public Schools and are focused upon interoperable communications and overall school safety.
- We continue to seek alternative funding via federal and state grant opportunities
- Participation in the SARS Task Force – this task force has a significant potential for developing alternative funding via criminal investigations and asset forfeitures

The Police Department's budget for 2011 is set at \$10,587,026.00. I have been asked to present to you a 2% overall reduction for 2011 which equates to \$10,375,285.00 (a reduction of \$211,741.00). As you know, in mid 2011, the Executive Board of the South Metro Drug Task Force authorized the use of their forfeiture fund to provide for an additional two full time agents. Two agencies, the Englewood Police Department being one, were selected to receive \$218,000.00 each to provide these resources. The Police Department utilized an existing officer to send to the task force. The \$218,000.00 has been placed into the General Fund (revenue account).

In order to achieve a 2% reduction in the 2011 budget, three full-time positions and one part-time position would need to be eliminated. These reductions would be sustainable through the 2012 budget cycle. The reductions would have an impact on service delivery in the Patrol Operations Division. The Police Department has established responsive programs that fit the needs of the community and these would most certainly be impacted. The Police Department is very attentive to the needs of the community and victims of crime and our ability to continue this outreach would be compromised. These position cuts are not sufficient to meet the 2% reduction where a freeze on training and equipment needs would have to be implemented to reach this goal.

2012 Budget Scenario: The current workbook reveals an overall 2012 budget of \$10,938,245.00. In order to achieve the 2011 benchmark of \$10,375,285.00, I must reduce the 2012 budget by \$562,960.00, or 5.6%. Again, this would include the 2011 sustainable

budget reductions. The Police Department is comprised of four divisions, Patrol Operations, Investigative Services, Support Services, and Neighborhood Services. Seven full-time positions would need to be eliminated in order to achieve the benchmark of \$10,375,285.00. These reductions transcend each Division and would significantly impact service delivery in all, especially the specialized programs that have been developed to further our community outreach efforts. It is nearly certain that the organization's Impact Team would be eliminated as the budget cuts would have a dire impact on the Patrol Operations Division personnel allocation. This action would most certainly compromise our grant status with the COPS Program.

The totality of the budget cuts would essentially eliminate our proactive programs that we have developed over the years and especially current plans that we have been developing to build upon our outreach to the community.



C I T Y O F E N G L E W O O D
F I R E D E P A R T M E N T

MEMORANDUM

TO: City Manager Gary Sears
FROM: Fire Chief Michael Pattarozzi
DATE: July 27, 2011
SUBJECT: 2011 and 2012 Budget Reductions

The Fire Department consists of the Building and Safety Division, and the Fire Operations Division. The Mission Statement of the Fire Department states;

“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.”

The Fire Department supports the following outcomes as adopted by the City.

- 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.

2011

The estimated budget for the Fire Department for 2011 is \$7,492,341. The two percent reduction target budget as calculated by the Finance Department is \$7,316,460. To meet the target budget will require a reduction of \$175,881. Enhanced revenues may be used to offset this reduction for 2011.

Revenue enhancements for 2011 total \$302,167. Personnel costs will be reduced \$67,437. The total for revenue enhancements and personnel cost reductions is \$369,604.

2012

The estimated budget for the Fire Department for 2012 is \$7,721,353. The target budget as calculated by the Finance Department is \$7,316,460. To meet the target budget will require a reduction of \$404,893. The 2012 budget is required to be sustainable.

Line items can be reduced \$26,000. To meet the remainder of the required reduction will necessitate a reduction of five personnel. The implementation of the line item reductions and personnel reductions will result in a savings of \$422,000.

EMERGING ISSUES

There are several emerging issues confronting the Fire Department. The concept of regionalization and the potential for reducing expenditures by minimizing the duplication of services should be analyzed and studied. The first step in this process should be to conduct a study of the services provided by the Fire Department and the possible effects regionalization may have on these services. This study should be conducted by an outside, non-partial party. Additionally, the retirement of the Fire Marshal in January, and subsequent appointment of the Assistant Fire Marshal to the Fire Marshal's position has placed the fire prevention program in a precarious position. To assist the Fire Marshal, we propose hiring a part-time Fire Marshal. This position will allow for flexibility in that critically important office.



C I T Y O F E N G L E W O O D
F I R E D E P A R T M E N T

MEMORANDUM

TO: City Manager Gary Sears
FROM: Fire Chief Michael Pattarozzi
DATE: July 27, 2011
SUBJECT: Proposed Part-Time Assistant Fire Marshal

The retirement of the Fire Marshal in January, and the subsequent appointment of the Assistant Fire Marshal left the Fire Prevention office in the need of additional personnel. The Fire marshal is doing an excellent job, and has settled into her new role. However, when she is taking time off, the duties of her office still need to be addressed. We had an agreement with the Sheridan Fire Marshal to assist when needed, but he has separated from the city. We have tried dividing her responsibilities among Fire Department staff, but staff lacks the necessary knowledge, expertise, and certifications, to fulfill her duties. A part-time Assistant Fire Marshal is a potential solution to this issue. This position would allow for coverage for time off, and could assist the Fire Marshal by taking some of her work load. It could also be of an aid to succession planning for the Fire Marshal's position upon her retirement.

This position would be classified as part-time, 20 hours per week. The grade for this position would 0115. Starting salary would be approximately \$27.00 per hour. Salary and benefits should be \$37,500 annually.

I will be happy to discuss this proposal with you.



M E M O R A N D U M
C O M M U N I T Y D E V E L O P M E N T

TO: Gary Sears, City Manager
FROM: Alan White, Community Development Director ✓
DATE: August 11, 2011
RE: Revised 2011 Estimated Budget and 2012 Proposed Budget

This memo summarizes the **Revised** Estimated 2011 Budget and the Proposed 2012 Budget.

The Department's approved budget for 2011 was \$1,343,556.00. A 2% reduction is equal to \$26,871, or a total budget of \$1,316,685.00.

2011 Estimated Budget

The Department's Estimated 2011 Budget is \$1,496,766.00, or an increase in expenditures of \$153,210.00. This expenditure increase is due to the two CPPW Tri-County grants the Department received totaling \$238,634.00, which is being used for consultants (professional services) to perform the two studies. It is anticipated that all but \$50,000.00 of the grant funding will be spent in 2011, resulting in grant expenditures of \$188,634.00. The grant expenditures are offset by corresponding increases in revenue. There were no matching funds required for these grants.

The expenditures of the Department will decrease by **\$65,454**, excluding the grant expenditures. The Estimated 2011 Budget contains the following adjustments:

Personnel Costs	- \$ 5,454
Postage Print Shop	+\$ 1,000
Software/Hardware Maintenance	+\$ 4,000
Professional Services	- \$37,500
Other Expenses (Art Shuttle)	- <u>\$27,500</u>
Net Decrease	- \$65,454

The decrease in professional services will mean that Phase II of the Citywide Retail Assessment will not be initiated. The \$65,454 is a reduction of **4.9%** of the approved 2011 Budget.

2012 Proposed Budget

The Department was also awarded a DRCOG TIP grant in the amount of \$120,000.00 to prepare station area plans for three stations along the Southwest light rail line. The funds will be used to hire consultants to prepare the plans. Department expenditures in the professional

services line item will include this amount, the \$50,000.00 estimated to be left over from the CPPW grants, and \$70,000 to be used to start a small area planning process for the West 285 Corridor. Excluding the grants, professional services expenditures will decrease by \$55,000.00.

The Catalyst Program is proposed to be funded by the General Fund in the amount of \$120,000.

The Department's proposed 2012 budget includes the following adjustments to the 2011 Estimated Budget:

Personnel Costs	+\$30,933
Copiers/Print Shop	- \$ 1,000
Computer Supplies	- \$ 500
Software/Hardware Maintenance	+\$ 1,625
Professional Services	- \$47,500
Vehicle Maint.	+\$ 10
Building Rental Servicer	+\$ 90
Risk Mgmt Premiums	+\$ 1,295
Travel	+\$ 9,800
Aid to Other Agencies	- \$ 1,000
Other Expenses (Art Shuttle)	<u>+\$ 7,500</u>
Net Increase	+\$ 1,253

The above amounts include \$10,000 in travel expenses to attend the ICSC convention in May 2012 and additional funding for the Art Shuttle. The amount needed for the Shuttle will not be known until October, when RTD does its ridership survey and management decides whether to continue funding the service or not. Should the service continue to be funded by RTD, the amount budgeted should cover the City's portion of the cost. This budgeted amount also assumes receiving the approximate funding participation from those organizations who contributed to the funding for 2011. The proposed increase in funding over the 2011 actual level of funding may not be needed.

The proposed budget is a 0.01% increase in the 2011 Estimated Budget.

Program Funding Issues

As noted above, the City's share of the cost of providing the Art Shuttle service is not yet known for 2012. The future of RTD funding is not known and it is possible that RTD could cut funding for the service altogether. If RTD funding is cut, a decision will need to be made to continue providing the service and under what circumstances (reduce hours, collect fares, longer headways, etc.)

Fund 46 is an enterprise fund established for the housing rehab program. Loans and related expenses are not funded by the General Fund. Personnel and vehicle costs are funded by the General Fund. Some personnel costs (approximately \$15,000) are covered by CDBG administrative cost allowances. Continuation of the program will require a continued commitment to fund a majority of the personnel costs from the General Fund.

Budget Outcomes

The following major programs will be initiated or continued in 2012 to address the City's Budget Outcomes:

A progressive city that provides responsive and cost-efficient services

- Continue providing information packets and checklists for development application processes and permits; update or improve as needed
- Continue to provide development application information, forms and checklists on the City's website
- Continue providing free Art Shuttle service to transit patrons at the same service level provided in 2011
- Continue to provide oversight and updates to englewoodsites.com
- Continue to provide timely and efficient review of development applications, including the Development Review Team process

A city that is safe, clean, healthy and attractive

- Continue drafting UDC Amendments pertaining to the Sign Code
- Prepare Medical District Subareas 3 and 5 Zoning Reforms
- Initiate the planning processes for the station area plans for the Bates, Englewood and Oxford stations on the Southwest Rail Line
- Initiate the small area planning process for the West 285 Corridor, perhaps in conjunction with the station area planning process
- Continue managing the programs of Keep Englewood Beautiful: household hazardous waste roundup, tire and leaf drop-off, holiday lighting, clean-up coupons, and Arbor Day in conjunction with the Parks and Recreation Department

A city that offers diverse cultural, recreational, and entertainment opportunities

- Continue to oversee the Art Shuttle art program at the shuttle stops

A city that is business-friendly and economically diverse

- Continue administering the Catalyst Program
- Continue administering the Arapahoe County Enterprise Zone
- Continue to participate in the economic development opportunities afforded by South Metro Denver Chamber of Commerce Economic Development Group, Metro Denver Economic Development Corporation, Economic Development Council of Colorado, International Council of Shopping Centers, and Urban Land Institute Colorado

A city that provides and maintains quality infrastructure

- Continue the Housing Rehabilitation Program and the second year of the Energy Efficient Englewood Program
- Continue to manage the City's bus shelter, bus bench and newspaper corral programs
- Finalize the implementation phase of the Master Bicycle Plan Route Selection and Implementation Program funded by a Tri-County grant

Interoffice Memo

To: Gary Sears, City Manager
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: August 18, 2011
Subject: Finance and Administrative Services Budget 2011/2012

The Department's 2012 budget target is two percent less than the 2011 budget per your guidelines.

Finance and Administration reduced its 2011 budget by cutting food, training, commodities, and realized some savings in personnel expenditures due to hiring an employee at a lower rate of pay.

The Department's expenditures are comprised of approximately 83 percent wages and benefits so it very difficult to reduce the budget further without personnel reductions. Since 2002, FAS has reduced its staffing from 20.55 FTE to 17.9 FTE, a 12.90 percent decrease.

Prior personnel reductions included one sales tax auditor, one person in purchasing, and reduced the revenue technicians from full to part-time. Finance and Administrative Services reduced one accountant position last year (2010) when the Accounting Manager position was filled internally.

Central Services has transferred \$100,000 to the General Fund in 2010 and 2008 as well as \$50,000 in 2009.

We have already eliminated or significantly reduced commodities and contractual so only personnel reductions remain. If additional expenditure reductions are required, there are two options available, both will require the reduction of one full-time position. The result of the reduction in personnel could reduce revenues to some extent or increase the time to process the various license requests the Department receives.

I have also attached information showing the amount of revenue the City would save if it eliminated the vendor fee. Also included are estimates of additional revenue that could be collected by raising the Waste Transfer Surcharge.

Attachments

Interoffice Memo

To: Gary Sears, City Manager
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: August 17, 2011
Subject: Waste Transfer and Vendor Fee

At previous study sessions I have briefly discussed reducing the vendor fee to zero. Currently, the City allows a vendor to keep .25 percent of the taxes remitted to the City for the administrative cost of collecting and remitting sales taxes to the City. The Finance and Administrative Services Department requests Council eliminate the vendor fee. This would result in a savings of approximately \$42,000 per year. This savings could fund a program or half the average salary and benefits of one employee. Many municipalities in the Metro Area have eliminated their vendor fees.

Also, at previous study sessions I have brought up the topic of the Waste Transfer Fee. This fee was enacted in 1985 at \$.20 per cubic yard and has not been changed since that time. There are very few comparable municipalities charging this fee as waste transfer stations are not widely distributed in the Metro Area, but an example of a municipality charge fee is the City of Boulder. Boulder imposes an \$.85 per cubic yard fee.

This fee was imposed to offset the wear and tear on City streets. This fee is imposed on all persons using the waste transfer facilities, many of them are not residents of the City of Englewood and pay no taxes for City services.

The City collected \$235,000 in 2010. If this fee would have been increased by an average inflation rate of three percent per year, the fee would be \$.43 per cubic yard and would have generated approximately \$507,118.. I have attached information regarding estimated collections at various fee levels.

As Council is aware the Public Improvement Fund (PIF) continues to be underfunded. If Council desired, a portion of any increase could be used to fund PIF projects with the remainder funding General Fund operations.

Attachment

Waste Transfer Surcharge
\$.20/cubic yard in effect since 1985

2010 Total Collections	\$235,869
Charge per Cubic Yard	\$0.20
Cubic Yards	1,179,345

Rate	Collections	Increase \$	Increase %
\$0.20	\$235,869		
\$0.25	\$294,836	\$58,967	25%
\$0.30	\$353,804	\$117,935	50%
\$0.35	\$412,771	\$176,902	75%
\$0.40	\$471,738	\$235,869	100%
\$0.43	\$507,118	\$271,249	115%
\$0.45	\$530,705	\$294,836	125%
\$0.50	\$589,673	\$353,804	150%

Vendor Fee Reduction to Zero

Licenses	Vendor Fee	Fee Per License
2,400	\$42,000	\$17.50



MEMORANDUM

To: City Manager Gary Sears
From: Library Director Dorothy Hargrove
Date: July 20, 2011
Subject: 2012 Budget Highlights

In order to reduce expenses by at least 2% in 2011 the Library has:

- Eliminated one library assistant position (due to a resignation)
- Minimized the use of substitute librarians by rearranging staff schedules and using supervisors for direct public service
- Created a new paraprofessional customer service position to fill schedules at lower cost
- Eliminated minor unnecessary expenses

We will meet targeted reductions while maintaining current service levels. We have opened an additional meeting room and a study room for community use and have assumed responsibility for managing Hampden Hall at no additional expense. We have a record number of participants in summer reading and the children's programs continue to be popular. We are partnering with the Literacy Coalition of Colorado and with Arapahoe Douglas Works to provide additional programs for our community. We are able to provide downloadable media at a discounted rate through a state-wide purchasing consortium.

These service levels are sustainable into 2012. To hold the line on expenses we will:

- Continue to use new customer service personnel to supplement professional staff
- Outsource processing and cataloging of materials to lower-cost vendors
- Reduce the cost of our contract for the library computer system
- Partner with Parks/Recreation Department on programs for children, teens and seniors

The demand for library services, however, will continue to put pressure on our current resources. As we move into 2012, we should consider:

- A capital expense of roughly \$24,000 to replace our current adult and children's computers. These computers are in constant demand and need to be updated.
- Opening the Library at 10:00 instead of 10:30 Monday – Saturday. The additional staff time would cost approximately \$7,500 for the year. Too many people are waiting every day for us to open, especially parents of young children.

I will also continue to explore the possibility of cooperative agreements with neighboring library districts. By sharing resources we may be able to trim costs and expand access to materials and special programs.



C I T Y O F E N G L E W O O D
I N F O R M A T I O N T E C H N O L O G Y

To: Gary Sears, City Manager

From: Jeff Konishi, Director – Information Technology

Date: August 1, 2011

RE: 2012 Budget Proposal

Executive Summary:

To accomplish a 2% reduction for the 2011 and 2012 budgets the Information Technology Department will require a reduction in FTE count from 11 to 10.

Information Technology - Projects

For the Information Technology Department, 2011 will be an impressive year for IT related projects since there are several large projects that have been completed or are in progress. Those projects, in addition to future projects include:

- Successfully implemented a new telephone system, replacing a 15+ year old system.
- Successfully implemented the ability to purchase Pirate's Cove tickets online and to scan them at the front gate.

- In progress – security camera replacements for the City
- In progress – Oracle upgrade to the latest version to insure that the City is in compliance with all Oracle maintenance agreements.
- In progress – data migration of all history on the City legacy system.
- In progress – replacement of the Police mug shot software.
- In progress – online sales tax submission and replacement of the existing sales tax software.
- In progress – update to Court software to allow for several online Court transactions in the coming months.

- Future project – One online sales tax submission website for several municipalities allowing businesses to file their tax information online.
- Future project – mobile applications for staff and constituents such as scheduling for inspections, request for permits, etc.
- Future project – online access for email, word processing, and storage of documents. Access can be from any source at any location – not just from work.



C I T Y O F E N G L E W O O D
I N F O R M A T I O N T E C H N O L O G Y

Information Technology - Budget

The original 2011 Information Technology budget is currently at \$1,338,543. A 2% sustainable reduction for 2011 and 2012 would be \$26,770, which would reduce the 2011 estimate to a net budget amount of \$1,316,648. Since the current IT budget is 71% Personnel costs and 17% fixed contracts, the only way to accomplish a reduction of this size is to eliminate a regular FTE. With technology constantly changing and the increasing demand that technology aid in the efficiency of day-to-day work; reducing IT staff at this time would put a huge roadblock in the ability to meet those demands and slow the progress of all projects and technology goals for the City. Other Department Directors also support this conclusion, and would be willing to allow the IT Department to maintain the FTE count at 11.

A budget savings of \$10,000 for the Information Technology Department is available due to the work of 2 IT staff members. Technical Support Specialist Russ Vaughn spent numerous hours auditing all of the City's phone lines, which produced a list of those that were no longer in use. Eliminating these lines will save the City \$5,000 in annual charges. In addition, Ted Wargin, Network Manager re-worked existing T1 contracts to improve the quality and efficiency while saving the City an additional \$5,000. The total reduction of \$10,000 will be reflected only in the 2012 budget since the majority of these savings will be realized beginning in that year.

As Director for the Information Technology Department, I will strive to maintain an efficient and cost effective technology operation in balance with the needs of the City Departments and Constituents. We will continue to explore shared services and combine operations where necessary while insuring that the user and constituent needs are being met. In addition, existing contracts will be reviewed to insure that the City is engaged in the most cost effective contracts possible.



C I T Y O F E N G L E W O O D
H U M A N R E S O U R C E S

TO: GARY SEARS, CITY MANAGER
CC: MIKE FLAHERTY, DEPUTY CITY MANAGER; FRANK GRYGLEWICZ, DIRECTOR OF FINANCE AND ADMINISTRATIVE SERVICES
FROM: SUE EATON, DIRECTOR OF HUMAN RESOURCES
DATE: JULY 25, 2011
SUBJECT: HUMAN RESOURCES BUDGET –REVISED 2011/PROPOSED 2012

Gary,

Per your direction, I have evaluated the Human Resources general fund budget to reflect a year end 2011 reduction of at least 2% below the approved budget, AND a 2% reduction below the approved 2011 budget amount continuing into 2012.

As of mid-year, I project that HR will end 2011 9.41% below the approved budget amount of \$481,102. This reduction was made possible by turnover that occurred in the department late in 2010 after the 2011 budget process was already completed. This reduction will not be sustainable into future years, however, because reorganization of department duties will cause me to add back the position that was vacated late last year. (See July 13 memo regarding the details of that reorganization)

For 2012 (and going forward), I will be able to eliminate our budget for recruitment advertising. The implementation of NeoGov recruitment software has been instrumental in the wide dissemination of all of our position postings on the web, eliminating the need for costly print publication of our openings. This savings will be sustainable. For 2012, even with the staffing changes you approved, the HR general fund budget will be 2% below the 2011 approved budget.

There are several regionalization initiatives that we have either already implemented or are exploring that will likely provide savings in the future – possibly as early as 2012. The first is the expansion of the regional focus of our annual Summit for Professional Growth begun in 2010. We generated revenue from the attendance of over 120 participants from 27 cities, counties, special districts, universities and the State. In an effort to increase those revenues for 2011, we have included several of the local government proponents of the Summit model in our planning committee for this year's event. We're anticipating that their involvement and support will translate into increased participation by employees at their entities. We're also working again with our 2010 sponsors: University College- University of Denver; Colorado chapter of the International Public Management Association – HR (IPMA-HR); Colorado Parks & Recreation Association (CPRA); CIRSA; Denman & Associates; Horizon Health and

Kaiser Permanente. Additionally, Colorado Municipal League will continue its support by providing Sam Mame's services as a Summit speaker and again advertising in their newsletter. State Senator Linda Newell has offered to promote the event through her town hall meetings and a number of other outreach methods. She is also presenting at the Summit.

In the exploration phases are the possibilities of: partnering with other agencies to reduce redundancies in recruitment (especially public safety), joint collective bargaining, shared use of training facilities with West Metro Fire District and opening up the Englewood Leadership Institute to outside participants.

From an internal service fund perspective, there are several cost-saving efforts in progress. We plan to leverage our technology capabilities during (or shortly after) the Oracle upgrade to eliminate benefit administration duties that previously required a .5FTE position. We've negotiated new rates with our insurance brokers that will equate to roughly a 1.5% reduction in 2012 insurance premiums, and are partnering with Kaiser to implement a comprehensive wellness program that will reduce our premiums by 2.6%. With your agreement, we're piloting property/liability allocation procedures which are less conservative than our previous methods. We will monitor them carefully over the next several years to ensure they provide the City with acceptable levels of risk management. All of the departments will benefit as a result of these cost containment efforts.

Gary, we'll continue to analyze all of our processes for potential streamlining. It is also important to remember that many of our services are "ad hoc" in nature and dependant on needs of the organization that are not always known during the budget planning process.

Thank you for your continued support of the Human Resources department's work, and please let me know if you have any questions about any of the above.



C I T Y O F E N G L E W O O D
H U M A N R E S O U R C E S

TO: MAYOR WOODWARD AND CITY COUNCIL MEMBERS
THROUGH: GARY SEARS, CITY MANAGER
FROM: SUE EATON, DIRECTOR OF HUMAN RESOURCES
DATE: AUGUST 17, 2011
SUBJECT: 2011 SUMMIT FOR PROFESSIONAL GROWTH

On behalf of the members of the 2011 *Summit for Professional Growth* Planning Committee, I'm proud to announce our 4th annual event. The Planning Committee is composed of inter-departmental City employees as well as representatives from other public sector entities. One of the goals of the committee is to continue to increase participation by government employees from across the metro region. Last year's *Summit* drew in over 120 "outside City" participants representing over 26 agencies and we're on track to exceed that number this year! By extending registrations to external participants we reduce the costs associated with producing this event.

The theme of this year's Summit is ***Today's Resilience is Tomorrow's Success*** and it will be held October 4th, 5th and 6th. The committee, led by Karen Main, HR's Training Specialist, has done an excellent job identifying speakers and topics that are relevant, timely and informative. While the Summit is specifically geared toward governmental employees, there are several keynotes and workshops council members may find of general interest and are welcome to attend if schedules allow:

- "Little Steps, Big Feat", Polly Letofsky – *Opening Keynote*, 8:30-10AM, Tuesday, October 4.
- "What's the Future of Local Government?" – Sam Mamet, CML, *Workshop*, 8:30-10AM, Oct. 5.
- "Inspired Integrity, Chasing Authentic Success – Corey Ciochetti, DU, *Keynote*, 3-4:30PM, Oct. 5.
- "Do I *Want* to be Resilient", Senator Linda Newell, *Workshop*, 8:30-10AM, Thursday, October 6.
- "Discover your Inner Champion", Tricia Downing, *Keynote*, 10:30-Noon, October 6.

For more details on the above programs and to see what's in store for employees at the rest of the Summit go to <http://summit.englewoodgov.org>.

Thank you for your support of City employees' professional development and our efforts to provide networking opportunities and to contain costs through the regionalization of the Summit.



MEMORANDUM

TO: Gary Sears, City Manager, Mayor Woodward and Members of City Council

FROM: Tamara Wolfe, Court Administrator

DATE: Aug 1, 2011

SUBJECT: Municipal Court Budget

As requested, the Court has reduced its anticipated 2011 budget by 2%. We were able to accomplish this through current personnel vacancies and a small reduction in security guard and service hours to the public. This is in addition to the .70 fte position that was forfeited during the 2011 budget process. We anticipate carrying at least one additional personnel vacancy as well as the security guard and service hour reductions through 2012. The Court hopes to be able to maintain current service levels with this staffing level provided we realize some on-line implementations as scheduled in 2011 and 2012. The reductions in personnel hours and services will allow us to sustain the 2% overall reduction into 2012 even with the implementation of proposed wage increases and discontinuation of furloughs.

Revenues continued a slight decline for a variety of reasons including differing judicial approaches and reduced filings. We don't expect any significant changes over the next year unless the economy in general would be subjected to a major fluctuation in one direction or another and anticipate revenues to maintain their currently reported status.

The Court appreciates the opportunity to discuss any issues that may need clarification.

MEMORANDUM



To: Englewood City Council

From: Stewart Fong  Director of Utilities

Date: July 19, 2011

Subject: Water Enterprise Fund 2012 Budget

The budget for the Water Fund has been examined using a five year cash flow model which projects revenues and expenses. Given our current situation, no rate increase is anticipated for 2012. Our fund balance and present income appear to cover all of our projected expenditures.

A 2% reduction in the Water Department's 2012 budget can be accomplished through cutbacks in spending for water meter replacements, funds set aside for water rights legal counsel and a variety of other spending reductions. Routine capital replacements are expected to be lower in 2012 which will also contribute to the overall reduction.

The proposed major capital projects for 2012 include:

- Relining of the 16" Union Avenue water main.
- Installation of Ultraviolet disinfection at the Allen Water Treatment Plant.
- Repairs to the roofs on the Overhead Treated Water Tanks.
- Replacement of the Allen Water Treatment Plant Roof.



MEMORANDUM

To: Englewood City Council

From: Stewart Ford, Director of Utilities

Date: July 19, 2011

Subject: Stormwater Enterprise Fund 2012 Budget

The Stormwater Fund pays other City departments for storm sewer system repair, maintenance and management.

The budget for the Stormwater Fund has been examined using a five year cash flow model which projects revenues and expenses. Given our current situation, no rate increase is anticipated the foreseeable future. Our fund balance and present income appear to cover all of our projected expenditures.

No major capital expenditures are planned.



MEMORANDUM

To: Englewood City Council

From: Stewart Fonda, Director of Utilities

Date: July 19, 2011

Subject: Sewer Enterprise Fund 2012 Budget

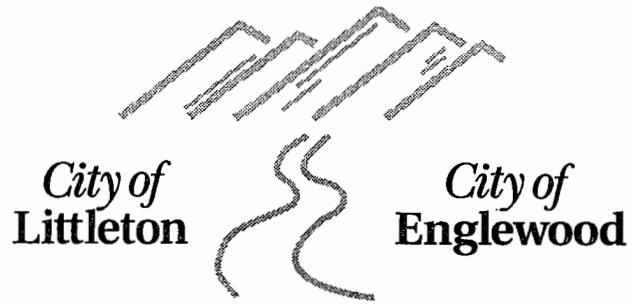
The budget for the Sewer Fund has been examined using a five year cash flow model which projects revenues and expenses. Our fund balance and present income appear to cover our projected expenditures. However, rate increases may be necessary in the coming years depending on capital improvement requirements at the Littleton/Englewood Wastewater Treatment Plant. Council may choose either to wait until the fund balance indicates the need for rate increases, or to implement a series of smaller rate increases next year. Because of various factors involved with billing our outside City Customers on an annual basis, rate increases need to be effective on June 1st rather than January 1st.

Because Littleton/Englewood Wastewater Treatment Plant charges and expenses are the majority of the Sewer Fund budget, a 2% reduction would be accomplished through their reductions and through a variety of other cuts to the Sewer Fund spending.

There are no major capital projects planned for the Sewer Fund in 2012.

**LITTLETON/ENGLEWOOD
WASTEWATER TREATMENT PLANT**

2900 S. Platte River Drive
Englewood, Colorado 80110
(303) 762-2600
FAX 762-2620



MEMORANDUM

TO: Englewood City Council
FROM: Stewart Fond ~~Director~~ Director of Wastewater Treatment
DATE: July 25, 2011
SUBJECT: Littleton/Englewood Wastewater Treatment Plant
2012 Budget

The proposed 2012 budget for the treatment plant is based on continuing the existing level of service in the operations, beneficial use, engineering and maintenance, business services, laboratory, regulatory compliance and pretreatment divisions. The proposed budget also includes several capital projects in construction and infrastructure maintenance.

A 2% reduction in the operations and maintenance 2012 budget, compared to the 2011, may be accomplished by reducing energy costs (several energy conservation projects are being implemented), eliminating energy escalation costs, reducing the vehicle fleet, deferring a number of routine capital purchases, extending position vacancies and reducing commodities purchases in several divisions.

Two construction projects are included in the proposed budget: ultraviolet light disinfection and an administration building addition. Both of these projects are multi-year in nature and the costs included in 2012 are primarily for design for each project. City Council has not approved these two projects and, although the projects are included the proposed budget, funds would only be expended upon Council approval. No work has been contracted for 2012.

A number of infrastructure maintenance projects are included in the proposed budget. This is work that keeps buildings and major structures in good repair and facility work that is beyond the scope of normal maintenance. The need for this work is based on inspections of facilities and is not based on a set schedule. The proposed 2012 budget includes roof replacements, building exterior masonry repairs and weatherproofing, energy conservation projects (HVAC and lighting), piping replacements and security improvements.

The Water Quality Control Commission is conducting a major rule making hearing in March 2012. The Commission will be deciding what appropriate water quality standards and regulatory requirements are regarding nutrients, primarily phosphorus and nitrogen and probably including chlorophyll a, biological integrity, etc. The earliest impact on budget would be in 2014 when the current discharge permit expires and a new permit could be issued. The Water Quality Control Division generally does not issue new permits for several years so the impact could be later.

MEMORANDUM



TO: Mayor Woodward
Englewood City Council Members

FROM: Dan Brotzman, City Attorney

DATE: July 12, 2011

REGARDING: Budget Reduction.

The City Attorney Budget for 2011 is \$762,518. A reduction of \$15,250 will be necessary to meet the City Manager's additional 2% cut for 2011. In a similar fashion to budget cuts in prior years, such reduction would need to come from a combination of personnel and outside attorney fees. To maintain that level for 2012 additional reductions will have to be made to compensate for insurance increases and benefits. Again that amount will have to be balanced between personnel and outside attorney fees.

It should be noted that the further reduction to personnel costs will affect services. Contact with departments, outside agencies, and citizens will be delayed. Legislation, contract review and other legal reviews will also be delayed. It should also be noted that the City Attorney has recommended departments needing outside attorneys review their individual budgets to address anticipated items such as labor negotiations, pension issues, sales tax advocacy, IT consulting, and any anticipated projects outside of the norm.

NOTE: Due to an adverse ruling from the IRS, outside contract prosecutors are now required to be listed and paid as employees. The change is reflected in an increase in personnel and a reduction in contractual. There is little very effect to the budget with this change.

CC: Gary Sears
Frank Gryglewicz
Jennifer Nolan

DB/nf



Memorandum

City Manager's Office

TO: Gary Sears, City Manager
FROM: Michael Flaherty, Deputy City Manager
DATE: July 28, 2011
SUBJECT: City Manager's Office 2012 Budget Summary

The City Manager's Office total expenditure for 2010 came in approximately \$11,000 under the authorized budget amount. The 2011 authorized budget is \$664,732, which is approximately \$5000 less than the 2010 authorized budget. Expenditure for 2011 are currently estimated at \$663,550, however, we have been operating with a vacant clerical position since mid-June. While we have utilized an intermittent on-call replacement for the vacancy, the position will not be filled with a permanent replacement until mid-August, which will generate some saving in our 2011 budget.

To reduce our budget, the vacant position will be filled at a lower level with a salary differential of approximately \$12,000. Since benefits for this position are unknown at this time, actual saving in our 2012 are not yet determined, but should be close to that salary differential. In order to reduce expenditures further would require a personnel reduction within the City Manager's Office.



Memorandum

City Manager's Office

To: Mayor Jim Woodward and City Council Members
Through: Gary Sears, City Manager
From: Michael Flaherty, Deputy City Manager ✓
Date: August 1, 2011
Subject: 2012 Preliminary Capital Project Recommendations

Source of Funds

Capital Project Fund (CPF) and Public Improvement Fund (PIF)

The source of funding for both the Capital Projects Fund (CPF) and the Public Improvement Fund (PIF) are revenues received to the Public Improvement Fund, primarily from auto and building use taxes and transfers in from other funds, including grant funds and the City General Fund. PIF revenues continue to trend lower in 2011 due to the recessionary impacts on construction and auto sales. We expect this trend to continue into 2012, although new construction projects, Kent Place and the Centennial Center Kings Soopers, in particular could improve the revenue picture. Projected PIF revenues for 2011 are currently estimated at \$1.6million. Anticipated 2011 year-end fund balance is anticipated to be less than \$50,000. No transfers from the General Fund are proposed in the 2011 budget.

Conservation Trust Fund (CTF)

Conservation Trust Fund revenues, annually distributed from the State of Colorado Lottery proceeds, are projected to remain at or near the 2011 level of approximately \$325,000, including interest. The unappropriated fund and contingencies balances at year-end 2011 are estimated at \$240,000, for a total of funds available in 2012 of approximately \$565,000. Use of Conservation Trust Fund proceeds is limited to parks, recreation, cultural and historic purposes.

Open Space Fund (OSF)

The City's share of Arapahoe County Open Space Fund 2012 revenues is estimated at \$640,000. The estimated fund balance at year-end 2011 is approximately \$295,000. Total funding available for appropriation in 2012 is approximately \$935,000 for eligible projects and maintenance personnel (ten percent of the annual distribution of Open Space funds is eligible for parks and open space maintenance purposes.) The Open Space Fund use is limited to parks and open space purposes.

Use of Funds

Capital Project Fund and Public Improvement Fund (PIF)

Requests for capital funding in 2012 are primarily relate to on-going maintenance of the City's infrastructure, building and technology systems and capital equipment. With potential funding of currently estimated at \$1.6 million available, we are able to fund only the very basic on-going capital infrastructure/system programs. Due to the fact that we are still evaluating potential revenue streams from new projects, we have grouped capital requests in priority order with thresholds of \$2 million, \$2.5 million and \$2.7 million, although it is unlikely that we will be able to fund projects requests beyond the \$2 million threshold. In addition, there are several projects that we know that we cannot fund that might possibly be considered for other funding sources. The most critical of these projects is the repair of the Dartmouth bridge over the South Platte River estimated at a cost of \$500,000. The bridge has a low sufficiency rating based on the Colorado Department of Transportation standards and in need of repairs to avoid further deterioration. However, if we were to fund the bridge repairs with available 2012 capital funds, we would have to reduce our annual street maintenance program by 2/3. We are already behind in our street maintenance program as indicated by the \$500,000 unfunded request in the deferred category.

Council may consider funding one of more of these unfunded projects by reordering of the proposed project priority or by looking to other sources of funding that may be available, such as the LATR fund or a future General Obligation Bond issue.

Conservation Trust Fund (CTF)

Recommendations for 2012 CTF projects total \$403,500. These recommendations matching funds for a future expansion of Pirates Cove, several Recreation Center and Pirates Cove equipment replacements and repairs and replacement of the RecTrac system (automated scheduling and registration system.)

Open Space Fund (OSF)

Recommended Open Space Fund projects for 2012 is \$772,000. Recommended projects include the, irrigation system replacement and automation, park landscape improvements, capital maintenance and equipment replacement, continuation of the tree replacement and flower bed programs, funding for allowable maintenance personnel, and set asides for future open space land acquisition and matching funds for potential grant funded park and open space projects.

The 2012 capital projects program will continue to be refined, with input of City Council, during upcoming budget deliberations.

Attachments:

2012 Preliminary Capital Project Preliminary recommendations

2012 Preliminary Conservation Trust Fund and Open Space Fund Funding recommendations

2012 Proposed Capital Projects Plan

Fund	Department	Description	Request	Recommended	Comments
31	FAS	1% Art in Public Places	\$1,660	\$1,660	Estimated 1% of CPF appropriations per ordinance requirement
30	FAS	Transfer to General Fund-Debt Service	\$486,739	\$486,739	2012 debt service/lease obligations- capital leases and capital equipment lease/purchases
30	PW	Road and Bridge	\$750,000	\$750,000	Annual street rehabilitation program
30	PW	Concrete Utility-City's share of Utility	\$280,000	\$224,000	City's share of Concrete Utility program expenses
30	PW	Bridge Repairs	\$50,000	\$50,000	Planned bridge rehabilitation - annual program
30	PW	Transportation System Upgrade	\$175,000	\$175,000	Annual transportation system program
30	PW	Building Maintenance/annual maintenance & improvements	\$106,060	\$106,060	Annual building maintenance and improvement program -14 facilities
31	IT	Software - Microsoft licenses	\$86,000	\$86,000	Licensing (contract) requirement
31	IT	Departmental PC Replacement	\$80,000	\$80,000	Scheduled desk top replacements
30	CD	TIP Station Area Planning Grant Matching Funds	\$30,000	\$30,000	Matching funds for grant award
		\$2 million threshold	\$2,045,459	\$1,989,459	
		PIF Totals	\$1,877,799	\$1,821,799	
		CPF Totals	\$167,660	\$167,660	
31	IT	Server Virtualization and Storage	\$15,000		Annual maintenance and upgrade program
31	IT	Telecommunications Systems	\$50,000		Mobile and desktop application software and hardware
31	Fire	Alert System replacement	\$49,600		Replacement of warning sirens - required to meet FCC requirements
31	IT	Library System	\$24,500		Hardware replacement
31	PW	Safety Service Building roof replacement	\$84,500		Completes reroofing of building
31	IT	Permit Tracking System	\$30,000		Upgrade of existing system
31	Police	Radio CERF	\$30,000		Annual equipment replacement program
31	Police	Computer Assist Dispatch/MIS System	\$30,000		Annual equipment replacement program
31	FAS	Financial & HR System	\$40,000		Final funding requirement for new automated Sales Tax reporting system
30	PW	Concrete Program-Handicap ramps	\$20,000		Continuation of handicap replacement program
31	FAS	Transportation Action Plan	\$3,000		ETAC recommendations implementation
31	PW	Safety Service Building sliding glass door replacement	\$12,000		Upgrade/improvement of existing entry
30	PW	Civic Center carpet replacement -3rd floor	\$115,000		Final phase of initial Civic Center carpet replacment
		\$2.5 million threshold	\$2,549,059		

2012 Conservation Trust Fund and Arapahoe County Open Space Funding

Fund	Department	Project Description	Request	Recommendation	Comments
03	CTF	ERC/Malley fitness equipment replacement	25,000.00		
03	CTF	ERC pool -paint pool deck	2,500.00		
03	CTF	ERC pool-regrout	2,000.00		
03	CTF	ERC pool-acid crossover system	2,000.00		
03	CTF	ERC pool cover pits	20,000.00		
03	CTF	ERC racquetball cts. -wall & floor replace	50,000.00		
03	CTF	ERC rec zone furniture replace	5,000.00		
03	CTF	RecTrac POS hardware replacement	7,000.00		
03	CTF	Pirates Cove expansion fund	100,000.00		
03	CTF	Pirates Cove improvements	5,000.00		
03	CTF	Pirates Cove Lazy River repaint/repair	40,000.00		
03	CTF	Pirates Cove Lazy River handicap lift	5,000.00		
03	CTF	Pirates Cove play structure repaint/repair	50,000.00		
03	CTF	Belleview Park Children's Train track repair	15,000.00		
03	CTF	CTF Contingency Fund	75,000.00		
		Total CTF	403,500.00		
10	Open Space	Tree maintenance program	20,000.00		
10	Open Space	Parks flowerbed program	19,000.00		
10	Open Space	Open Space land bank	100,000.00		
10	Open Space	Parks landscape improvements	50,000.00		
10	Open Space	Irrigation system replacement	75,000.00		
10	Open Space	Small equipment replacement	20,000.00		
10	Open Space	Parks maintenance employee compensation	63,000.00		
10	Open Space	Contingency	25,000.00		
10	Open Space	GPS/GIS	75,000.00		
10	Open Space	Grant matching funds	325,000.00		
		Total Open Space	772,000.00		

Memorandum

To: Mayor Jim Woodward and City Council
Through: Gary Sears, City Manager
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: August 18, 2011
Re: August 22, 2011 Study Session Materials

Attached you will find a copy of the General Fund Pro-Forma. This document will be discussed at the August 22, 2011 Study Session.

Attachment

City of Englewood, General Fund Revenue, Expenditure, & Fund Balance 2007 - 2012
 Scenario III: Increase 2010 S/T Estimate for 2011 by 4.5 Percent, 2 percent expenditure growth and 1.0% personnel cost increase 2012
 2012 provides for Salary and wage increases as negotiatee; No furloughs; maintain 10% FB and Balance Rev & Exp

Sales & Use Tax Growth:	#DIV/0!	0.95%	-3.31%	-0.60%	4.49%	-8.81%	8.12%	1.17%	-4.86%
Property Tax Increase:	#DIV/0!	2.27%	7.51%	14.21%	-0.10%	-0.83%	2.51%	1.64%	-0.96%
All Other Tax Growth Rate:	2.50%	2.50%	2.50%	6.36%	2.50%	-6.92%	10.25%	4.47%	-4.91%
All Other Revenue Growth Rate:	3.00%	3.00%	3.00%	1.46%	3.00%	1.28%	0.13%	-1.78%	1.65%
Investment Income Growth Rate:	2.00%	2.00%	2.00%	26.44%	2.00%	-55.80%	62.01%	-56.28%	-46.32%
Combined Expenditure Growth:	0.00%	0.00%	0.00%	2.35%	0.00%	0.44%	3.65%	-0.73%	-0.46%

Line	Budget 2007	Actual 2007	Budget 2008	Actual 2008	Budget 2009	Actual 2009	Budget 2010	Actual 2010	Budget 2011	8/1/2011 Estimated-2011	8/18/2011 Estimated-2011	Difference	Proposed 2012	Notes
0	REVENUES													
1	Property	2,565,000	2,623,118	2,820,000	2,995,990	2,993,000	2,971,303	3,046,000	3,020,884	3,017,000	3,017,000	0	3,017,000	Revenue Assumptions for 2012: - No tax increases - No use of LATR funds - Sales/Use Tax Revenue projects a 2% annual increase for 2012 (2011 estimate projects an increase to \$21,640,320 vs. budget of \$21,216,000) - Use of EMRF rents for General Fund Operations (2011-\$325,000; 2012-\$663,046 per year) - Intergovernmental revenue includes a one-time payment of \$218,000 from Denver Metro Drug Task Force \$118,000 recognized 2011 and \$100,000 in 2012 - P&R increased 2011 revenue projections by \$35,000 - 2011 Permits Revenue projection increased by approximately \$76,000
2	Specific Ownership	386,335	341,423	395,993	316,242	350,000	278,415	350,000	263,434	250,000	250,000	0	250,000	
3	Sales and Use (Net of Refunds)	22,540,447	22,753,820	22,000,000	22,617,767	23,632,500	20,624,659	22,300,000	20,866,515	21,216,000	21,640,320	0	22,073,128	
4	Franchise Fees	2,408,750	2,356,385	2,545,448	2,588,214	2,620,851	2,452,611	2,650,851	2,620,191	2,650,851	2,702,938	0	2,702,938	
5	Cigarette	310,000	278,785	280,000	281,743	250,000	218,448	250,000	196,320	190,000	190,000	0	190,000	
6	Hotel/Motel	8,173	9,722	8,500	10,078	8,713	9,141	8,713	8,806	8,713	8,713	0	8,713	
7	Total Taxes	28,219,245	28,363,253	28,049,941	28,790,034	29,855,064	26,552,577	28,605,564	26,976,150	27,332,562	27,808,971	0	28,242,777	
8												0		
9	Licenses and Permits	621,090	1,168,977	575,425	671,609	576,907	588,303	573,300	695,563	575,100	574,025	75,975	574,025	
10	Intergovernmental Revenue	1,190,470	1,106,280	1,094,573	1,079,285	991,448	1,333,688	1,185,204	1,465,970	1,459,564	1,753,114	0	1,552,315	
11	Charges for Services	3,182,500	3,113,550	2,938,128	3,476,583	3,058,177	3,163,735	3,333,114	3,254,830	3,336,962	3,359,181	-177	3,392,882	
12	Recreation	2,261,428	2,235,938	2,266,998	2,364,758	2,334,265	2,315,598	2,625,194	2,489,781	2,587,653	2,585,158	35,000	2,599,668	
13	Fines and Forfeitures	1,493,500	1,445,541	1,519,500	1,461,100	1,584,349	1,639,678	1,426,801	1,437,957	1,509,150	1,318,450	0	1,318,450	
14	Net Investment Income	300,000	411,516	355,500	520,325	372,611	229,999	372,611	100,545	200,000	100,000	0	100,000	
15	Other Revenue	150,000	166,247	277,385	215,824	277,900	643,311	411,177	293,658	423,112	413,653	0	419,153	
16	Total Revenues	37,418,233	38,011,402	37,077,450	38,579,518	39,050,721	36,466,889	38,532,965	36,714,454	37,424,105	37,912,552	110,798	38,199,270	
17												0.00%		
18	Expenditures													
19	General Government													
20	Legislation	229,959	227,964	255,513	254,254	283,853	250,044	263,314	213,870	250,120	249,640	-4,404	243,193	
21	City Attorney	720,646	694,358	762,280	698,563	799,937	678,038	767,546	702,228	762,518	768,302	-21,034	747,268	
22	Municipal Court	932,562	890,152	982,006	915,303	1,026,917	914,493	1,005,723	901,469	999,105	978,735	0	975,661	
23	City Manager	655,188	673,949	679,806	674,322	707,145	674,170	668,533	659,882	664,732	663,543	-24,743	672,753	
24	Community Development	1,686,645	1,412,444	1,575,862	1,464,725	1,639,615	1,366,437	1,457,667	1,301,473	1,344,556	1,496,766	-30,000	1,479,385	
25	Human Resources	563,298	557,855	570,474	579,136	560,898	456,275	504,898	419,421	481,102	435,833	0	471,141	
26	Finance & Administrative Services	1,700,220	1,568,074	1,724,429	1,626,571	1,764,772	1,575,924	1,684,000	1,445,581	1,550,906	1,519,463	0	1,542,511	
27	Information Technology	1,281,168	1,254,364	1,289,131	1,280,156	1,448,147	1,360,237	1,342,948	1,280,660	1,338,543	1,316,648	0	1,334,846	
28	Contingency (Leave Cashouts Main Expenditure)	395,000	130,925	100,000	59,759	60,000	160,578	60,000	48,139	90,000	150,000	0	150,000	
29	Total General Government	8,164,686	7,410,085	7,940,501	7,552,789	8,291,284	7,436,196	7,754,729	6,972,723	7,481,582	7,578,930	-80,181	7,616,758	
30												0		
31	Safety Services	16,833,823	16,497,359									0		
32	Fire			7,306,414	7,215,444	7,487,169	7,320,268	7,394,951	7,425,903	7,465,775	7,492,341	0	7,721,353	
33	Police			10,089,810	9,974,925	10,538,437	10,183,890	10,481,933	10,312,633	10,587,028	10,599,704	0	10,937,845	
34	Public Works	4,830,026	5,122,603	4,894,474	4,862,524	5,176,184	4,806,065	5,151,055	4,790,538	5,158,842	5,055,665	0	5,102,300	
35	Recreation	5,705,171	5,566,094	5,713,430	5,916,449	6,117,008	5,727,968	6,034,770	5,811,809	5,989,515	5,823,758	0	5,839,729	
36	Library	1,336,263	1,259,525	1,294,640	1,261,112	1,398,558	1,275,554	1,352,221	1,284,083	1,256,520	1,228,286	0	1,250,080	
37	Contributions to Component Unit						188,165	0				0		
38												0		
39												0		
40	Total "Direct" Government	28,705,283	28,445,581	29,298,768	29,230,454	30,717,356	29,501,910	30,414,930	29,624,966	30,437,678	30,199,754	0	30,851,307	
41												0		
42	Total Expenditures Before Non-Discretionary	36,869,969	35,855,666	37,239,269	36,783,243	39,008,640	36,938,106	38,169,659	36,597,689	37,919,260	37,778,684	-80,181	38,468,065	
43												0		
44	Debt Service & Contractual (Non-Discretionary):													
45	DTDT/MOA - Legislation	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	0	96,000	
46	Common Area Maintenance - Public Works	346,826	299,171	346,826	326,649	346,826	346,826	346,826	346,826	340,049	340,049	0	340,049	
47	Civic Center COP's (2023)	1,575,731	1,572,000	1,578,000	1,571,000	1,575,000	1,571,750	1,574,000	1,570,705	1,577,000	1,577,000	0	1,574,000	
48	Subtotal Debt Service/Contractual GF Funded	2,018,557	1,967,902	2,020,826	1,993,649	2,017,826	2,014,576	2,016,626	2,013,531	2,013,049	2,013,049	0	2,010,049	
49	Debt Service Paid from PIF Transfers:													
50	IBIS Lease	178,967	178,967									0		
51	Prepayment Lease - PIF (2065)	15,000	18,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	0	15,000	
52	Brownfields - PIF (2011)	100,063	100,063	100,063	100,063	100,063	100,063	100,063	100,063	100,063	100,063	0		
53	Information Tech Lease - CPF (2013)					185,226	0	197,000	56,666	113,332	113,332	0	113,331	
54	Ameresco Lease (2026)						15,781	15,781	37,644	34,378	34,378	0	87,068	
55	Ameresco Lease (2026) - Offset						(15,781)	(15,781)	(37,644)	(34,378)	(34,378)	0		
56	Delcer, VOIP, Cameras (2015)								151,416	152,946	152,946	0	152,947	
57	Fire Equipment Lease - PIF (2017)			118,393	118,393	118,393	118,393	118,393	118,393	118,393	118,393	0	118,393	
58	Subtotal Debt Service Paid from Transfers	294,030	297,030	233,456	233,456	418,682	233,458	430,456	290,122	498,204	534,112	0	486,739	
59	Total Non-Discretionary Expenditures	2,312,587	2,264,932	2,254,282	2,227,105	2,436,508	2,248,034	2,447,282	2,303,653	2,511,253	2,547,161	0	2,496,788	
60												0		
61	Total Expenditures	39,182,556	38,120,598	39,493,551	39,015,198	41,445,148	39,186,140	40,616,941	38,901,342	40,430,513	40,325,845	-80,181	40,964,853	
62												0		
63	Revenues Over (Under) Expenditures	(1,764,323)	(109,196)	(2,416,101)	(435,680)	(2,394,427)	(2,719,251)	(2,083,976)	(2,186,888)	(3,006,408)	(2,413,293)	190,979	(2,765,583)	
64	Other Financing Sources (Uses)													
65	Net Transfers in (Out) - Debt Service	294,030	297,030	233,456	233,456	418,682	233,458	430,456	290,122	498,204	534,112	0	486,739	
66	Net Transfers in (out) - GF Operations	(15,000)	2,043,291	1,740,333	1,930,560	1,063,035	617,987	1,413,977	1,156,488	2,021,000	2,021,000	(47,052)	1,063,046	
67												0		
68	Net Other Financing Sources (Uses)	279,030	2,340,321	1,973,789	2,164,016	1,481,717	851,445	1,844,433	1,446,610	2,519,204	2,555,112	(47,052)	1,549,785	
69												0		
70	Net Sources (Uses)	(1,485,293)	2,231,125	(442,312)	(1,728,336)	(912,710)	(1,867,806)	(239,543)	(740,278)	(487,204)	141,819	285,746	(1,215,798)	
71												0		
72	Beginning Fund Balance	7,583,883	7,143,302	7,329,183	9,374,427	10,362,859	11,102,763	8,518,581						



What if % for Non-
Personnel Line
Items
0.0000%

Division: 0101

Fund	Object # Description	Division	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	Mar-11 Actual	2011 Position Sheet	2011 Estimate	2012 Charges Intrapmtnt/	2012 Position Sheet	2012 Budget	2012 Comments
02	36201 Contributions	0101	330.00	1,175.00	(670.00)	505.00	475.00	-	100.00	-	100.00	-	-	100.00	
	Total Revenue		330.00	1,175.00	(670.00)	505.00	475.00	-	100.00	-	100.00	-	-	100.00	
02	51101 Regular Employees Salaries and Wages	0101	52,327.44	52,421.18	52,585.52	52,384.80	51,983.60	52,200.00	9,834.68	51,417.00	51,417.00	-	52,200.00	52,200.00	Council salaries
02	51201 Social Security	0101	3,204.66	3,083.19	3,588.74	3,435.78	3,517.82	4,085.00	649.22	3,933.40	3,933.00	-	3,993.30	3,993.00	
02	51203 Workers' Compensation	0101	192.00	-	-	-	-	-	-	-	-	-	-	-	
02	51205 Other Group Insurance	0101	887.00	917.00	948.00	986.00	986.00	986.00	986.00	-	986.00	986.00	-	986.00	Unemployment, Flex & Admin. Costs, EAP
02	52101 Office Supplies - General	0101	2,832.60	3,343.01	1,670.71	1,676.43	3,201.02	1,600.00	323.82	-	1,600.00	-	-	1,600.00	General office supplies
02	52102 Postage/Mail Services	0101	13,889.67	16,397.70	14,457.52	17,159.22	15,554.74	20,500.00	2,764.34	-	20,500.00	-	-	20,500.00	Citizen Newsletter (\$15,408) + mailing costs + other postage
02	52103 Inside Printing Print Shop	0101	6,451.34	9,753.37	8,674.26	6,311.42	3,438.70	7,000.00	1,018.35	-	7,000.00	-	-	7,000.00	Print Shop copies for Council packets, copies and other in-house printing
02	52104 Copiers/Printers Print Shop	0101	7,215.71	8,979.66	10,132.14	7,349.46	4,329.20	8,000.00	578.65	-	8,000.00	-	-	8,000.00	Copies from in-house printers on 3rd floor
02	52105 Office Supplies Print Shop	0101	119.07	56.25	250.24	247.21	409.16	125.00	19.75	-	125.00	-	-	125.00	City of Englewood notecards for Citizen of Year from Print Shop
02	52106 Postage Print Shop	0101	642.14	1,091.21	711.63	523.71	892.71	1,000.00	75.63	-	1,000.00	-	-	1,000.00	Postage for Council mailings
02	52151 Operating Supplies - General	0101	541.07	2,114.14	581.09	1,503.50	386.79	5,600.00	109.50	-	5,600.00	-	-	5,600.00	2010 Redux of \$2,100 - Discretionary \$50/member/month (\$4,200), Calendar artist acknowledgements (\$1,000), MMCYA (\$500), gifts, flowers
02	52152 Operating Supplies Servicenter	0101	63.68	-	-	-	-	-	-	-	-	-	-	-	
02	52153 Computer Supplies	0101	-	-	-	-	62.99	-	-	-	-	-	-	-	
02	52651 Food	0101	5,714.47	5,879.03	6,138.34	4,619.56	4,777.15	6,000.00	878.89	-	6,000.00	-	-	6,000.00	Council dinners (\$2,400), other dinners & lunches, receptions, B/C appreciation ice cream (\$100)
02	52701 Books/Magazines/Subscriptions	0101	280.00	-	(232.06)	-	-	-	-	-	-	-	-	-	2010 Redux of \$250 - New Council Member books
02	54201 Professional Services	0101	7,836.32	6,617.86	3,140.75	12,830.00	4,537.32	3,000.00	-	-	3,000.00	-	-	3,000.00	2010 Redux of \$12,000 for Citizen Survey - Calendar art scanning (\$1,300), calendar framing (\$1,500), other prof. services, meeting facilitation
02	55504 Machinery and Equipment Rental	0101	-	273.00	-	-	-	-	-	-	-	-	-	-	
02	56208 P&L Departmental Premiums Risk Man	0101	1,371.00	1,365.00	1,327.00	876.00	876.00	876.00	876.00	-	876.00	514.85	-	515.00	Property/Liability Allocation
02	56301 Telephone/Cellphone/Pagers	0101	902.29	893.72	320.96	331.90	-	-	-	-	-	-	-	-	Phones/DSL/Internet
02	56401 Advertising	0101	13,000.00	13,781.34	12,718.82	11,760.24	13,000.00	15,000.00	1,000.00	-	15,000.00	-	-	15,000.00	2010 Redux Eliminate Chamber Lunch of \$2,500) - Sponsorships include July 4th (\$8,000), Chamber events (\$5,000), Citizen/Year (\$1,000), B/C appreciation gifts (\$1,000), other community events
02	56501 Outside Printing	0101	20,927.00	24,327.25	19,470.00	23,533.51	23,858.88	25,540.00	1,806.85	-	25,540.00	-	-	25,540.00	2010 Redux of \$1,200 for calendar printing - Citizen Newsletter printing (\$11,606), Calendar printing (\$12,000) & other outside printing
02	56601 Travel	0101	4,971.22	11,821.17	14,202.06	13,651.25	6,055.15	6,500.00	3,503.25	-	6,500.00	-	-	6,500.00	2010 Redux of \$700 & 2011 Redux of \$3,000 - NLC, CML & other conference expenses
02	56602 Mileage and Parking	0101	123.91	73.05	125.11	-	60.00	-	-	-	-	-	-	-	
02	56701 Professional Development	0101	3,959.00	3,668.00	5,445.00	3,453.00	5,105.00	2,500.00	1,655.00	-	2,500.00	-	-	2,500.00	2010 Redux of \$1,000 & 2011 Redux of \$1,000 - NLC, CML & other conference registration
02	56704 Memberships & Dues	0101	14,858.22	14,863.68	14,863.68	12,037.09	11,796.37	12,037.00	3,781.37	-	12,037.00	-	-	11,037.00	2012 Redux of Chamber dues by \$1,000 - Englewood Chamber dues (\$3,515), South Metro Chamber dues (\$1,500), RACQ (\$4,500), Metro Mayor's Caucus (\$2,207)
02	57101 Council Approved Aids	0101	31,250.00	31,250.00	32,150.00	30,250.00	26,525.00	25,000.00	22,974.00	-	25,000.00	-	-	25,000.00	Various agency donations
02	57102 Aid to Individuals	0101	237.45	550.00	500.00	500.00	500.00	1,000.00	-	-	1,000.00	-	-	1,000.00	Donations to individuals
02	57103 Aid to Other Agencies	0101	96,000.00	96,709.01	96,000.00	96,000.00	96,000.00	96,000.00	-	-	96,000.00	-	-	96,000.00	MOA Contract
02	57204 Other Expenses	0101	50.00	95.74	46.48	-	-	-	-	-	-	-	-	-	
	Total Expenditure		289,847.26	310,324.56	299,815.99	301,420.08	277,853.60	294,549.00	52,835.30	55,350.40	293,614.00	1,500.85	56,193.30	293,096.00	