

2012

BUDGET



City of Englewood
COLORADO

1000 Englewood Parkway
Englewood, Colorado 80110

www.engagewoodgov.org

City of Englewood, Colorado

2012 **Budget**

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Englewood
Colorado**

For the Fiscal Year Beginning

January 1, 2011

President

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, 2011**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

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

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

January 1, 2012

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

I am pleased to submit the 2012 Budget for the City of Englewood that has been adopted by the City Council. The annual budget serves as the foundation for the City's financial planning and fiscal management. It also provides a comprehensive plan to provide quality services to the Englewood community based upon conservative revenue estimates. The Budget was developed in accordance with State laws and City Charter requirements. The Budget is based on the modified accrual method.

Budget Document

This document is the result of a collaborative process with the guidance and direction of City Council, and input from the Board and Commission Members and citizens. The budget document is prepared in accordance with nationally recognized guidelines of the Distinguished Budget Presentation Award program criteria as developed by the Government Finance Officers Association. This budget document is intended to serve as:

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

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

City of Englewood, Colorado **Budget 2012**

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

Outcome Based Budget

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

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

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

Performance Measure Management In order to monitor whether the City services and programs support the desired outcomes, City staff identifies meaningful performance measures/indicators that provide objective data. City staff reviews and analyzes the performance measurement data in conjunction with the results of the 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.

Guidelines

After discussing the 2011 forecast and the 2012 preliminary and revised budget projections with City Council on February 28, August 1, and August 22, the 2012 budget expenditure guidelines were established to address the impact of reduced revenue sources while maintaining fund balance and maintaining service levels. In order to balance revenues with expenditures (and maintain an adequate fund balance), the expenditure budget for 2012 was held as close to the 2011 estimate as possible. The department budgets include wage increases for all employee groups, no furlough days, a 7.04% increase in 2012 medical premiums and no increase in dental premiums.

The following are the general guidelines established for the 2012 Budget preparation:

- Present a **two** percent budget reduction scenario for **2011**. Please include the personnel/service implications in your scenario including the impact on programs to be reduced, eliminated, outsourced, etc. If the amount provided in 2011 is sustainable, i.e. a permanent reduction of an on-going expenditure, this reduction may also be listed in 2012.
- No new programs or personnel may be added without the City Manager's approval. Please submit separately a service enhancement request form for any program or personnel changes for consideration by the City Manager.
- Continue to review services and programs that may be eliminated, reduced, contracted, "regionalized," or privatized with minimal impact on the City's service levels.
- Identify any new revenue sources available or charges/fees that may be increased without a TABOR vote (tax increases, etc.).
- All currently vacant positions must not be filled without prior approval by the City Manager.
- Salary increases for the Englewood Employees Association (EEA), Englewood Fire Fighters Association (EFFA), Englewood Police Benefit Association (EBPA), Managers, Supervisors, and Confidential (MSC) employees and Department Heads are included in the proposed 2012 budget.

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- Payout of unused personal leave for EEA, MSC and Department Heads has been eliminated for 2012.
- Increase the Waste Transfer Fee from \$0.20 to \$0.50 per cubic yard. The fee has not been increased since 1987.
- Eliminate the .25% Sales Tax Vendor Fee paid to taxpayers for timely remitting and reporting the sales tax collected.
- Human Resources estimates a 7.04 percent increase for health insurance premiums. No increase in dental insurance premiums is anticipated for 2012. Other insurance premiums for 2012 will be provided by Human Resources.
- Workers Compensation premiums will be provided by Human Resources.
- 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). Additional pension contributions may result from union negotiations.
- Capital expenditure requests are submitted separately for consideration into the Multiple Year Capital Plan (MYCP).

General Fund

The 2012 Budget identifies on-going challenges for the City. The 2012 Budget projects an imbalance between revenues and expenditures that negatively impacts the fund balance. This is a concern for the future 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 more than ten (10) percent of revenues. This was accomplished by expenditure reductions, revenue increases, and one-time interfund transfers. The estimated General Fund unreserved/undesignated fund balance for 2011 is projected at 12.08 percent of revenues, and the undesignated, reserve for 2012 is approximated to be 10.58 percent.

The following highlights General Fund department changes for 2012:

- ▶ **Legislation** – The budget will delay the Citizen Survey to 2013 and reduce council approved aid by \$5,000.
- ▶ **City Manager’s Office** – The budget provides for no new programs or services, however a vacant position was filled at a lower level classification.
- ▶ **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 provides for no new programs or services and eliminates the vendor fee paid to taxpayers for the timely collection and remittance of sales tax.
- ▶ **Information Technology** – The budget contains no new programs or services and a reduction in telephone system maintenance fees. One vacant position is currently being evaluated.
- ▶ **Community Development** – The budget consists of no new programs or services and provides funding for the Catalyst Program (\$120,000). The budget also provides for the *art* Shuttle program with the aid of sponsorships.
- ▶ **Public Works** – The budget includes no new programs or services.
- ▶ **Police** – The budget provides for no new programs or services.
- ▶ **Fire** – The budget includes no new programs or services.
- ▶ **Library Services** – The budget accounts for extending hours to the public by one half hour six days a week, Monday through Saturday.
- ▶ **Parks and Recreation** – The proposed budget incorporates no new programs or services.

Wage increases in 2012 for three of the four employee groups have been offset in whole or in part by changes in benefit costs. The cost of the Community Development Catalyst Program, which cost was funded in 2011 by the LTAR fund, is funded in whole in 2012 by the General Fund, The budget anticipates 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 \$38,456,955 for 2012, an increase of 1.1 percent over the 2011 revenue estimate of \$38,023,350. Sales and use tax revenue, which comprise approximately 58 percent of General Fund revenues in 2012, is estimated at \$22,115,126, a 2.0

City of Englewood, Colorado **Budget 2012**

percent increase over the revised 2011 sales and use tax revenue estimate. 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 to close in 2011 and in 2012.

Other Revenue Budget Information

- Property tax revenue is estimated at \$3,017,000 and \$2,880,000 for 2011 and 2012 respectively. This change is due to Arapahoe County's property assessment conducted in 2011. The next bi-annual property assessment by the Arapahoe County Assessor's Office is scheduled for 2013.

Expenditure Appropriations With 2012 revenues projected at \$38,456,955 and proposed expenditures of \$40,949,793, the unfavorable variance between revenues and expenditures is projected to be \$2,492,838.

Net Transfers No Transfers-Out from the General Fund is anticipated for 2012. The Transfers-In to the General Fund is estimated at \$1,969,785.

General Fund Transfers-In:

Public Improvement Fund	\$ 486,739
ServiCenter Fund	100,000
Risk Management Fund	720,000
Englewood/McLellan Reservoir Fund	663,046
Total	<u>\$ 1,969,785</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 \$486,739. This amount represents the Selbe Lease (\$15,000), the Fire Trucks Lease (\$118,393), the Green Programs financed by Qualified Energy Conservation Bonds (\$87,068), the computer replacement lease (\$113,331) and the capital lease for various Public Works and General Government equipment (\$152,947).
- The Servicer Fund and Risk Management Fund will also transfer to the General Fund amounts in excess of required fund balance of \$100,000 and \$720,000 respectively.
- The Englewood/McLellan Reservoir Fund will transfer approximately \$325,000 in 2011 and \$663,046 in 2012 from tenant rents to fund General Fund operations.
- The Neighborhood Stabilization Program Fund will transfer amounts not repaid in 2011 to repay the LTAR for funds advanced in 2010 and 2011.

The projected operating deficit for 2012 is \$523,053 which takes into account net transfers to the General Fund of \$1,969,785.

Fund Balance The General Fund's 2012 estimated fund balance is \$8,230,601. The fund balance consists of two components: total reserves and unreserved/undesignated amounts.

Fund Balance Reserves The 2012 General Fund reserves as noted below total \$4,161,979.

- **Reserve for TABOR Emergencies** Emergency reserves have been established as required by Article X, Section 20 of the Constitution of the State of Colorado. The amount set aside for 2012 is \$1,150,000.
- **Reserve for Contractual provisions** The amount reserved for contractual provisions represents funds that are legally restricted under contractual commitments. The 2012 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 are held 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 2012 estimated balance in LTAR is \$2,713,467. This balance reflects the repayment of the \$750,000 transferred in 2010 for the Neighborhood Stabilization Program Fund. City Council approved the use of the Englewood McLellan Reservoir Foundations tenant lease estimated amounts \$325,000 in 2011 and \$663,046 in 2012 for General Fund operations.

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Fund Balance Unreserved/Undesignated The estimated 2012 General Fund unreserved/ undesignated fund balance is \$4.07 million or 10.58 percent of General Fund total revenue.

City management and City Council will continue to closely monitor expenditures and revenues to maintain a minimum of 10 percent unreserved/undesignated fund balance in order to guard against General Fund shortfalls in revenues or unanticipated expenditures over the next year and for the next several years. In addition, looking toward 2012 and beyond, the City will actively look for ways to reduce operating expenditures and take advantage of new sources of revenues, in order to limit the need for periodic transfers. While this will be a challenging task, it does provide the City with opportunities to develop and utilize new long term revenue sources and, perhaps, find innovative ways to deliver services to our citizens. Collectively, we will be able to meet the financial challenges of the future.

Special Revenue Funds

- The Conservation Trust Fund will provide for parks, recreation and open space projects estimated at \$403,500 for 2012.
- The Open Space Fund will finance several parks and open space projects totaling \$709,000 and parks maintenance personnel at \$63,000.
- The Community Development Fund continues to oversee the operation of the *art* Shuttle program. Financing will be shared between RTD and the City with possible sponsorships and/or reduction in operating costs. The Community Development Department's 2012 budget provides \$70,000 for the City's share in the operation of the *art* Shuttle. RTD provides for the balance of the total operating costs of approximately \$300,000.
- Neighborhood Stabilization Program Fund's budget provides for the federal grant funds to rehabilitate and resale approximately twenty foreclosed residential properties. Start-up funds, provided from the LTAR, were required in 2010 in the amount of \$750,000 which will be repaid to the LTAR partially in 2011 and the remainder in 2012.
- Donors Fund will fund various projects with contributions received from donors.
- Additional funds budgeted for and monitored by the City are the Malley Senior Recreation 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 built Pirates Cove and improved Englewood's two recreation centers. The 2012 debt service payment for principal and interest totals \$959,200.

Capital Projects Funds

The General Fund will not have excess reserves to transfer funds to the Capital Projects Funds in 2012.

- The Public Improvement Fund (PIF) will provide \$1,229,000 for essential infrastructure maintenance projects and equipment. Additionally the PIF will transfer \$486,739 to the General Fund for current debt service obligations and \$285,000 to the Capital Projects Fund.
- The Capital Projects Fund includes financial support from the PIF in the amount of \$285,000 for projects totaling \$274,781.

Enterprise Funds

- The proposed budget incorporates no rate increases for the services provided by the Water Fund for 2012. The budget includes funds for a rate study to determine revenue levels required to finance an ultraviolet disinfection project.
- A mid-year increase ranging from 0% to 4% is proposed for the Sewer Fund for 2012 to finance its share of the Littleton/Englewood Wastewater Treatment Plant's ultraviolet disinfection project; however, the decision to move forward this project is pending.
- No 2012 rate increase is proposed for the Storm Water Drainage Fund customers.
- The Concrete Utility Fund proposes no fee increase scheduled for 2012.

City of Englewood, Colorado **Budget 2012**

- The Golf Course Fund proposes a modest fee increase in green fees and pull-cart rentals for 2012.
- The Housing Rehabilitation Fund's budget consists of the revenue and expenses associated for the housing rehabilitation program.

Internal Service Funds

- The Central Services Fund plans to hold its operations at 2011 levels, adjusted for anticipated increases in salary and wages, benefits and energy/fuel costs.
- The Public Works Director and the Deputy City Manager monitor the fleet size and usage on a regular basis. The fleet size will be adjusted to meet the City's need. It is anticipated that the on-going evaluation of the City's fleet inventory, will result in cost savings of acquiring and maintaining the City's "rolling stock." Both the Servicer and Capital Equipment Replacement Funds are proposing a budget based on modest increases over 2011 levels for anticipated increases in salary and wages, benefits and energy/fuel costs. The Servicer Fund has excess reserves and return \$100,000 to the General Fund.
- City staff continues to find ways to negotiate lower insurance premiums for employee benefits as well as for City property. The Employee Benefits fund is providing for a 7.04 percent increase in medical health and no increase in dental insurance premiums for 2012. The Risk Management fund has held the 2012 property and liability insurance and workers' compensation insurance expense at 2011 levels for all divisions.

City staff and I believe that based upon conservative revenue estimates, the 2012 budget provides a comprehensive plan for providing quality services and amenities to the community.

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, 2011**. 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 2012 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, the Boards and Commission, the department directors and their staff on the budget preparation. I believe City employees utilize creative and cost effective solutions to maintain the many high quality services and amenities our citizens enjoy at a very reasonable price. I would especially like to thank Finance and Administrative Services Director, Frank Grylewicz, the staff of the Finance and Administrative Services Department and Deputy City Manager, Michael Flaherty for their work in the preparation and compilation of the 2012 budget.

Respectfully submitted,

Gary L. Sears
City Manager

Introduction

Principal Officials

Elected Officials

City Council

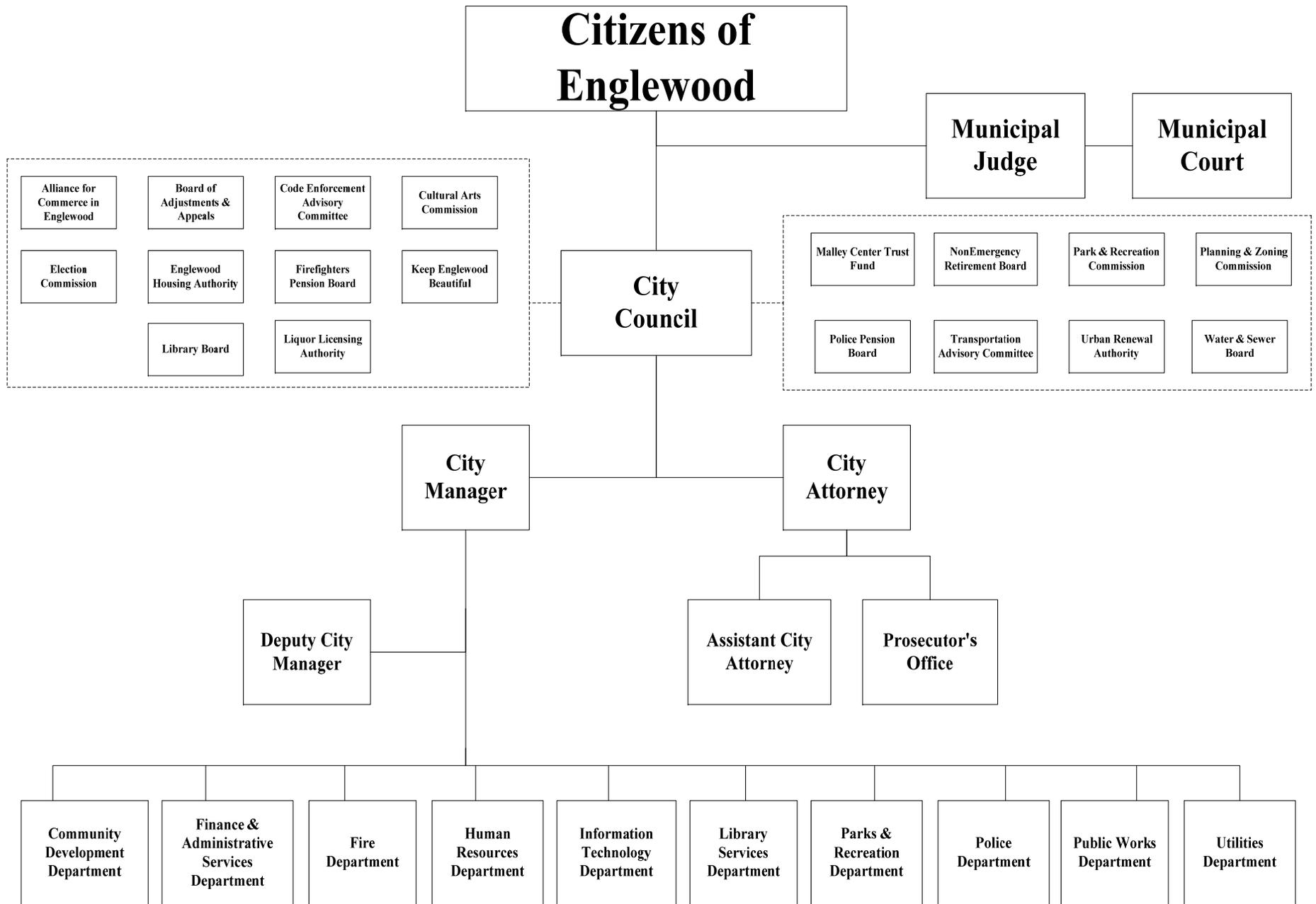
MayorRandy Penn, District 3
Mayor Pro-TemJim Woodward, At-Large
Council Member..... Joe Jefferson, District 1
Council Member..... Linda Olson, District 2
Council Member..... Rick Gillit, District 4
Council Member..... Bob McCaslin, At-Large
Council Member..... Jill Wilson, At-Large

Municipal Judge Vincent Atencio

City Officials

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

**City of Englewood, Colorado Budget 2012
Organizational Chart**



City of Englewood, Colorado **Budget 2012**

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. The Englewood Station is also located at CityCenter Englewood.

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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 popular golf course, and one of the most successful senior centers in the region. Pirates Cove, a family aquatic center offers a variety of aquatic activities.

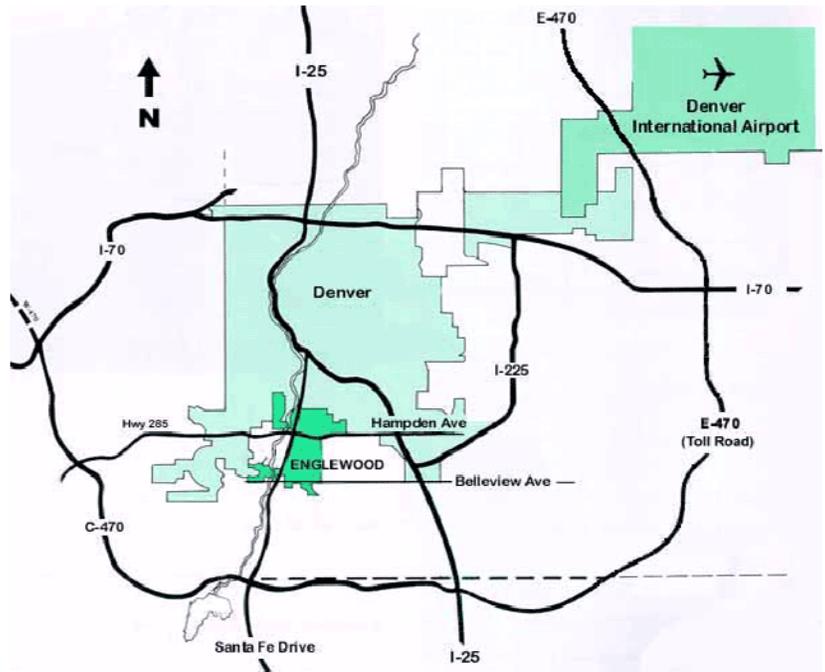
In addition to recreational opportunities, the City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets and other infrastructure, library services and general government services. The City operates and maintains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

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

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

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

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



City of Englewood, Colorado Budget 2012

Englewood At a Glance

Year of Incorporation	1903
Year Council – Manager form of Government Adopted.....	1952
Elevation above sea level	5,371 feet (1,637 meters)
City Area	6.56 square miles (16.9903 square kilometers)
Population	30,255
Households.....	14,375
Housing Units.....	15,478
Median Age.....	37.1
Median Household Income (2005-2009)	\$42,451
Employment	23,620
Municipal Court	1
Municipal Library	1
Police Station	1
Fire Stations	3
Parks and Recreation Facilities	
Broken Tee Golf Course (18-Hole, 9-Hole, Par 3 and Driving Range)	1
Englewood Recreation Center (includes one in-door swimming pool).....	1
Malley Senior Recreation Center	1
Pirates Cove Aquatic Park (includes one out-door swimming pool)	1
Parks (includes one Dog Park).....	13
Public Works	
Miles of Streets	121.63
Miles of Alleys.....	39.5
Number of Bridges.....	14
Water	
Miles of Water Mains.....	155
Inside City Water Fee - first 400,000 gallons	\$3.29 per 1000 gallons
Inside City Water Fee - over 400,000 gallons.....	\$2.04 per 1000 gallons
Outside City Water Fee - first 400,000 gallons	\$4.61 per 1000 gallons
Outside City Water Fee - over 400,000 gallons.....	\$3.29 per 1000 gallons
Wastewater	
Miles of Sanitary Sewer Mains	530
Wastewater Fee	\$2.86 per 1000 gallons
Storm Water Mainenance Fee	
Residential Annual Rate.....	\$16.66
Annual Rate for all other customer classes per square foot of impervious area within their property.....	\$.00554
Concrete Utility Sidewalk/Curb Concrete Maintenance Fee	
Annual Rate per square foot.....	\$.098

2011 Property Tax Mill Levy (Payable in 2012)

City of Englewood	
Operations Basic Rate- General Fund	5.880
Debt Service-Debt Service Fund	1.741
Arapahoe County*	15.979
Urban Drainage & Flood Control District*	0.576
Sub Total Mill Levy for all residents	24.176
Valley Sanitation District*	2.493
Englewood School District No. 1*	37.495
Sheridan School District No. 2*	37.891
Littleton School District No. 6*	55.389
Cherry Creek School District No. 5*	50.947

Sales Tax Rate Composition

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

* 2010 Mill Levy collected in 2011 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 **Budget 2012**

The chart below provides per capita revenue and expenditure information regarding the direct and general government services accounted for in the General Fund. Also provided is the per capita General Obligation Debt accounted for in the Debt Service Fund.

	2006	2007	2008	2009	2010	2011 Estimate	2012 Budget
Population	32,191	32,191	32,191	32,191	30,255	30,255	30,255
General Fund							
Total Revenue Per Capita	\$ 1,099	\$ 1,181	\$ 1,198	\$ 1,133	\$ 1,214	\$ 1,257	\$ 1,271
Total Expenditure Per Capita	\$ 1,113	\$ 1,184	\$ 1,215	\$ 1,217	\$ 1,286	\$ 1,331	\$ 1,353
Debt Service Fund							
General Obligation Debt Per Capita	\$ 33	\$ 34	\$ 34	\$ 34	\$ 36	\$ 31	\$ 32

Economic Outlook

Colorado The 2012 forecast is taken from the *Colorado Business Economic Outlook 2012* report prepared by the Business Research Division of the University of Colorado Leeds School of Business. The *Colorado Business Economic Outlook 2012* reported that two and a half years have passed since the National Bureau of Economic Research declared the recession had ended; however, the nation continues slow economic growth. Like the rest of the nation in 2011, Colorado has experienced slow job growth. The state added 27,500 jobs (a gain of 1.2%) in 2011 which is one-fifth of the jobs lost from 2008 through 2010. The consensus of the 2012 estimating committees is that the state will add another 23,000 new jobs (please refer to the chart below titled “Estimated Net Jobs Created in Nonagricultural Wage and Salary Employment Sectors”). Only three sectors are anticipated to experience job losses in 2012. The Goods Producing sector is expecting a net jobs loss in manufacturing (1,900), while the Services Producing sector anticipates shedding jobs in Information (500), and Financial Activities (1,000). All other sectors within the Goods Producing and Services Producing sectors will experience growth with most of the growth from Education and Health Services (7,500), Business and Professional Services (6,800) and Leisure and Hospitality (3,800).

Estimated Net Jobs Created in Nonagricultural Wage and Salary Employment Sectors 2000–2012 (In Thousands)

Sector	2000-2011a	2010a	2011b	2012c
Mining and Logging	14.9	0.2	3.4	1.1
Construction	-56.6	-16.2	-4.0	2.9
Manufacturing	-51.5	-4.4	2.8	-1.9
Total Goods Producing	-93.2	-20.4	2.2	2.1
Trade, Transportation and Utilities	-20.5	-6.0	4.7	2.4
Information	-36.2	-3.0	-0.6	-0.5
Financial Activities	-4.8	-4.0	-0.5	-1.0
Professional and Business Services	24.7	-0.4	7.2	6.8
Education and Health Services	71.8	7.4	8.0	7.5
Leisure and Hospitality	23.3	0.7	7.4	3.8
Other Services	9.5	-1.2	0.8	1.5
Government	48.1	3.4	-1.7	0.4
Total Services Producing	115.9	-3.1	25.3	20.9
Total Jobs Created	22.7	-23.5	27.5	23.0

a Revised

b Estimated

c Forecast.

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

City of Englewood, Colorado **Budget 2012**

The 2010 census results report that Colorado’s population reached 5,029,196 on April 1, 2010. This is an increase of 715,862 or 16.9%, over the decade. Colorado ranked ninth in the nation for population growth since the last census. For the same time period, the U.S. population grew by 9.6%. The 2010 census data depicts a slowing compared to the previous decade, when Colorado’s population rose by 31%, or 1.02 million.

The Colorado unemployment rate is anticipated to fall marginally to 8.4% in 2012. This lower unemployment rate indicates that household employment will somewhat outpace growth in the labor force.

Colorado Resident Labor Force, 2003–2012

(In Thousands) (Not Seasonally Adjusted)

Labor Force	2003	2004	2005	2006	2007	2008	2009	2010	2011 a	2012 b
Colorado Labor Force	2,492.3	2,535.4	2,588.4	2,655.6	2,698.6	2,737.3	2,727.6	2,687.4	2,687.5	2,737.5
Total Employment	2,339.5	2,393.0	2,455.8	2,541.8	2,598.4	2,605.5	2,501.8	2,447.7	2,454.5	2,506.7
Unemployed	152.8	142.4	132.6	113.8	100.2	131.8	225.8	239.7	233.0	230.8
Unemployment Rate	6.1%	5.6%	5.1%	4.3%	3.7%	4.8%	8.3%	8.9%	8.7%	8.4%

a Estimated

b Forecast

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

The noticeable change in the Colorado economy during this past decade (2001-2011) is the structural shift from a goods-producing to a service-producing economy. The 2001-2011 decade encountered a net loss of 93,200 jobs in the goods-producing sectors as compared to the gain of 115,900 jobs in services-producing sectors. This trend is expected to continue in 2012, with goods-producing jobs increasing by 2,100 and services-producing jobs increasing by 20,900.

The following summarize the Colorado observations by the committee members for 2012 and beyond:

- Colorado will outperform the nation in employment growth in 2012.
- Rebounding commodity prices will benefit farmers and ranchers, as well as the extraction and energy sectors.
- State and local governments will continue to struggle with budget issues as federal funding tightens and income property taxes lag the recovery. This will have further implications for public education.
- The foreclosure situation will continue to improve in Colorado. Housing prices will remain soft, which will hold back new residential construction, as well as labor mobility.
- Colorado will remain a popular place to live, with projected population growth above 1.5%.
- The state’s unemployment rate will improve faster than the nation’s.

Colorado is moving in the right direction, through aggressive economic development efforts to sell the great assets the state has to offer. Colorado benefits from companies that relocate or grow operations in the state. Each company’s attraction to Colorado is as unique as it is to each resident who choose Colorado as home. The influence to relocate to Colorado ranges from a high quality of life and a highly educated workforce, to high-tech industry clusters and a general entrepreneurial spirit.

Even though there may be obstacles to global economic recovery, Colorado is well positioned for strategic economic growth, leveraging economic diversity ranging from natural resources to pockets of high-tech industry. Focused economic development will attract new businesses that will positively impact employment growth. Colorado’s quality of life will continue to attract skilled labor, entrepreneurs, and thought leaders (entities that are recognized for having innovative ideas) that give the state a competitive advantage.



Metro Denver The 2011-2012 economic update for the Denver Metro Area is from the **September 2011 Focus Colorado: Economic and Revenue Forecast** report prepared by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research to the Colorado General Assembly. Unless otherwise presented, the report period is from January through July 2011. The Metro-Denver region represents over half of the employment and

City of Englewood, Colorado **Budget 2012**

consumer spending in the state. The economy has improved little by little through the summer of 2011. The labor market continues to see moderate employment growth as evidenced by a lower unemployment rate. Consumer spending slowed during the first half of 2011 after accelerating in the second half of 2010. The residential and non-residential construction is inching up despite the overall historically low levels that have been experienced.

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

Metro Denver Region Economic Indicators
Broomfield, Boulder, Denver, Adams, Arapahoe, Douglas,

	2007	2008	2009	2010	YTD 2011
Employment Growth /1	2.2%	1.0%	-4.4%	-0.7%	0.6%
Unemployment Rate /2 (2010 Figure is August Only)	3.9%	4.9%	7.8%	8.9%	8.4%
Housing Permit Growth /3					
Single-Family (Denver-Aurora)	-38.7%	-50.1%	-31.4%	35.5%	-7.6%
Single-Family (Boulder)	-20.6%	-53.5%	-27.6%	101.0%	0.0%
Growth in Value of Nonresidential Const /4	34.5%	-14.3%	-38.7%	12.6%	54.9%
Retail Trade Sales Growth /5	6.5%	-0.8%	-11.4%	6.9%	4.1%

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

2/ U.S. Bureau of Labor Statistics. LAUS (household) survey. Seasonally adjusted. Data through August 2011.

3/ U.S. Census. Growth in the number of housing units authorized for construction. Data through July 2011.

4/ F.W. Dodge. Data through July 2011.

5/ Colorado Department of Revenue. Seasonally adjusted. Data through April 2011.

The **job market** grew less than 1% (0.6%) in 2011 as compared to the same period in 2010. Additional jobs and those leaving the work force have had an impact in lowering the unemployment rate. As of July 2011 the unemployment rate for the Metro Denver Area was 8.4% as compared to the statewide rate of 8.5%.

Consumer Spending for the Denver Metro area grew 4.1% year to date through April 2011, as compared to the annual increase of 6.9% in 2010 and 11.4% annual decrease experienced in 2009. Consumer spending is expected to grow, but will be reduced by debt constraints and the unemployed.

The **housing market** in the Denver Metro area continues to struggle. Home prices remain relatively unchanged from February through June. The housing market continues to adjust to the high number of foreclosures and the uncertainty of the national and global financial markets. Residential housing permits remain low but are inching upward.

Nonresidential construction activity remains at historically low levels but is showing some positive movement. Businesses are expanding into office and commercial space vacated by businesses that have downsized or closed their doors. The availability of office and commercial space will impact the construction of new facilities for businesses.

Englewood A key characteristic of a City's economic vitality 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 chart to the right provides the Top Employers in Englewood and the number of workers employed. The 2010 Englewood Community Profile (the latest report on record) provides an analysis of the City's economy in terms of its employment base and shows that the top four employment sectors account for almost 70% of all employment in the City (please

<i>Top Employers in Englewood</i>	
<i>Swedish Medical Center</i>	1,910
<i>Sports Authority</i>	820
<i>Craig Hospital</i>	720
<i>Kärcher North America</i>	370
<i>Veolia Transportation</i>	300
<i>Regional Transportation District</i>	250
<i>7-Up Bottling Co.</i>	220
<i>Meadow Gold Dairies, Inc.</i>	190
<i>Wal-Mart</i>	150
<i>Julia Temple Center</i>	150
<i>Duro Electric Co.</i>	110
<i>ADK Electrical Corp.</i>	100
<i>John Elway Chevrolet</i>	100
<i>Kaiser Permanente</i>	80

City of Englewood, Colorado **Budget 2012**

refer to Englewood Employment Base chart on the next page).

While the retail sector is only 9.6% of the total employment base, this sector accounts for approximately three quarters of the City's tax revenue.

Economic development efforts in Englewood have centered on supporting a healthy retail environment. With the importance of retail sales tax revenue to the City's budget, Englewood hired BBC Consulting & Research and The Kornfeld Real Estate Group to prepare a study analyzing the what, where, and how of future retail development in Englewood. The consultant has conducted a comprehensive analysis of 10 commercial

districts throughout the community and selected four (4) districts that show the greatest promise for additional development and redevelopment. In addition, the consultant provided specific tenants to target for retail attraction and identified specific strategies for retail enhancement.

The medical sector employs 21.5% of the City employment base and provides the highest hourly and annual wages of all sectors at \$60,610. Englewood 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.

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

Retail Sales and Use Tax is approximately sixty percent of total General Fund revenue. Retail Sales and Use tax are the most significant (and volatile) revenue source for the City. This tax is levied on the retail price of taxable goods. Retail Sales and Use tax is calculated by multiplying the retail price of taxable goods times the Sales and Use tax rate of 3.5%. The 2011 sales and use tax revenue is more than six percent (6.13 %) through November as compared to last year. Year to date sales and use tax revenue through November 2011 was \$20,203,274 as compared to \$19,073,807 and \$19,048,307 for the same period in 2010 and 2009 respectively. The annual estimate for Sales and Use Tax revenue for 2011 was revised to \$21.6 million from the original budget of \$21.2 million, an increase of approximately 2%. Since the adoption of the 2012 Budget, economic conditions have improved and the Sales and Use Tax estimate for 2011 has been revised upward to \$21.95 million.

Englewood Employment Base

Industry	Employment	Employment as a % of Total	Businesses	Businesses as a % of Total	Average Annual Wage	Average Hourly Wage
Private Sector Services	5,490	23.2%	510	33.1%	\$46,860	\$22.53
Medical	5,090	21.5%	200	13.0%	\$60,610	\$29.14
Construction	2,940	12.4%	210	13.6%	\$48,980	\$23.55
Manufacturing	2,560	10.8%	140	9.1%	\$47,700	\$22.93
Retail	2,260	9.6%	170	11.0%	\$35,280	\$16.96
Food & Entertainment	1,360	5.8%	100	6.5%	\$15,640	\$7.52
All Other	2210	9.4%	200	13.0%	\$44,730	\$21.50
Government	1,710	7.2%	10	0.6%	\$39,660	\$19.07
Total/Average	23,620	100.0%	1,540	100.0%	\$46,540	\$22.38

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

City of Englewood, Colorado **Budget 2012**

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** – Although these properties are located outside the incorporated boundaries of the City of Englewood, they represent a revenue opportunity for the City. Revenue from long-term land leases are set aside in the General Fund’s Long-Term Asset Reserve (LTAR). The Englewood/McLellan Reservoir Foundation (EMRF) oversees the development and leasing of these properties. The development sites are located adjacent to the four corners of the C470 and Lucent Boulevard intersection and comprise approximately 160 acres. Any development of the site must protect the McLellan Reservoir water resources and quality. There are currently two (2) lease agreements signed, which represents approximately 22.925 acres of land and the EMRF is negotiating a lease with a potential tenant. RTD has negotiated to locate a light rail station on the site as part of FasTracks which was originally anticipated to be completed by 2017. Douglas County supports a transit oriented development at this location. Sale of part of the property to RTD was completed in early 2008. The remainder of the land is to be developed in a manner that provides an ongoing revenue stream for the City, while protecting water and ecological resources.
- **Swedish Medical Center/HealthONE / Old Hampden Corridor** - Swedish Medical Center/HealthONE has completed its multi-year renovation and expansion project that commenced in 2007. The \$54 million investment that incorporates approximately 175,000 square feet, demonstrates the hospital’s continued commitment to its Englewood location.
- **Masons Square (3500 South Sherman Street)** - The Masonic Lodge property is being marketed as a mixed-use medical office development project. There have been several iterations of a development plan; however, market conditions have prevented the development of the site. The property is on the market for sale.
- **Kent Place** - The 11.5 acre site at South University Boulevard and East Hampden Avenue was the long-time home of the Denver Seminary and is now owned by Forum Real Estate Group and a partnership of Continuum Partners/Regency Centers. The construction efforts are underway for the development of a grocery anchored, mixed-use development involving 60,000 square feet of retail / commercial space and the development of 300 residential units.
- **Flood Middle School (3650 South Broadway)** - The School District has entered into an agreement with a local development group for the redevelopment of the site. Preliminary market studies reveal that the development demand for the site is for high density residential. With Englewood’s recently completed retail analysis, staff is seeking to encourage ground floor retail and commercial space to support community goals. The project is currently being ‘shopped’ to national vertical developers. The 4.5 acre site is a mix of zoning districts and the development group will likely pursue a rezoning to Planned Unit Development. This will involve public input and Council concurrence before the project can be realized.
- **King Scoopers – Federal / Belleview** - The proposed demolition of the existing King Soopers grocery store and the relocation of four neighboring tenants would create a 78,000 square foot facility for King Soopers. This site has been identified as a ‘targeted investment site’ for a number of years, but negotiations between the property owner and King Soopers, the anchor tenant, were unfruitful – until now. Council approved a request from King Soopers for revenue sharing to support their proposed expansion. If this project goes forward, four tenants adjacent to King Soopers will be relocated to existing space in the Centennial Shopping Center and the shopping center owners have indicated that the façade will be updated to match the design and materials used in the new King Soopers grocery store.
- **Belleview and Broadway Shopping District (K-Mart and Brookridge Shopping Centers)** - As the City-wide retail analysis was presented to City Council, the Sears Outlet announced its intent to locate

City of Englewood, Colorado **Budget 2012**

and has subsequently moved in the K-Mart building. This is a welcome addition to the formerly unfertilized facility. Talks with representatives from K-Mart indicate that the synergy of the Sears Outlet and K-Mart under one roof will result in additional sales tax generation by increasing revenue from the improved foot-traffic. The Brookridge Shopping Center recently underwent a \$750,000 façade remodel. Following the remodeling efforts, Duffeyroll Café located to the shopping center. The remodel efforts also involved the retention of the high-profile William's Jewelers. In the next two years, the Larry Miller Nissan site on the west side of Broadway will be vacated and community development staff has initiated discussions with broker representatives.

- **General Iron Works** - This site represents the single largest redevelopment site under single ownership within the boundaries of Englewood. The site was not identified in Englewood's recently completed retail analysis as having significant retail potential; however, the site does have the potential for significant residential development. If the old adage in retail development is true – retail follows roof-tops -- Englewood can expect some fiscal and economic benefits from a residential development on this site. The environmental and market issues have presented a barrier to the redevelopment and reuse of the site. The property is currently under a short-term lease for construction material recycling and temporary concrete batch plant. As part of establishing this temporary use, the owner will initiate the environmental cleanup of the site, in following a voluntary cleanup application to the State of Colorado's Department of Health and Environment. While development is probably a few years away, the environmental cleanup of the site removes one of the major barriers to the redevelopment and reuse of this site.
- **Martin Plastics** - The Littleton Capital Partners is under contract and in the due-diligence period for the purchase of Martin Plastics. The project involves the development of a mixed-use project adjacent to the Oxford Light Rail Station comprised of 160 dwelling units with 7,200 square feet of office / commercial space. The project has been presented to Englewood's Development Review Team for review and comment.

City of Englewood, Colorado **Budget 2012**

Surveys, Performance Measurement Management and Outcomes

2009 Citizen Survey

Due to persistent budgetary constraints, the Citizen Survey will be considered for inclusion in the 2013 budget. In 2009, the Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics. The Citizen Survey was administered by the National Research Center, Inc. and was last completed in 2007. The survey results are available on the City's website 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 the available resources in a manner that produce the desired results/outcomes of our citizens.

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

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

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

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 |

City of Englewood, Colorado **Budget 2012**

A City that provides and maintains quality infrastructure

◆ Pursue funding options

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

◆ Technology deployment and utilization

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

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
- ◆ Effective performance appraisals and rewards
- ◆ Encourage and reward innovation

City of Englewood, Colorado **Budget 2012**

A progressive City that provides responsive and cost efficient services

- ◆ On-going training for quality employees
- ◆ Communicate with staff about goals
- ◆ Management training programs

◆ Monitor and adjust as needed work processes

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

◆ Encourage and promote citizen volunteerism

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

A City that is business friendly and economically diverse

◆ Outreach to businesses

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

◆ Provide economic development tools and data collection

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

◆ Promote redevelopment

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

◆ Develop beneficial branding for the community

- ◆ Develop a market brand
- ◆ Focus on uniqueness
- ◆ Logos
- ◆ 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
- ◆ Recreation programs
- ◆ Promote Art Charter school
- ◆ Youth programs
- ◆ More public art
- ◆ Promote on-line reservations applications for City programs
- ◆ Library programs and services
- ◆ Senior programs

◆ Identify funding options

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



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City of Englewood, Colorado **Budget 2012**

Budget Process

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

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

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

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

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

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

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

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

The 2012 Budget, Appropriation and Mill Levy ordinances were introduced on first reading (October 3, 2011) and passed on second and final reading (October 17, 2011). The ordinances are reproduced in their entirety in the Supplemental Section of this document.

Ordinance No. Ordinance Title Series of 2011

- | | |
|----|---|
| 63 | 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. |
| 59 | An Ordinance adopting the budget of the City of Englewood, Colorado, for the fiscal year 2012. |
| 60 | An Ordinance appropriating monies for all municipal purposes in the City of Englewood, Colorado, for the fiscal year beginning January 1, 2012, and ending December 31, 2012, constituting what is termed the annual appropriation bill for the fiscal year 2012. |

City of Englewood, Colorado **Budget 2012**

2012 BUDGET CALENDAR

Time Frame	Task	Department(s)
January - April, 2011	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
April-May, 2011	Update Department Service Enhancement and Capital Request Forms	All Departments
February 28, 2011	Study Session-2011 and 2012 Budget Discussion with City Council and Executive Management Staff	All Departments
Week of May 9, 2011	Distribute Divisional Budget workbooks, budget pages in network folders.	FAS
Week of May 16, 2011	Budget Training on Completing the Excel Budget Workbooks and the Word Budget Pages	FAS
June 20, 2011	Information Technology Related Service Enhancement or Capital Request forms due to IT Director	All Departments
July 5, 2011	Service Enhancement forms returned to Revenue and Budget Office	All Departments
July 5, 2011	Departments submit proposed budgets and Divisional Budget pages to Budget Office.	All Departments
Weeks of July 11, 2011 and July 18, 2011	Departments review budgets workbooks and budget pages with CMO	All Departments
August 1, 2011	Study Session-6 month update revenue, expenditures	FAS
	Study Session-Discuss status of 2011 and the Proposed 2012 Budget	All Departments
Week of August 1, 2011	CMO finalizes PROPOSED BUDGET	CMO/FAS
Week of August 1, 2011	Finalize Budget Pages for Proposed Budget	All Departments
August 22, 2011	Study Session-Continuation from August 1st meeting of Council's deliberation and changes to the 2012 Proposed Budget	All Departments
July - Aug 29, 2011	Proposed Budget document prepared, Budget Overview prepared. Provide the City Attorney's Office with DRAFT Ordinances for the Budget, Appropriation and the Mill Levy	FAS
<i>August 29, 2011</i>	<i>Proposed budget to Council</i> (legally required by September 15 - EMC Article X Part I Budget §82)	<i>FAS</i>
<i>August 17, 2011</i>	<i>Publish on Official City Website the time & place of Budget Hearing</i> (EMC Article X Part I Budget §87)	<i>FAS</i>
<i>August 19, 26 and September 2, 2011</i>	<i>Publish in the Herald the time & place of Budget Hearing</i> (EMC Article X Part I Budget §87)	<i>FAS</i>
<i>September 6, 2011</i>	<i>Public Hearing</i> (EMC Article X Part I Budget §87)	<i>CMO</i>
September 12, 2011	Budget Workshop - 6:30pm to 9:40pm	All Departments
Oct 1 - Dec 31, 2011	Produce and Distribute Budget Document (including the Colorado Department of Local Government)	FAS
October 3, 2011	First Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations	FAS
October 17, 2011	Second Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations	FAS
December 8, 2011	Final Assessed Valuation from Arapahoe County	FAS
December 15, 2011	Certify Mill Levy to Arapahoe County	FAS

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

CMO - City Manager's Office

FAS - Finance and Administrative Services

City of Englewood, Colorado **Budget 2012**

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 **Budget 2012**

- 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 **Budget 2012**

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 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 **Budget 2012**

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

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

Encumbrances

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

Financial Policies

Fiscal Management

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

Use of Revenue Sources

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

Fund Balance-General Fund

Fund balance is the difference between total assets and total liabilities or net assets. The 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.

City of Englewood, Colorado **Budget 2012**

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.

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. Below is the history of the account's sources and (uses) of funds.

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Beginning LTAR Balance	\$ -	\$ -	\$1,986,000	\$3,485,143	\$3,131,979	\$2,083,467	\$2,130,520	\$2,713,467
Reso 91 - Transfer from PIF to General Fund Long Term Asset Reserve		1,986,000						
Reso 34 - Disposition of Proceeds from EMRF/RID Sale			499,143					
Reso 39 - Budget Amendment - Transfer to LTAR from Unreserved Fund Balance			1,000,000					
Reso 30 - Transfer from LTAR to PIF - Street Improvements				(165,000)				
Reso 33 - Transfer from LTAR to EMRF				(800,000)				
Transfer from EMRF to GF partial repayment of 2009 Reso 33				591,837				
Transfer from EMRF to GF Nov/Dec-2009 rent				20,000				
LTAR funding of COPS Grant					(298,512)			
Reso 35-2010 Transfer from LTAR to NSP					(750,000)			
Transfer from NSP to LTAR					47,052	750,000	702,948	
LTAR funding of 2011 Catalyst Program						(120,000)	(120,000)	
Subtotal of LTAR Sources (Uses) of Funds	-	1,986,000	1,499,143	(353,163)	(1,001,460)	630,000	582,948	-
Ending LTAR Balance	\$ -	\$1,986,000	\$3,485,143	\$3,131,979	\$2,130,520	\$2,713,467	\$2,713,467	\$2,713,467

City of Englewood, Colorado **Budget 2012**

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 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
2012	\$ 2,053,236	\$ 944,900	\$ 1,474,650	\$ 5,001,959	\$ 133,977	\$ 214,815	\$ 9,823,537
2013	\$ 1,998,533	\$ 945,613	\$ 1,480,623	\$ 4,322,416	\$ 135,057	\$ 216,663	\$ 9,098,905
2014	\$ 1,852,897	\$ 1,092,113	\$ 1,467,824	\$ 4,320,799	\$ 135,807	\$ 293,162	\$ 9,162,602
2015	\$ 1,856,316	\$ 1,095,412	\$ 1,478,309	\$ 4,322,932	\$ 136,217	\$ 290,512	\$ 9,179,698
2016	\$ 1,791,491	\$ 1,093,312	\$ 1,472,449	\$ 4,318,315	\$ 136,325	\$ 291,600	\$ 9,103,492
2017	\$ 1,794,739	\$ 1,095,912	\$ 1,465,783	\$ 4,279,155	\$ 136,125	\$ 292,112	\$ 9,063,826
2018	\$ 1,680,922	\$ 1,090,888	\$ 1,188,812	\$ 4,282,658	\$ 135,612	\$ 292,050	\$ 8,670,942
2019	\$ 1,683,112	\$ 1,096,000	\$ 347,859	\$ 4,280,286	\$ 134,782	\$ 291,413	\$ 7,833,452
2020	\$ 1,678,026	\$ 1,097,950	\$ 500,197	\$ 4,280,259	\$ 133,630	\$ 290,200	\$ 7,980,262
2021	\$ 1,685,446	\$ 1,089,000	\$ 500,214	\$ 4,282,410	\$ 137,150	\$ 292,900	\$ 7,987,120
2022	\$ 1,690,034	\$ 1,089,600	\$ 504,389	\$ 4,281,222	\$ -	\$ 294,700	\$ 7,859,945
2023	\$ 1,686,904	\$ 613,600	\$ 502,579	\$ 4,282,045	\$ -	\$ 290,600	\$ 7,375,728
2024	\$ 141,612	\$ -	\$ 495,023	\$ 4,279,360	\$ -	\$ 545,900	\$ 5,461,895
2025	\$ 145,509	\$ -	\$ 501,710	\$ 4,280,795	\$ -	\$ -	\$ 4,928,014
2026	\$ 115,117	\$ -	\$ 277,710	\$ -	\$ -	\$ -	\$ 392,827
2027	\$ 15,000	\$ -	\$ 498,485	\$ -	\$ -	\$ -	\$ 513,485
2028	\$ 15,000	\$ -	\$ 503,475	\$ -	\$ -	\$ -	\$ 518,475
2029	\$ 15,000	\$ -	\$ 502,200	\$ -	\$ -	\$ -	\$ 517,200
2030-2065	\$ 526,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 526,250
Total	\$ 22,425,144	\$ 12,344,300	\$ 15,162,291	\$ 60,814,611	\$ 1,354,682	\$ 3,896,627	\$ 115,997,655

City of Englewood, Colorado **Budget 2012**

The entire section (Section 104) of the City's Home Rule Charter establishes the following debt margin:
Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. Council shall have power to issue general obligation bonds of the City for any public capital purpose, upon majority vote of the registered electors of the City voting thereon at a special election; provided, however, that water extension and water improvement bonds may be issued without an election upon determination to that effect by Council. The total outstanding general obligation indebtedness of the City, other than for water bonds, shall not at any time exceed three percent (3%) of the actual valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Water bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds.

On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of **actual** valuation versus three percent (3%) of **assessed** valuation.

Future debt issuance may be subject to the TABOR.

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

Deposits and Investment

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

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

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

Deposits

Custodial credit risk – deposits:

Custodial risk for deposits is the risk that, in the event of a failure of a depository financial institution, the City will not be able to recover its deposits or will not be able to recover collateral securities that are in possession of an outside party. The City's deposit policy is in accordance with CRS 11-10.5-101, The Colorado Public Deposit Protection Act (PDPA), which governs investment of public funds. PDPA requires that all units of local government deposit cash in eligible public depositories. State regulators determine eligibility. Amounts on deposit in excess of federal insurance levels (\$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.

City of Englewood, Colorado **Budget 2012**

Investments

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

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

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

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

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

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

Risk Management

Property, Liability and Workers' Compensation

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

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

Colorado Intergovernmental Risk Sharing Agency (CIRSA)

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

City of Englewood, Colorado **Budget 2012**

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

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

Employee Health Benefits

Medical, accidental death and disability and life insurance

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

Dental insurance

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

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

Capital Investment

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

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

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

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

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

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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.

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.

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

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

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

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

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

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

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

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

Inventory of Parklands, Open Space, Trails, and Recreation Facilities An important component of this Plan is to identify, label, and map all parklands and recreational facilities owned and managed by the city in order to update and refine previous city park inventories. The Plan also identifies areas of the city in need of additional parklands, open space, trails and trail connections, and recreation facilities, based on a standard level of service and service radius.

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

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

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

To date, the Parks and Recreation Department has been able to purchase the Orphan Property and construct trail head amenities and parking on the site. Duncan Park was purchased from Englewood Schools and a

City of Englewood, Colorado **Budget 2012**

planning grant was received for the purpose of designing park amenities for the site. A planning grant for the Riverside Property was received for the design of amenities on the site directly west of the golf course parking lot. A grant for the Centennial Park Trail Loop Renovation was awarded for the construction of a new 10 foot wide concrete trail, including fishing access/shoreline stabilization and a new pedestrian bridge.

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

Multi-Year Capital Plan (MYCP)

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

The table on the following page summarizes the capital projects and acquisitions requested for 2011 through 2015. The amounts listed in 2011 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.

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Multi-Year Capital Plan – All Funds
Summary Schedule

	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
<u>Governmental Funds</u>						
<i>Special Revenue Funds</i>						
Conservation Trust Fund	403,500	295,000	144,500	140,500	-	983,500
Open Space Fund	772,000	772,000	928,000	528,000	-	3,000,000
<i>Capital Projects Funds</i>						
Public Improvement Fund	2,000,739	1,892,908	1,854,665	1,744,328	-	7,492,640
Capital Projects Fund	274,781	690,519	801,385	656,644	-	2,423,329
Governmental Funds Total	3,451,020	3,650,427	3,728,550	3,069,472	-	13,899,469
<u>Proprietary Funds</u>						
<i>Enterprise Funds</i>						
Water Fund	4,865,738	750,000	250,000	250,000	100,000	6,215,738
Sewer Fund	2,768,000	4,025,000	2,000,000	1,825,000	-	10,618,000
Storm Water Drainage Fund	108,895	100,000	100,000	100,000	-	408,895
Golf Course Fund	104,000	35,000	-	-	-	139,000
Concrete Utility Fund	325,000	-	-	-	-	325,000
<i>Internal Service Funds</i>						
Central Services	7,500	-	-	-	-	7,500
Servicenter Fund	93,300	60,000	-	-	-	153,300
Capital Equipment Replacement Fund	1,242,322	-	-	-	-	1,242,322
Proprietary Funds Total	9,514,755	4,970,000	2,350,000	2,175,000	100,000	19,109,755
All Funds Total	12,965,775	8,620,427	6,078,550	5,244,472	100,000	33,009,224

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:

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

City of Englewood, Colorado **Budget 2012**

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	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
PR	Contingency	75,000	75,000	75,000	75,000	-	300,000
PR	Canopy Replacement	-	2,500	-	-	-	2,500
PR	erc cabinets replace	-	8,000	-	-	-	8,000
PR	erc lane lines	-	-	-	6,000	-	6,000
PR	ERC/Malley fitness equipment replacement	25,000	25,000	25,000	25,000	-	100,000
PR	erc pool -paint pool deck	2,500	2,500	2,500	2,500	-	10,000
PR	ERC pool re grout tile	2,000	-	-	-	-	2,000
PR	erc racquetball cts. -wall & floor replace	50,000	-	-	-	-	50,000
PR	erc rec zone furniture replace	5,000	-	-	-	-	5,000
PR	erc track surface	-	75,000	-	-	-	75,000
PR	PC - paint play structure	50,000	-	-	-	-	50,000
PR	Pirates Cove Improvements	5,000	-	-	-	-	5,000
PR	Pirates Cove expansion fund	100,000	100,000	-	-	-	200,000
PR	Malley Computer Lab Workstations	-	-	25,000	25,000	-	50,000
PR	Belleview Park Children's Train Track Repair	15,000	-	10,000	-	-	25,000
PR	ERC Pool CO2 Acid Crossover Sytem	2,000	-	-	-	-	2,000
PR	ERC Pool Cover Pits	20,000	-	-	-	-	20,000
PR	Rec Trac POS Hardware Replacement Program	7,000	7,000	7,000	7,000	-	28,000
PR	Pirates Cove Handicap River Lift	5,000	-	-	-	-	5,000
PR	Pirates Cove Lazy River	40,000	-	-	-	-	40,000
	Totals	403,500	295,000	144,500	140,500	-	983,500

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

Department	Description	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
PR	Tree Maintenance Program (replacement, pruning, etc...)	20,000	25,000	25,000	30,000	-	100,000
PR	Parks flowerbed program	19,000	19,000	20,000	20,000	-	78,000
PR	Open Space land bank	100,000	100,000	100,000	100,000	-	400,000
PR	Parks landscape improvements	50,000	50,000	50,000	50,000	-	200,000
PR	Tennis/Basketball Court Renovations	-	45,000	-	45,000	-	90,000
PR	Belleview maintenance building	-	100,000	-	-	-	100,000
PR	Irrigation System Replacement	75,000	75,000	75,000	75,000	-	300,000
PR	Small Equipment Replacement	20,000	20,000	20,000	20,000	-	80,000
PR	Parks Maintenance Employee Compensation	63,000	63,000	63,000	63,000	-	252,000
PR	Contingency	25,000	25,000	25,000	25,000	-	100,000
PR	Fabri Dam Replacement	-	-	300,000	-	-	300,000
PR	Romans Playground ACOS grant match	-	-	-	50,000	-	50,000
PR	Romans Basketball Court Replacement	-	-	-	50,000	-	50,000
PR	Duncan Park Development	-	250,000	250,000	-	-	500,000
PR	Grant Matching Funds	325,000	-	-	-	-	325,000
PR	Parks GPS/GIS	75,000	-	-	-	-	75,000
	Totals	772,000	772,000	928,000	528,000	-	3,000,000

City of Englewood, Colorado **Budget 2012**

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	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
FAS	Transfer to General Fund-Debt Service	486,739	432,908	404,665	294,328	-	1,618,640
FAS	Transfer to Capital Projects Fund	285,000	-	-	-	-	285,000
CD	TIP Station Area Planning Matching Funds	30,000	-	-	-	-	30,000
PW	Miscellaneous Infrastructure Repairs	-	25,000	25,000	25,000	-	75,000
PW	Road and Bridge	750,000	850,000	850,000	850,000	-	3,300,000
PW	Concrete Program-Handicap ramp construction	-	20,000	20,000	20,000	-	60,000
PW	Concrete Utility-City's share of Utility	224,000	280,000	280,000	280,000	-	1,064,000
PW	Bridge Repairs	50,000	50,000	50,000	50,000	-	200,000
PW	Transportation Action Plan	-	10,000	-	-	-	10,000
PW	Transportation System Upgrade	175,000	225,000	225,000	225,000	-	850,000
	Totals	2,000,739	1,892,908	1,854,665	1,744,328	-	7,492,640

Capital Projects Fund

Department	Description	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
FAS	1% Art in Public Places	2,721	2,916	1,656	-	-	7,293
FAS	Financial & HR System	-	40,000	40,000	40,000	-	120,000
Fire	Hazardous Materials Monitoring Equipment	-	1,500	1,500	-	-	3,000
Fire	One Touch Dispatching	-	2,100	2,100	-	-	4,200
Fire	Exhaust Extraction System	-	8,000	8,000	-	-	16,000
IT	Network Development	-	30,000	30,000	-	-	60,000
IT	Financial & HR System	-	-	50,000	300,000	-	350,000
IT	Permit Tracking System	-	-	30,000	-	-	30,000
IT	Departmental PC Replacement	80,000	80,000	160,000	80,000	-	400,000
IT	EDMS - Automated Archival & Retrieval System	-	50,000	-	-	-	50,000
IT	Software - Microsoft	43,000	-	-	-	-	43,000
IT	Software - Microsoft Office	43,000	-	-	-	-	43,000
IT	Websense,	-	18,000	18,000	18,000	-	54,000
IT	Antivirus	-	-	20,000	-	-	20,000
IT	Mobile and desktop application software and hardware	-	7,000	7,000	7,000	-	21,000
PR	Senior Center Training Room Equipment	-	4,739	-	-	-	4,739
PR	Increase median maintenance from monthly to bi-monthly	-	94,000	143,000	-	-	237,000
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

Capital Projects Fund continued on next page.

City of Englewood, Colorado Budget 2012

Capital Projects Fund continued from previous page.

Department	Description	2012 Approved	2013 Requested	2014 Requested	2015 Requested	2016 Requested	Total
PW	CPF/BUILDING MAINTENANCE - MUSEUM OF	520	540	560	580	-	2,200
PW	CPF/BUILDING MAINTENANCE - LIBRARY	6,400	6,700	6,960	7,240	-	27,300
PW	CPF/BUILDING MAINTENANCE - HAMPDEN	1,350	1,400	1,450	1,500	-	5,700
PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	3,000	2,704	2,813	2,925	-	11,442
PW	CPF/BUILDING MAINTENANCE - TEJON STATION	6,000	6,490	6,750	7,020	-	26,260
PW	CPF/BUILDING MAINTENANCE - ACOMA	5,000	5,400	5,600	5,800	-	21,800
PW	CPF/BUILDING MAINTENANCE - JEFFERSON	6,700	7,030	7,311	7,600	-	28,641
PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 -	3,200	3,240	3,370	3,505	-	13,315
PW	CPF/BUILDING MAINTENANCE - MILLER	300	325	340	354	-	1,319
PW	CPF/BUILDING MAINTENANCE - MALLEY	17,200	17,800	18,500	19,200	-	72,700
PW	CPF/BUILDING MAINTENANCE - RECREATION	21,840	22,715	23,625	24,570	-	92,750
PW	CPF/BUILDING MAINTENANCE SAFETY	11,750	12,220	12,700	13,200	-	49,870
PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	22,800	23,700	24,650	25,650	-	96,800
PW	CPM09-3 BACKFLOW DEVICE	-	13,500	-	-	-	13,500
PW	CPM09-4 OVERLAY SAFETY SERVICES PARKING	-	40,000	-	-	-	40,000
PW	CPM09-6 Interior Painting all Fire Stations	-	32,000	-	-	-	32,000
PW	CPM09-7 Replace Windows, East side Women's Dorm -	-	16,500	-	-	-	16,500
PW	CPM09-8 Replace Carpeting in all Fire Stations	-	-	3,000	-	-	3,000
PW	CPM09-9 Relocate door to Battalion Chiefs bathroom at	-	-	9,000	-	-	9,000
PW	CPM09-10 Tile Quadrant Coffee Areas at Civic Center	-	-	10,500	-	-	10,500
PW	CPM09-11 Ceiling Exhaust Fans - Acoma Station Truck	-	-	-	12,500	-	12,500
PW	CPM09-12 Install Card Readers - Civic Center Human	-	-	13,000	-	-	13,000
PW	CPM09-14 PA System for Civic Center	-	-	60,000	-	-	60,000
PW	NEW CPM10-2 Civic Center roof coating	-	60,000	-	-	-	60,000
Totals		274,781	690,519	801,385	656,644	-	2,423,329

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

City of Englewood, Colorado **Budget 2012**

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

		2012	2013	2014	2015	2016	Total
Department	Description	Approved	Requested	Requested	Requested	Requested	
UT	Pipe Projects on City Ditch	100,000	100,000	100,000	100,000	100,000	500,000
UT	City Ditch Flumes	50,000	-	-	-	-	50,000
UT	30" McLellan Reservoir Pipe	100,000	-	-	-	-	100,000
UT	Vault Rehabilitation at McLellan Discharge	25,000	-	-	-	-	25,000
UT	McLellan Reservoir Level Monitor	25,000	-	-	-	-	25,000
UT	Zone 1 #3 Pump Rehab	30,000	-	-	-	-	30,000
UT	Overhead Storage Tank Roof Repair	200,000	-	-	-	-	200,000
UT	Allen Plant Lights	25,000	-	-	-	-	25,000
UT	Allen Plant Roof	800,000	-	-	-	-	800,000
UT	Alum Room / Dewatering Room Heaters	20,000	-	-	-	-	20,000
UT	APA 6000 Ammonia Monitor	15,000	-	-	-	-	15,000
UT	Chemical Feed Lines	15,000	-	-	-	-	15,000
UT	Pre-Treatment Water Quality Monitor	35,000	-	-	-	-	35,000
UT	Sed Basin Foot Valve Stems	8,500	-	-	-	-	8,500
UT	Sludge Pump VFD	25,000	-	-	-	-	25,000
UT	Ultraviolet Light Disinfection System	2,700,000	500,000	-	-	-	3,200,000
UT	Distribution System Main Replacements	150,000	150,000	150,000	150,000	-	600,000
UT	Laptop Computers-Distribution Crew	10,000	-	-	-	-	10,000
UT	Lining Union Avenue 16" Water Main	500,000	-	-	-	-	500,000
UT	Laptop Computers-Field	10,000	-	-	-	-	10,000
UT	TeleWorks Customer Access System	22,238	-	-	-	-	22,238
Totals		4,865,738	750,000	250,000	250,000	100,000	6,215,738

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

Sewer Fund

		2012	2013	2014	2015	2016	Total
Department	Description	Approved	Requested	Requested	Requested	Requested	
UT	Sewer Collection System Main Repair/Replacements	100,000	100,000	100,000	100,000	-	400,000
UT	Laptop Computers-Distribution Crew	10,000	-	-	-	-	10,000
UT	Replace Crane on Sewer Work Truck	15,000	-	-	-	-	15,000
UT	Upgrade equipment on CERF replacement for sewer work	10,000	-	-	-	-	10,000
UT	LEWWTP Capital Contributions	2,575,000	3,925,000	1,900,000	1,725,000	-	10,125,000
UT	TeleWorks Customer Access System	58,000	-	-	-	-	58,000
Totals		2,768,000	4,025,000	2,000,000	1,825,000	-	10,618,000

Storm Drainage Fund

		2012	2013	2014	2015	2016	Total
Department	Description	Approved	Requested	Requested	Requested	Requested	
UT	Annual Repair & Maintenance of the Stormwater	100,000	100,000	100,000	100,000	-	400,000
UT	TeleWorks Customer Access System	8,895	-	-	-	-	8,895
Totals		108,895	100,000	100,000	100,000	-	408,895

City of Englewood, Colorado Budget 2012

Golf Course Fund

		2012	2013	2014	2015	2016	
Department Description		Approved	Requested	Requested	Requested	Requested	Total
GC	Restaurant Equipment	15,000	15,000	-	-	-	30,000
GC	Building Repairs	20,000	20,000	-	-	-	40,000
GC	Landscaping improvements to golf course.	45,000	-	-	-	-	45,000
GC	Other improvements	9,000	-	-	-	-	9,000
GC	Sprinkler System	15,000	-	-	-	-	15,000
	Totals	104,000	35,000	-	-	-	139,000

Concrete Utility Fund

		2012	2013	2014	2015	2016	
Department Description		Approved	Requested	Requested	Requested	Requested	Total
PW	Annual Curb and Gutter Replacement	325,000	-	-	-	-	325,000
	Totals	325,000	-	-	-	-	325,000

INTERNAL SERVICE FUNDS

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

Central Services Fund

		2012	2013	2014	2015	2016	
Department Description		Approved	Requested	Requested	Requested	Requested	Total
FAS	Printing, copier and/or mailing equipment	7,500	-	-	-	-	7,500
	Totals	7,500	-	-	-	-	7,500

Servicenter Fund

		2012	2013	2014	2015	2016	
Department Description		Approved	Requested	Requested	Requested	Requested	Total
PW	Car Wash Replacement	-	60,000	-	-	-	60,000
PW	Door Replacement at Servicenter	55,500	-	-	-	-	55,500
PW	FMU Replacement, Fuel Island at Servicenter	5,600	-	-	-	-	5,600
PW	Salt Dome Door Replacement	9,200	-	-	-	-	9,200
PW	Storm septer upgrade	23,000	-	-	-	-	23,000
	Totals	93,300	60,000	-	-	-	153,300

Capital Equipment Replacement Fund

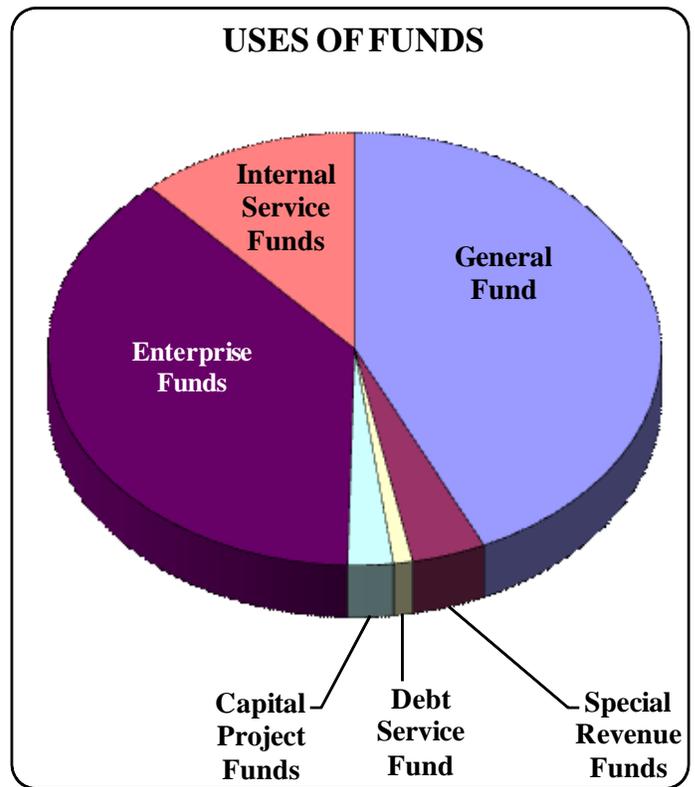
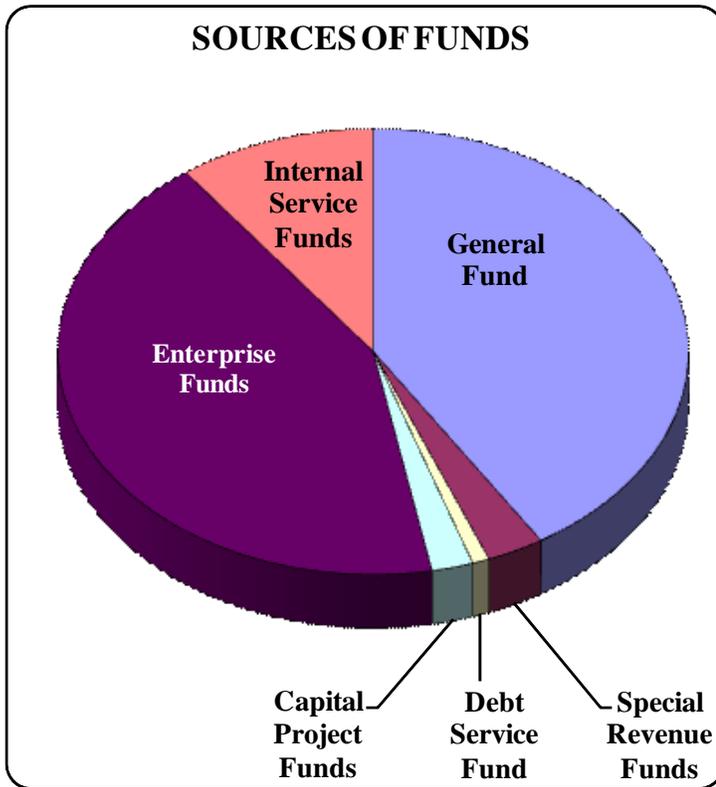
		2012	2013	2014	2015	2016	
Department Description		Approved	Requested	Requested	Requested	Requested	Total
PW	Annual Capital Equipment Replacement	1,242,322	-	-	-	-	1,242,322
	Totals	1,242,322	-	-	-	-	1,242,322

City of Englewood, Colorado Budget 2012
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
Estimated Beginning Funds Available	\$ 8,753,654	\$ 1,657,895	\$ 164,656	\$ 287,543	\$ 10,863,748	\$ 12,954,871	\$ 3,210,022	\$ 16,164,893	\$ 27,028,641
Sources of Funds									
Revenues									
Taxes	28,500,777	-	850,000	1,734,000	31,084,777	-	-	-	31,084,777
Licenses & Permits	574,025	-	-	-	574,025	-	-	-	574,025
Intergovernmental	1,552,315	2,740,436	-	-	4,292,751	300,000	-	300,000	4,592,751
Charges for Services	5,992,235	10,000	-	-	6,002,235	26,966,652	9,809,547	36,776,199	42,778,434
Fines & Forfeitures	1,318,450	-	-	-	1,318,450	-	-	-	1,318,450
Net Investment Income	100,000	30,000	3,500	-	133,500	682,166	167,301	849,467	982,967
Other	419,153	111,500	-	75,000	605,653	222,500	-	222,500	828,153
Assessments	-	-	-	-	-	-	-	-	-
Total Revenues	38,456,955	2,891,936	853,500	1,809,000	44,011,391	28,171,318	9,976,848	38,148,166	82,159,557
Other Financing Sources	1,969,785	-	-	285,000	2,254,785	14,000,000	-	14,000,000	16,254,785
Total Sources of Funds	40,426,740	2,891,936	853,500	2,094,000	46,266,176	42,171,318	9,976,848	52,148,166	98,414,342
Uses of Funds									
Expenditures									
General Government									
Legislation	333,793	780	-	-	334,573	-	-	-	334,573
City Manager's Office	672,072	-	-	-	672,072	-	-	-	672,072
City Attorney's Office	746,734	-	-	-	746,734	-	-	-	746,734
Municipal Court	974,417	-	-	-	974,417	-	-	-	974,417
Human Resources	470,910	-	-	-	470,910	-	6,432,402	6,432,402	6,903,312
Finance and									
Administrative Services	1,541,645	-	-	2,721	1,544,366	-	353,463	353,463	1,897,829
Information Technology	1,360,355	-	-	166,000	1,526,355	-	-	-	1,526,355
Community Development	1,478,398	1,559,059	-	30,000	3,067,457	-	-	-	3,067,457
Police	10,921,455	110,000	-	-	11,031,455	-	-	-	11,031,455
Fire	7,711,732	2,500	-	-	7,714,232	-	-	-	7,714,232
Public Works	5,436,637	-	-	1,305,060	6,741,697	-	3,425,359	3,425,359	10,167,056
Culture & Recreation									
Parks and Recreation	5,834,425	1,260,500	-	-	7,094,925	-	-	-	7,094,925
Library Services	1,256,481	9,500	-	-	1,265,981	-	-	-	1,265,981
Debt Service	2,060,739	-	959,200	-	3,019,939	-	-	-	3,019,939
Water Distribution System	-	-	-	-	-	13,049,665	-	13,049,665	13,049,665
Sewer Collection System	-	-	-	-	-	18,894,661	-	18,894,661	18,894,661
Stormwater Drainage System	-	-	-	-	-	348,473	-	348,473	348,473
Golf Course	-	-	-	-	-	2,161,643	-	2,161,643	2,161,643
Concrete Utility	-	-	-	-	-	697,249	-	697,249	697,249
Housing Rehabilitation	-	-	-	-	-	1,000,000	-	1,000,000	1,000,000
Total Expenditures	40,799,793	2,942,339	959,200	1,503,781	46,205,113	36,151,691	10,211,224	46,362,915	92,568,028
Other Financing Uses	150,000	755,763	-	771,739	1,677,502	-	820,000	820,000	2,497,502
Total Uses of Funds	40,949,793	3,698,102	959,200	2,275,520	47,882,615	36,151,691	11,031,224	47,182,915	95,065,530
Net Sources (Uses) of Funds	(523,053)	(806,166)	(105,700)	(181,520)	(1,616,439)	6,019,627	(1,054,376)	4,965,251	3,348,812
Estimated Ending Funds Available	8,230,601	851,729	58,956	106,023	9,247,309	18,974,498	2,155,646	21,130,144	30,377,453
Less Reserves / Restrictions:									
Emergency Reserve	1,150,000	-	-	-	1,150,000	-	-	-	1,150,000
LTAR	2,713,467	-	-	-	2,713,467	-	-	-	2,713,467
Other	298,512	-	-	-	298,512	-	-	-	298,512
Debt Service	-	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-
Estimated Unreserved Funds Available	\$ 4,068,622	\$ 851,729	\$ 58,956	\$ 106,023	\$ 5,085,330	\$ 18,974,498	\$ 2,155,646	\$ 21,130,144	\$ 26,215,474

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

City of Englewood, Colorado **Budget 2012**
Total Sources and Uses of Funds
All Funds



Fund Sources	\$	%
General Fund	\$40,426,740	41%
Special Revenue Funds	2,891,936	3%
Debt Service Fund	853,500	1%
Capital Project Funds	2,094,000	2%
Enterprise Funds	42,171,318	43%
Internal Service Funds	9,976,848	10%
Total Sources of Funds	\$98,414,342	100%

Fund Uses	\$	%
General Fund	\$40,949,793	43%
Special Revenue Funds	3,698,102	4%
Debt Service Fund	959,200	1%
Capital Project Funds	2,275,520	2%
Enterprise Funds	36,151,691	38%
Internal Service Funds	11,031,224	12%
Total Uses of Funds	\$95,065,530	100%

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

City of Englewood, Colorado Budget 2012

Combined Statement of Fund Sources and Uses Governmental Funds

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
General Fund								
Beginning Fund Balance	6,812,976	7,143,302	9,374,427	11,102,763	9,234,957	8,518,581	8,494,679	8,753,654
Total Revenue	35,366,263	38,011,402	38,579,517	36,466,887	36,714,454	38,532,965	38,023,350	38,456,955
Other Financing Sources	950,200	2,902,197	2,572,932	1,028,456	2,196,610	1,844,433	2,560,875	1,969,785
Total Sources of Funds	36,316,463	40,913,599	41,152,449	37,495,343	38,911,064	40,377,398	40,584,225	40,426,740
Total Expenditure	35,822,637	38,120,598	39,015,198	39,186,138	38,901,342	40,616,941	40,272,435	40,949,793
Other Financing Uses	163,500	561,876	408,915	177,011	750,000	-	52,815	-
Total Uses of Funds	35,986,137	38,682,474	39,424,113	39,363,149	39,651,342	40,616,941	40,325,250	40,949,793
Net Sources (Uses) of Funds	330,326	2,231,125	1,728,336	(1,867,806)	(740,278)	(239,543)	258,975	(523,053)
Ending Fund Balance	7,143,302	9,374,427	11,102,763	9,234,957	8,494,679	8,279,038	8,753,654	8,230,601
Special Revenue Funds								
Beginning Fund Balance	2,560,206	2,964,034	3,174,608	3,144,456	2,947,345	1,221,603	3,752,345	1,657,895
Total Revenue	1,741,674	2,239,241	1,879,376	2,091,432	3,355,991	1,522,107	3,123,636	2,821,936
Other Financing Sources	26,287	11,876	158,000	-	750,000	107,000	122,815	70,000
Total Sources of Funds	1,767,961	2,251,117	2,037,376	2,091,432	4,105,991	1,629,107	3,246,451	2,891,936
Total Expenditure	1,345,177	2,025,220	2,067,528	2,207,086	3,253,939	1,806,905	4,585,138	2,942,339
Other Financing Uses	18,956	15,323	-	81,457	47,052	-	755,763	755,763
Total Uses of Funds	1,364,133	2,040,543	2,067,528	2,288,543	3,300,991	1,806,905	5,340,901	3,698,102
Net Sources (Uses) of Funds	403,828	210,574	(30,152)	(197,111)	805,000	(177,798)	(2,094,450)	(806,166)
Ending Fund Balance	2,964,034	3,174,608	3,144,456	2,947,345	3,752,345	1,043,805	1,657,895	851,729
Debt Service Funds								
Beginning Fund Balance	90,216	58,283	87,630	166,137	58,665	57,087	9,616	164,656
Total Revenue	1,080,160	1,175,717	1,187,153	998,102	1,049,772	1,056,000	1,099,253	853,500
Other Financing Sources	-	-	-	-	10,316,477	-	-	-
Total Sources of Funds	1,080,160	1,175,717	1,187,153	998,102	11,366,249	1,056,000	1,099,253	853,500
Total Expenditure	1,112,093	1,134,526	1,108,646	1,105,574	1,098,821	1,103,995	944,213	959,200
Other Financing Uses	-	11,844	-	-	10,316,477	-	-	-
Total Uses of Funds	1,112,093	1,146,370	1,108,646	1,105,574	11,415,298	1,103,995	944,213	959,200
Net Sources (Uses) of Funds	(31,933)	29,347	78,507	(107,472)	(49,049)	(47,995)	155,040	(105,700)
Ending Fund Balance	58,283	87,630	166,137	58,665	9,616	9,092	164,656	58,956
Capital Projects Funds								
Beginning Fund Balance	2,285,965	6,685,467	5,073,662	2,405,610	2,456,408	345,667	3,748,195	287,543
Total Revenue	7,319,251	4,974,750	3,581,164	3,028,361	2,022,462	1,763,000	1,935,234	1,809,000
Other Financing Sources	877,726	2,035,205	865,450	337,838	2,311,017	64,455	425,000	285,000
Total Sources of Funds	8,196,977	7,009,955	4,446,614	3,366,199	4,333,479	1,827,455	2,360,234	2,094,000
Total Expenditure	2,627,932	4,321,525	4,686,342	2,887,575	2,122,616	1,354,676	4,861,774	1,503,781
Other Financing Uses	1,169,543	4,300,235	2,428,324	427,826	919,076	812,411	959,112	771,739
Total Uses of Funds	3,797,475	8,621,760	7,114,666	3,315,401	3,041,692	2,167,087	5,820,886	2,275,520
Net Sources (Uses) of Funds	4,399,502	(1,611,805)	(2,668,052)	50,798	1,291,787	(339,632)	(3,460,652)	(181,520)
Ending Fund Balance	6,685,467	5,073,662	2,405,610	2,456,408	3,748,195	6,035	287,543	106,023
Total Governmental Funds								
Beginning Fund Balance	11,749,363	16,851,086	17,710,327	16,818,966	14,697,375	10,142,938	16,004,835	10,863,748
Total Revenue	45,507,348	46,401,110	45,227,210	42,584,782	43,142,679	42,874,072	44,181,473	43,941,391
Other Financing Sources	1,854,213	4,949,278	3,596,382	1,366,294	15,574,104	2,015,888	3,108,690	2,324,785
Total Sources of Funds	47,361,561	51,350,388	48,823,592	43,951,076	58,716,783	44,889,960	47,290,163	46,266,176
Total Expenditure	40,907,839	45,601,869	46,877,714	45,386,373	45,376,718	44,882,517	50,663,560	46,355,113
Other Financing Uses	1,351,999	4,889,278	2,837,239	686,294	12,032,605	812,411	1,767,690	1,527,502
Total Uses of Funds	42,259,838	50,491,147	49,714,953	46,072,667	57,409,323	45,694,928	52,431,250	47,882,615
Net Sources (Uses) of Funds	5,101,723	859,241	(891,361)	(2,121,591)	1,307,460	(804,968)	(5,141,087)	(1,616,439)
Ending Fund Balance	16,851,086	17,710,327	16,818,966	14,697,375	16,004,835	9,337,970	10,863,748	9,247,309

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City of Englewood, Colorado Budget 2012

Continued from previous page

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

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Enterprise Funds								
Beginning Fund Balance	49,445,481	29,505,486	19,157,633	14,801,967	16,312,500	11,739,155	15,236,543	12,954,871
Total Revenue	21,713,992	21,658,878	24,285,918	24,605,842	26,429,869	27,976,484	28,108,092	28,171,318
Other Financing Sources	416,606	1,111,247	652,805	2,864,774	50,000	-	-	14,000,000
Total Sources of Funds	22,130,598	22,770,125	24,938,723	27,470,616	26,479,869	27,976,484	28,108,092	42,171,318
Total Expenditure	42,070,593	33,117,978	29,294,389	25,860,083	27,555,826	33,514,496	30,389,764	36,151,691
Other Financing Uses	-	-	-	100,000	-	-	-	-
Total Uses of Funds	42,070,593	33,117,978	29,294,389	25,960,083	27,555,826	33,514,496	30,389,764	36,151,691
Net Sources (Uses) of Funds	(19,939,995)	(10,347,853)	(4,355,666)	1,510,533	(1,075,957)	(5,538,012)	(2,281,672)	6,019,627
Ending Fund Balance	29,505,486	19,157,633	14,801,967	16,312,500	15,236,543	6,201,143	12,954,871	18,974,498
Internal Service Funds								
Beginning Fund Balance	2,474,717	2,717,186	3,404,576	3,783,003	3,505,024	3,013,831	3,210,460	3,210,022
Total Revenue	8,502,701	9,273,223	9,534,198	9,622,462	9,507,772	10,108,197	10,385,813	9,976,848
Other Financing Sources	300,000	-	-	-	-	-	-	-
Total Sources of Funds	8,802,701	9,273,223	9,534,198	9,622,462	9,507,772	10,108,197	10,385,813	9,976,848
Total Expenditure	7,623,518	8,525,833	8,995,771	9,350,441	8,505,859	9,758,057	9,440,251	10,211,224
Other Financing Uses	936,714	60,000	160,000	550,000	1,296,477	1,096,477	946,000	820,000
Total Uses of Funds	8,560,232	8,585,833	9,155,771	9,900,441	9,802,336	10,854,534	10,386,251	11,031,224
Net Sources (Uses) of Funds	242,469	687,390	378,427	(277,979)	(294,564)	(746,337)	(438)	(1,054,376)
Ending Fund Balance	2,717,186	3,404,576	3,783,003	3,505,024	3,210,460	2,267,494	3,210,022	2,155,646
Total Proprietary Funds								
Beginning Fund Balance	51,920,198	32,222,672	22,562,209	18,584,970	19,817,524	14,752,986	18,447,003	16,164,893
Total Revenue	30,216,693	30,932,101	33,820,116	34,228,304	35,937,641	38,084,681	38,493,905	38,148,166
Other Financing Sources	716,606	1,111,247	652,805	2,864,774	50,000	-	-	14,000,000
Total Sources of Funds	30,933,299	32,043,348	34,472,921	37,093,078	35,987,641	38,084,681	38,493,905	52,148,166
Total Expenditure	49,694,111	41,643,811	38,290,160	35,210,524	36,061,685	43,272,553	39,830,015	46,362,915
Other Financing Uses	936,714	60,000	160,000	650,000	1,296,477	1,096,477	946,000	820,000
Total Uses of Funds	50,630,825	41,703,811	38,450,160	35,860,524	37,358,162	44,369,030	40,776,015	47,182,915
Net Sources (Uses) of Funds	(19,697,526)	(9,660,463)	(3,977,239)	1,232,554	(1,370,521)	(6,284,349)	(2,282,110)	4,965,251
Ending Fund Balance	32,222,672	22,562,209	18,584,970	19,817,524	18,447,003	8,468,637	16,164,893	21,130,144
Total All Funds								
Beginning Fund Balance	63,669,561	49,073,758	40,272,536	35,403,936	34,514,899	24,895,924	34,451,838	27,028,641
Total Revenue	75,724,041	77,333,211	79,047,326	76,813,086	79,080,320	80,958,753	82,675,378	82,089,557
Other Financing Sources	2,570,819	6,060,525	4,249,187	4,231,068	15,624,104	2,015,888	3,108,690	16,324,785
Total Sources of Funds	78,294,860	83,393,736	83,296,513	81,044,154	94,704,424	82,974,641	85,784,068	98,414,342
Total Expenditure	90,601,950	87,245,680	85,167,874	80,596,897	81,438,403	88,155,070	90,493,575	92,718,028
Other Financing Uses	2,288,713	4,949,278	2,997,239	1,336,294	13,329,082	1,908,888	2,713,690	2,347,502
Total Uses of Funds	92,890,663	92,194,958	88,165,113	81,933,191	94,767,485	90,063,958	93,207,265	95,065,530
Net Sources (Uses) of Funds	(14,595,803)	(8,801,222)	(4,868,600)	(889,037)	(63,061)	(7,089,317)	(7,423,197)	3,348,812
Ending Fund Balance	49,073,758	40,272,536	35,403,936	34,514,899	34,451,838	17,806,607	27,028,641	30,377,453

City of Englewood, Colorado Budget 2012

All Funds Sources and Uses Budget Summary

Governmental Fund Types

	Estimated Beginning Balance	Sources	Uses	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
General Fund	8,753,654	40,426,740	40,949,793	8,230,601	4,161,979	4,068,622
Special Revenue Funds						
Conservation Trust Fund	98,916	327,000	403,500	22,416	-	22,416
Community Development Fund	-	300,000	300,000	-	-	-
Donors Fund	101,072	96,500	172,780	24,792	-	24,792
Malley Center Trust Fund	291,667	15,000	15,000	291,667	-	291,667
Parks & Recreation Trust Fund	449,303	20,000	20,000	449,303	-	449,303
Open Space Fund	190,551	645,000	772,000	63,551	-	63,551
Neighborhood Stabilization Program Fund	526,386	1,488,436	2,014,822	-	-	-
Total Special Revenue Funds	1,657,895	2,891,936	3,698,102	851,729	-	851,729
Debt Service Fund						
General Obligation Bond Fund	164,656	853,500	959,200	58,956	-	58,956
Total Debt Service Fund	164,656	853,500	959,200	58,956	-	58,956
Capital Projects Funds						
Public Improvement Fund	329,782	1,754,000	2,000,739	83,043	-	83,043
Capital Projects Fund	(42,239)	340,000	274,781	22,980	-	22,980
Total Capital Projects Funds	287,543	2,094,000	2,275,520	106,023	-	106,023
Total Governmental Funds	10,863,748	46,266,176	47,882,615	9,247,309	4,161,979	5,085,330

Proprietary Fund Types

	Estimated Beginning Balance	Sources Revenues	Uses Expenditures	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
Enterprise Funds						
Water Fund	6,818,223	11,832,380	13,049,665	5,600,938	-	5,600,938
Sewer Fund	3,644,933	25,984,080	18,894,661	10,734,352	-	10,734,352
Stormwater Drainage Fund	749,062	331,232	348,473	731,821	-	731,821
Golf Course Fund	538,560	2,312,426	2,161,643	689,343	-	689,343
Concrete Utility Fund	294,204	711,200	697,249	308,155	-	308,155
Housing Rehabilitation Fund	909,889	1,000,000	1,000,000	909,889	-	909,889
Total Enterprise Funds	12,954,871	42,171,318	36,151,691	18,974,498	-	18,974,498
Internal Service Funds						
Central Services Fund	107,882	353,400	353,463	107,819	-	107,819
ServiCenter Fund	950,990	2,273,080	2,260,423	963,647	-	963,647
Capital Equipment Replacement Fund	1,430,499	825,915	1,264,936	991,478	-	991,478
Risk Management Fund	720,040	1,187,027	1,867,850	39,217	-	39,217
Employee Benefits Fund	611	5,337,426	5,284,552	53,485	-	53,485
Total Internal Service Funds	3,210,022	9,976,848	11,031,224	2,155,646	-	2,155,646
Total Proprietary Funds	16,164,893	52,148,166	47,182,915	21,130,144	-	21,130,144
Total All Funds	27,028,641	98,414,342	95,065,530	30,377,453	4,161,979	26,215,474



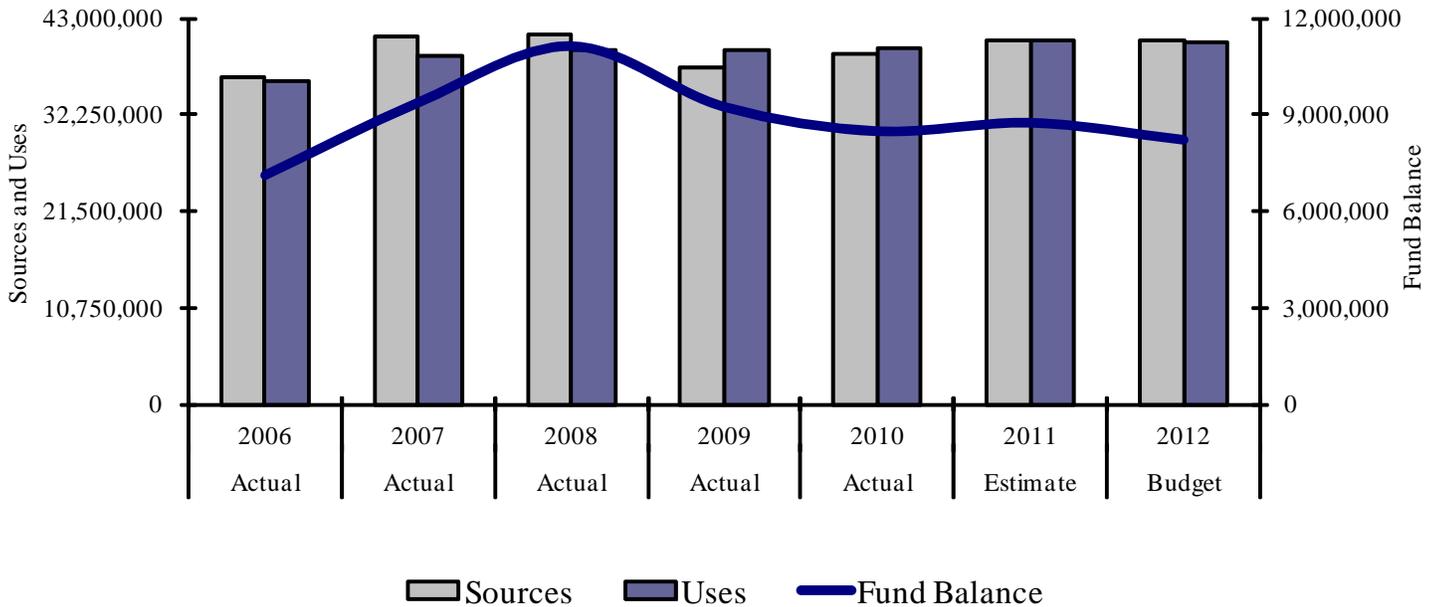
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General Fund

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

City of Englewood, Colorado Budget 2012
General Fund
Summary Statement of Sources and Uses of Funds
And Changes in Fund Balance

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Adopted Budget	2011 Estimated Actual	2012 Adopted Budget
Beginning Fund Balance	\$ 6,812,976	\$ 7,143,302	\$ 9,374,427	\$ 11,102,763	\$ 9,234,957	\$ 8,157,514	\$ 8,494,679	\$ 8,753,654
Sources of Funds								
Total Revenue	35,366,263	38,011,402	38,579,517	36,466,887	36,714,454	37,424,105	38,023,350	38,456,955
Other Financing Sources	950,200	2,902,197	2,572,932	1,028,456	2,196,610	2,519,204	2,560,875	1,969,785
Total Sources of Funds	36,316,463	40,913,599	41,152,449	37,495,343	38,911,064	39,943,309	40,584,225	40,426,740
Uses of Funds								
Total Expenditures	35,822,637	38,120,598	39,015,198	39,186,138	38,901,342	40,430,513	40,272,435	40,949,793
Other Financing Uses	163,500	561,876	408,915	177,011	750,000	-	52,815	-
Total Uses of Funds	35,986,137	38,682,474	39,424,113	39,363,149	39,651,342	40,430,513	40,325,250	40,949,793
Net Sources (Uses) of Funds	330,326	2,231,125	1,728,336	(1,867,806)	(740,278)	(487,204)	258,975	(523,053)
Ending Fund Balance	\$ 7,143,302	\$ 9,374,427	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 7,670,310	\$ 8,753,654	\$ 8,230,601
Percentage Change		31.23%	18.44%	-16.82%	-8.02%	-9.70%	14.12%	-5.98%



City of Englewood, Colorado **Budget 2012**

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. Voters approved an additional mill levy for principal and interest payments on the City’s general obligation debt incurred for certain parks and recreation projects-construction of Pirates Cove and remodeling of the Englewood Recreation Center and the Malley Senior Recreation Center. This additional property tax mill levy varies based on the debt service payment of the City’s general obligation debt. The property tax mill levy designated for General Fund use is fixed at 5.880 mills. The budgets for 2011 and 2012 follow:

Fund	Tax	2011 Budget 2010 Mill Levy Collected in 2011		2012 Budget 2011 Mill Levy Collected in 2012	
		Mill Levy	Amount	Mill Levy	Amount
General	Property	5.880	\$ 3,017,000	5.880	\$ 2,880,000
Debt Service	Property	2.130	1,090,000	1.741	850,000
Totals		8.010	\$ 4,107,000	7.621	\$ 3,730,000

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

Sales and Use Tax: Sales and use taxes are the most important revenue sources for the City. Sales and use taxes generated 75 percent of all taxes and 60 percent of total revenues collected in 2010. This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Taxes for the current month are due to the City by the 20th day of the following month.

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

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

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

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

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

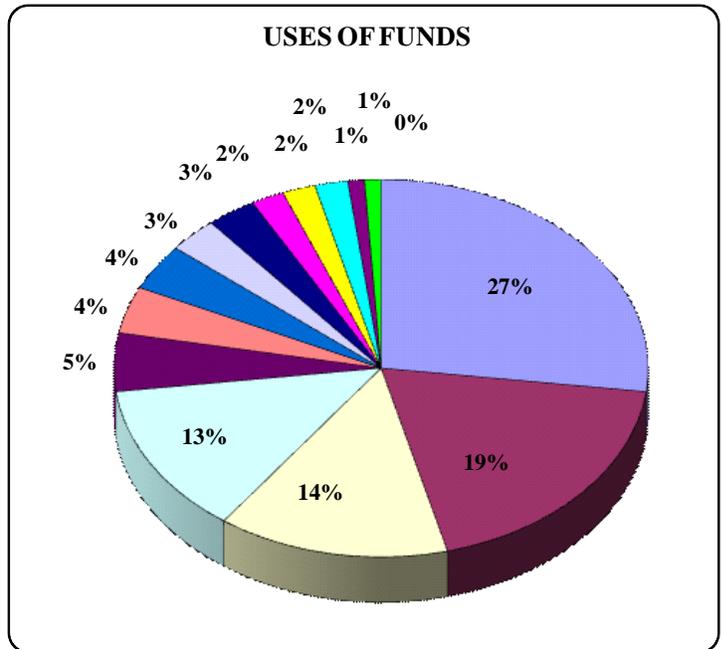
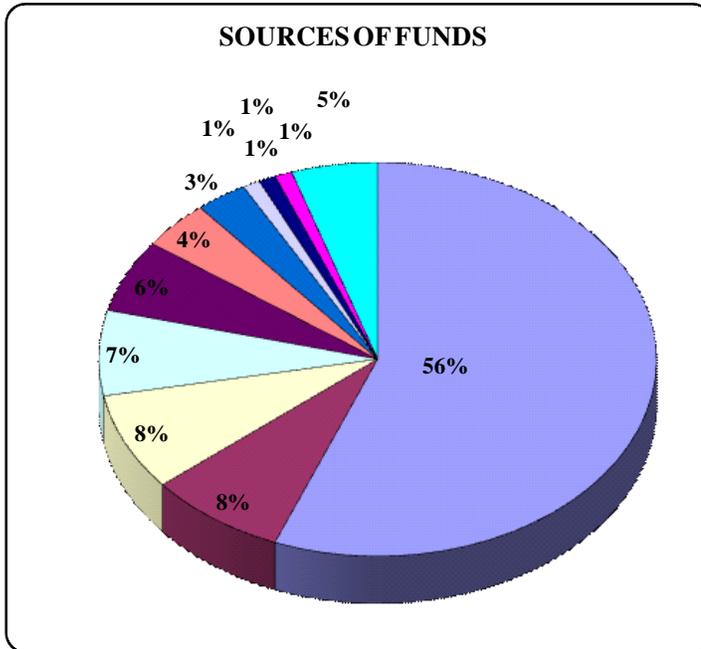
Fines and Forfeitures: This revenue source includes court, traffic violation, and other fines.

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

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

City of Englewood, Colorado Budget 2012

General Fund



General Fund Sources

	Amount	%
<u>Revenue</u>		
Sales & Use Taxes	\$22,115,126	56%
Charges for Services	3,392,567	8%
Franchise Fees	3,056,938	8%
Property Tax	2,880,000	7%
Cultural & Recreation Program Fees	2,599,668	6%
Intergovernmental Revenue	1,552,315	4%
Fines & Forfeitures	1,318,450	3%
Specific Ownership & Cigarette Taxes	440,000	1%
Licenses & Permits	574,025	1%
Other	427,866	1%
Interest	100,000	0%
Total Revenue	38,456,955	
Other Financing Sources	1,969,785	5%

General Fund Uses

	Amount	%
<u>Expenditure</u>		
Police Services	\$10,921,455	27%
Fire Services	7,711,732	19%
Parks & Recreation Services	5,834,425	14%
Public Works	5,436,637	13%
Debt Service	2,060,739	5%
Finance & Administrative Services	1,541,645	4%
Community Development	1,478,398	4%
Information Technology	1,360,355	3%
Library Services	1,256,481	3%
Municipal Court	974,417	2%
City Attorney's Office	746,734	2%
City Manager's Office	672,072	2%
Human Resources	470,910	1%
Legislation-City Council & Boards	333,793	1%
Contingencies	150,000	0%
Total Expenditure	40,949,793	
Other Financing Uses	-	
Total Uses of Funds	\$40,949,793	100%

Total Sources of Funds **\$40,426,740** 100%

Net Sources (Uses) of Funds

Estimated Fund Balance - January 1, 2012	8,753,654
Estimated Fund Balance Before Reserves	8,230,601
Reserves	(4,161,979)
Estimated <u>Unreserved</u> Fund Balance - December 31, 2012	<u>\$ 4,068,622</u>

Taxes are approximately sixty-four percent of the financial resources of the General Fund. Sales and use tax provide approximately fifty-six percent of the General Fund's sources of funds, and property tax accounts for roughly seven percent. Seventy-three percent of the General Fund's uses of funds are spent on direct services for Police Services (27%), Fire Services (19%), Parks and Recreation Services (14%) and Public Works (13%).

City of Englewood, Colorado Budget 2012

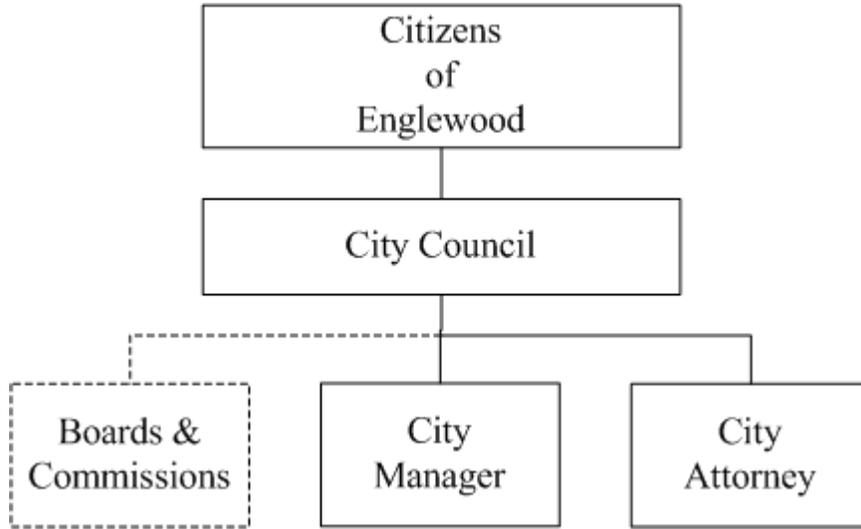
General Fund

Statement of Revenue, Expenditure and Changes in Fund Balance

	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 6,812,976	\$ 7,143,302	\$ 9,374,427	\$ 11,102,763	\$ 9,234,957	\$ 8,157,514	\$ 8,494,679	\$ 8,753,654
Sources of Funds								
Property Tax	2,559,369	2,623,118	2,995,990	2,971,303	3,020,884	3,017,000	3,017,000	2,880,000
Specific Ownership Tax	333,018	341,423	316,242	276,414	263,434	250,000	250,000	250,000
Sales & Use Taxes	20,688,258	22,753,820	22,617,767	20,624,659	20,866,515	21,216,000	21,640,320	22,115,126
Cigarette Tax	293,776	278,785	261,743	218,449	196,320	190,000	190,000	190,000
Franchise Fees	2,362,000	2,356,385	2,588,214	2,452,611	2,620,191	2,650,851	2,702,938	3,056,938
Hotel/Motel Tax	9,554	9,722	10,078	9,140	8,806	8,713	8,713	8,713
Licenses & Permits	623,945	1,168,977	671,609	588,328	695,563	575,100	650,000	574,025
Intergovernmental Revenue	1,193,863	1,106,280	1,079,285	1,319,282	1,465,970	1,459,564	1,753,114	1,552,315
Charges for Services	3,053,106	3,113,550	3,476,583	3,185,443	3,254,830	3,336,962	3,359,004	3,392,567
Recreation Program Fees	2,099,202	2,235,938	2,364,758	2,315,598	2,489,781	2,587,653	2,620,158	2,599,668
Library Fines	23,569	21,691	22,746	21,370	21,923	20,000	20,000	20,000
Fines & Forfeitures	1,543,353	1,423,950	1,438,354	1,618,308	1,416,034	1,489,150	1,298,450	1,298,450
Interest Income	353,575	411,516	520,325	230,000	100,545	200,000	100,000	100,000
Other	229,675	166,247	215,823	635,982	293,658	423,112	413,653	419,153
Total Revenue	35,366,263	38,011,402	38,579,517	36,466,887	36,714,454	37,424,105	38,023,350	38,456,955
Other Financing Sources	950,200	2,902,197	2,572,932	1,028,456	2,196,610	2,519,204	2,560,875	1,969,785
Total Sources of Funds	36,316,463	40,913,599	41,152,449	37,495,343	38,911,064	39,943,309	40,584,225	40,426,740
Uses of Funds								
Legislation	306,360	323,964	350,254	346,044	309,870	346,120	341,236	333,793
City Manager's Office	618,649	673,949	674,322	674,170	659,882	664,732	638,800	672,072
City Attorney's Office	586,588	694,358	698,563	678,038	702,228	762,518	747,268	746,734
Municipal Court	831,859	890,152	915,303	914,494	901,469	999,105	978,735	974,417
Human Resources	516,302	557,855	579,136	456,275	419,421	481,102	435,833	470,910
Finance & Administrative Services	1,589,900	1,568,074	1,626,571	1,575,923	1,445,581	1,550,906	1,519,463	1,541,645
Information Technology	1,103,732	1,254,364	1,280,156	1,360,237	1,280,660	1,338,543	1,343,419	1,360,355
Community Development	1,366,545	1,412,444	1,464,725	1,366,437	1,301,473	1,344,556	1,466,766	1,478,398
Public Works	5,024,251	5,421,774	5,189,173	5,152,891	5,137,364	5,498,891	5,395,714	5,436,637
Safety Services	15,588,534	16,497,359						
Police			9,974,925	10,183,890	10,312,633	10,587,026	10,599,704	10,921,455
Fire			7,215,444	7,320,268	7,425,903	7,465,775	7,492,341	7,711,732
Library Services	1,265,511	1,259,525	1,261,112	1,275,554	1,284,083	1,256,520	1,228,286	1,256,481
Parks & Recreation Services	5,534,106	5,566,094	5,916,449	5,727,968	5,811,809	5,969,515	5,823,758	5,834,425
Departments Expenditure Subtotal	34,332,337	36,119,912	37,146,133	37,032,189	36,992,376	38,265,309	38,011,323	38,739,054
Contingencies	230,692	130,925	59,759	348,741	48,139	90,000	150,000	150,000
Debt Service-Civic Center	965,578	1,578,281	1,575,850	1,571,752	1,860,827	1,577,000	1,577,000	1,574,000
Debt Service-Other	294,030	291,480	233,456	233,456	-	498,204	534,112	486,739
Other Expenditure Subtotal	1,490,300	2,000,686	1,869,065	2,153,949	1,908,966	2,165,204	2,261,112	2,210,739
Total Expenditure	35,822,637	38,120,598	39,015,198	39,186,138	38,901,342	40,430,513	40,272,435	40,949,793
Other Financing Uses	163,500	561,876	408,915	177,011	750,000	-	52,815	-
Total Uses of Funds	35,986,137	38,682,474	39,424,113	39,363,149	39,651,342	40,430,513	40,325,250	40,949,793
Net Sources (Uses) of Funds	330,326	2,231,125	1,728,336	(1,867,806)	(740,278)	(487,204)	258,975	(523,053)
Fund Balance Before Reserves	7,143,302	9,374,427	11,102,763	9,234,957	8,494,679	7,670,310	8,753,654	8,230,601
Reserves								
TABOR Emergency Reserve	1,040,000	1,290,000	1,280,000	1,170,000	1,150,000	1,170,000	1,150,000	1,150,000
LTAR	171,200	2,428,312	3,485,143	3,131,979	2,130,520	2,713,467	2,713,467	2,713,467
Contractual Reserve	171,200	124,800	80,800	39,200	298,512	298,512	298,512	298,512
Reserved Fund Balance	1,211,200	3,843,112	4,845,943	4,341,179	3,579,032	4,181,979	4,161,979	4,161,979
Unreserved Fund Balance	\$ 5,932,102	\$ 5,531,315	\$ 6,256,820	\$ 4,893,778	\$ 4,915,647	\$ 3,488,331	\$ 4,591,675	\$ 4,068,622
Unreserved Fund Balance as a percentage of Total Revenue	16.77%	14.55%	16.22%	13.42%	13.39%	9.32%	12.08%	10.58%
Fund Balance Before Reserves as a percentage of Total Revenue	20.20%	24.66%	28.78%	25.32%	23.14%	20.50%	23.02%	21.40%
Fund Balance Before Reserves as a percentage of Total Expenditures	19.94%	24.59%	28.46%	23.57%	21.84%	18.97%	21.74%	20.10%

City of Englewood, Colorado **Budget 2012**

Department Legislation
Fund General



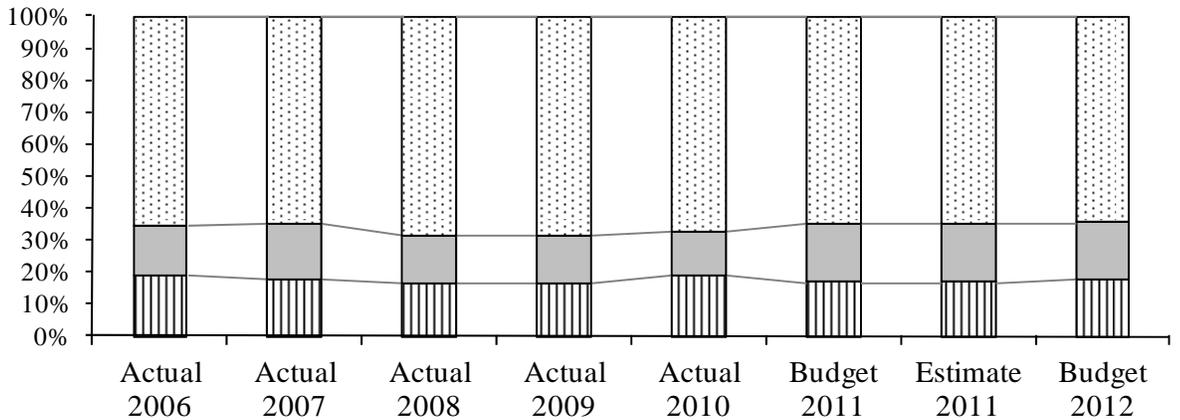
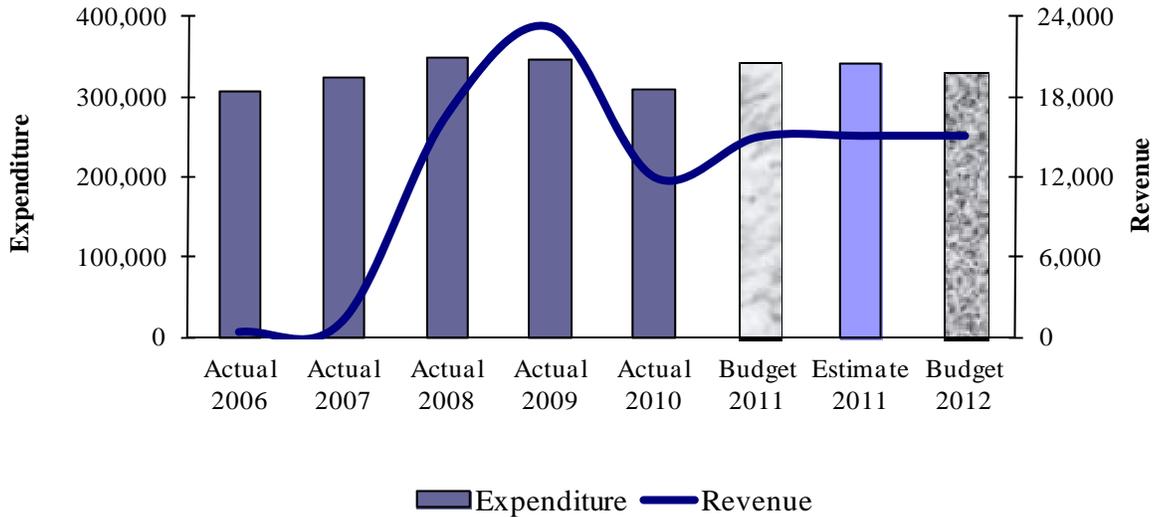
Mission Strive to assure economic and community vitality that will support essential services and provide the quality of life expected by the community.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
•	•
•	•
•	•
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
•	•
•	•
•	•

City of Englewood, Colorado Budget 2012

Department Legislation
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	330	1,175	16,645	23,286	12,003	15,000	15,100	15,100
Percent Change		256.06%	1316.60%	39.90%	-48.45%	24.97%	0.67%	0.00%
Expenditure								
Personnel	58,156	57,229	57,782	57,486	59,482	58,712	58,066	58,459
Commodities	48,344	57,177	53,109	51,323	41,337	62,759	61,153	60,078
Contractual	199,860	209,558	239,363	237,237	209,050	224,649	222,017	215,256
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	306,360	323,964	350,254	346,046	309,869	346,120	341,236	333,793
Percent Change		5.75%	8.12%	-1.20%	-10.45%	11.70%	-1.41%	-2.18%
Council Members	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Percent Change FIE		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Legislation

Fund General

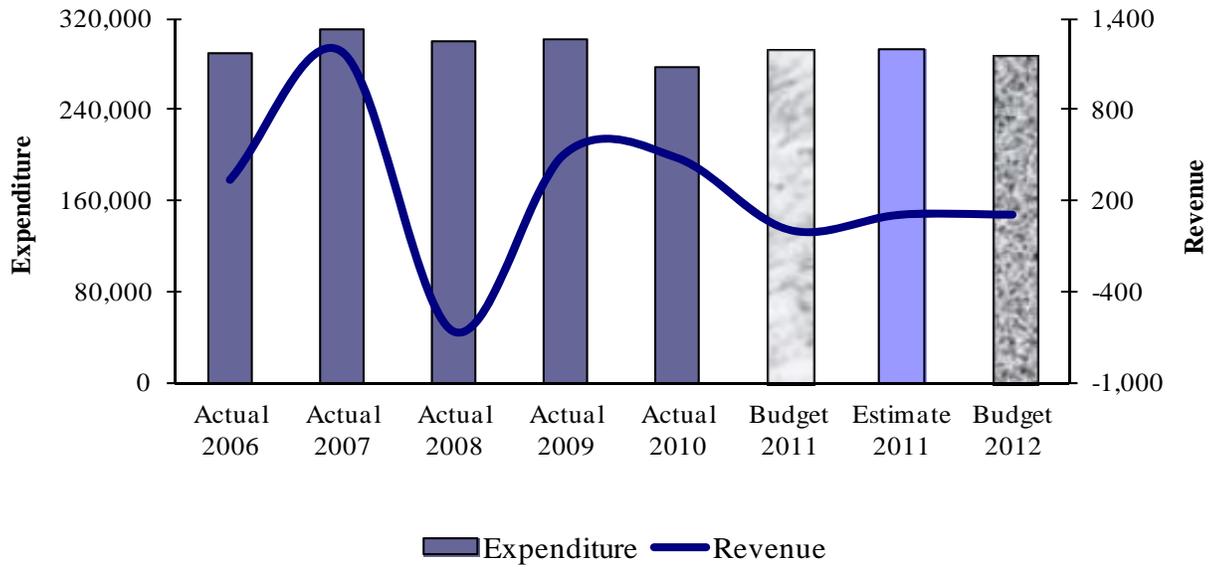
Division City Council

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	330	1,175	(670)	505	475	-	100	100
Percent Change		256.06%	-157.02%	-175.37%	-5.94%	-100.00%	---	0.00%
Expenditure								
Personnel	56,611	56,421	57,122	56,807	56,487	57,271	56,336	57,179
Commodities	37,750	47,614	42,384	39,391	33,052	49,825	49,825	49,825
Contractual	195,486	206,289	200,310	205,223	188,314	187,453	187,453	180,692
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	289,847	310,324	299,816	301,421	277,853	294,549	293,614	287,696
Percent Change		7.06%	-3.39%	0.54%	-7.82%	6.01%	-0.32%	-2.02%
Council Members	7.000	7.000	7.000	7.000	7.000	7.000	7.000	7.000
Percent Change FIE		0.000%	0.000%	0.000%	0.000%	0.000%	0.000%	0.000%



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

City of Englewood, Colorado **Budget 2012**

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
		<ul style="list-style-type: none"> d. Address Hotel/Motel problems e. Address graffiti
<p>A progressive City that provides responsive and cost efficient services</p>	<ul style="list-style-type: none"> 3. Financial Stability 4. Housing 5. Zoning 	<ul style="list-style-type: none"> 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 a. Improve housing stock b. Affordable housing a. Encourage commercial development b. Continue small area planning – implementation opportunities
<p>A City that is business friendly and economically diverse</p>	<ul style="list-style-type: none"> 6. Economic Development 	<ul style="list-style-type: none"> a. Concentrate on Business Corridors – Broadway/Hospital/Belleview b. Marketing/Broadway c. Explore redevelopment opportunities d. Review/address zoning issues that may impede development
<p>A City that provides diverse, cultural, recreational and entertainment opportunities</p>	<ul style="list-style-type: none"> 7. Cultural Development 	<ul style="list-style-type: none"> a. Explore Cultural opportunities

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

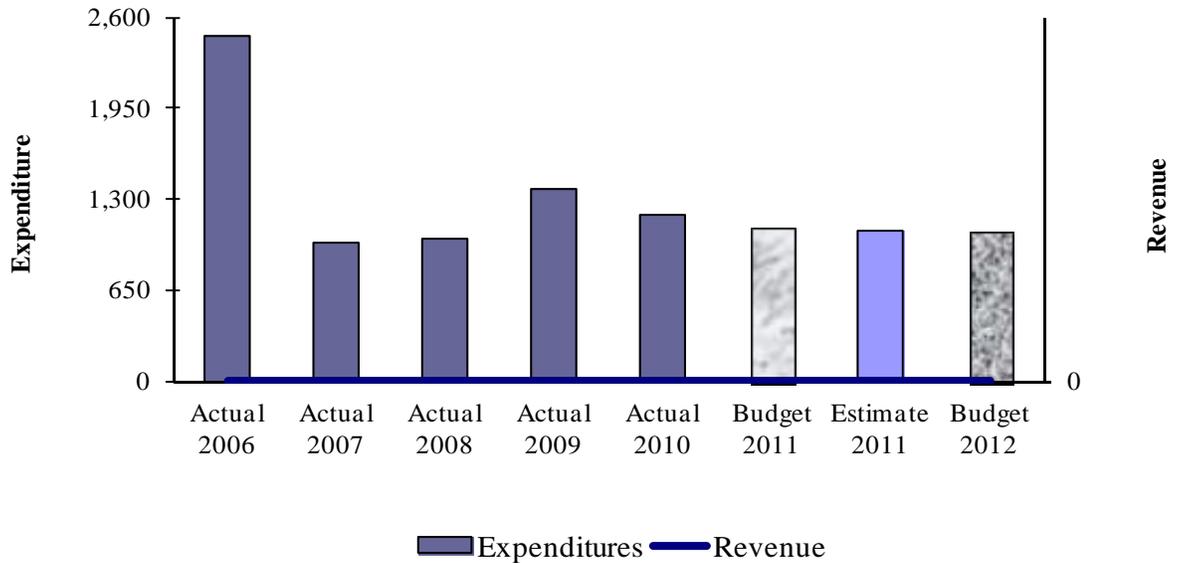
Division Board of Adjustments and Appeals

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	607	155	270	332	332	331	500	500
Commodities	1,621	736	514	894	473	375	225	225
Contractual	236	103	237	149	377	400	350	350
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	2,464	994	1,021	1,375	1,182	1,106	1,075	1,075
Percent Change		-59.66%	2.72%	34.67%	-14.04%	-6.43%	-2.80%	0.00%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado Budget 2012

Department Legislation

Fund General

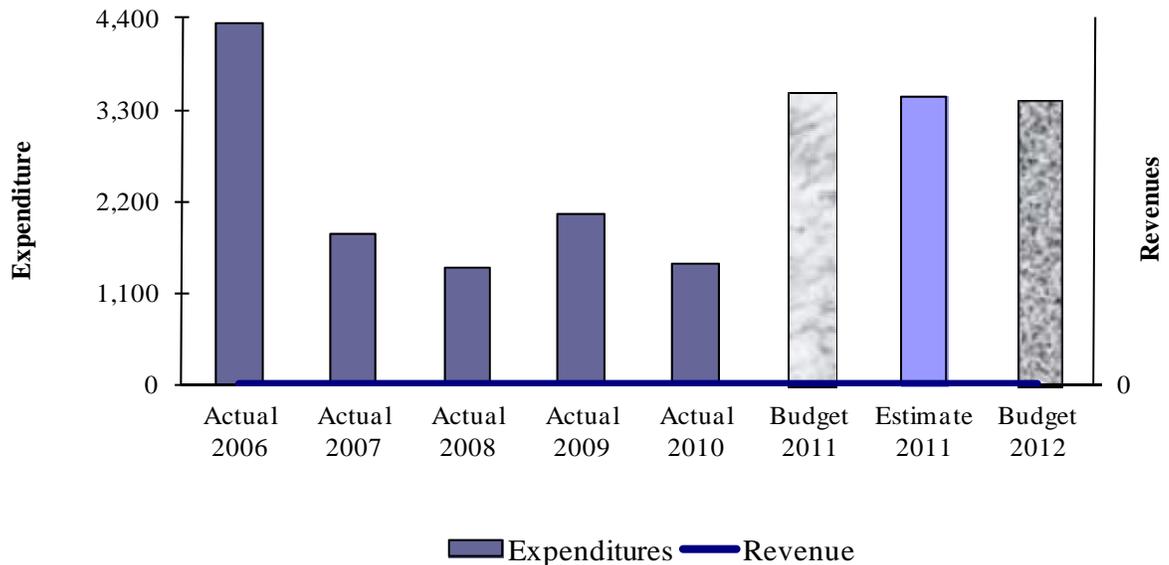
Division Planning and Zoning

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	503	95	-	104	104	660	660	660
Commodities	1,733	776	644	954	807	1,300	1,300	1,300
Contractual	2,111	936	754	994	530	1,560	1,489	1,489
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	4,347	1,807	1,398	2,052	1,441	3,520	3,449	3,449
Percent Change		-58.43%	-22.63%	46.78%	-29.78%	144.27%	-2.02%	0.00%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

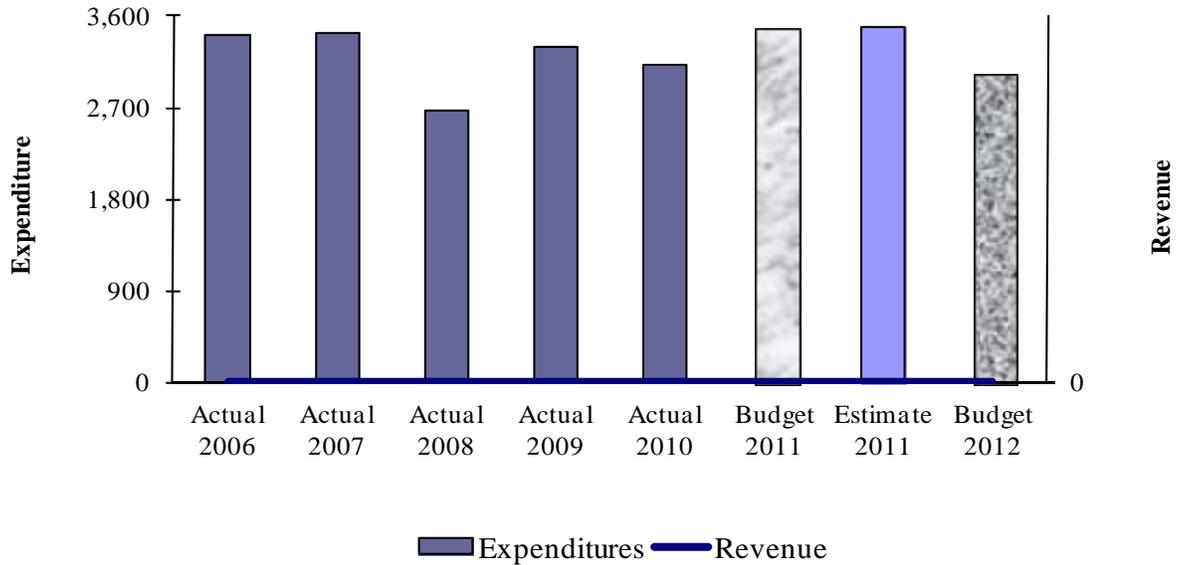
Division Library Board

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	435	558	390	243	-	450	450	-
Commodities	2,220	2,729	2,223	2,550	719	1,625	1,625	1,625
Contractual	755	140	54	504	2,397	1,425	1,425	1,425
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	3,410	3,427	2,667	3,297	3,116	3,500	3,500	3,050
Percent Change		0.50%	-22.18%	23.62%	-5.49%	12.32%	0.00%	-12.86%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

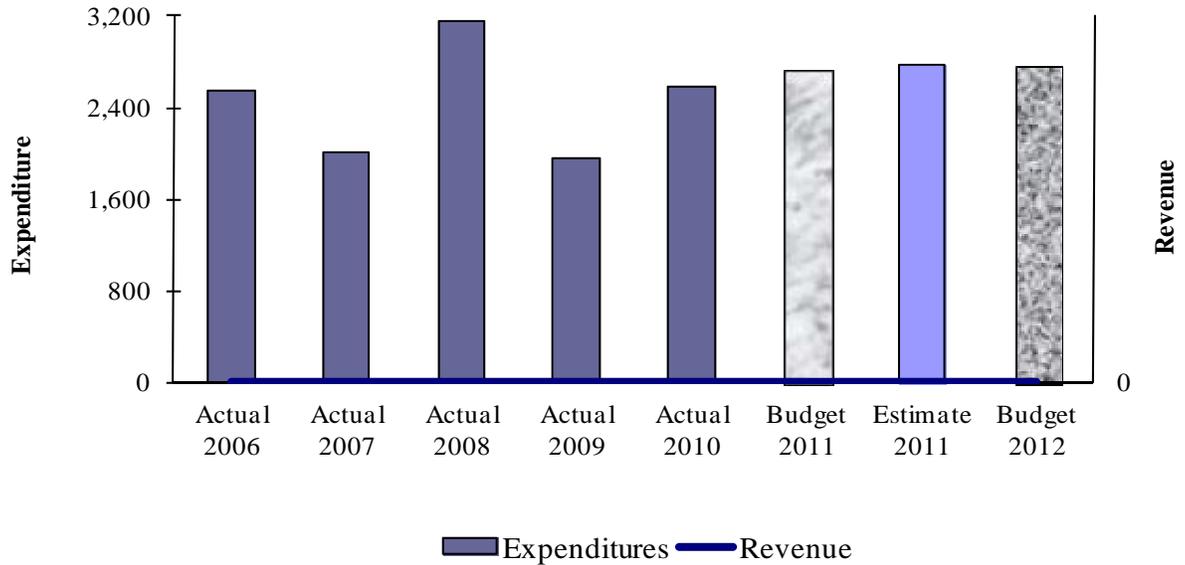
Division Parks and Recreation Commission

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	2,317	2,011	2,384	1,848	2,028	2,203	2,203	2,203
Contractual	236	-	780	100	550	550	575	575
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	2,553	2,011	3,164	1,948	2,578	2,753	2,778	2,778
Percent Change		-21.23%	57.33%	-38.43%	32.34%	6.79%	0.91%	0.00%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

Division Code Enforcement Advisory Board

Account 02.0106

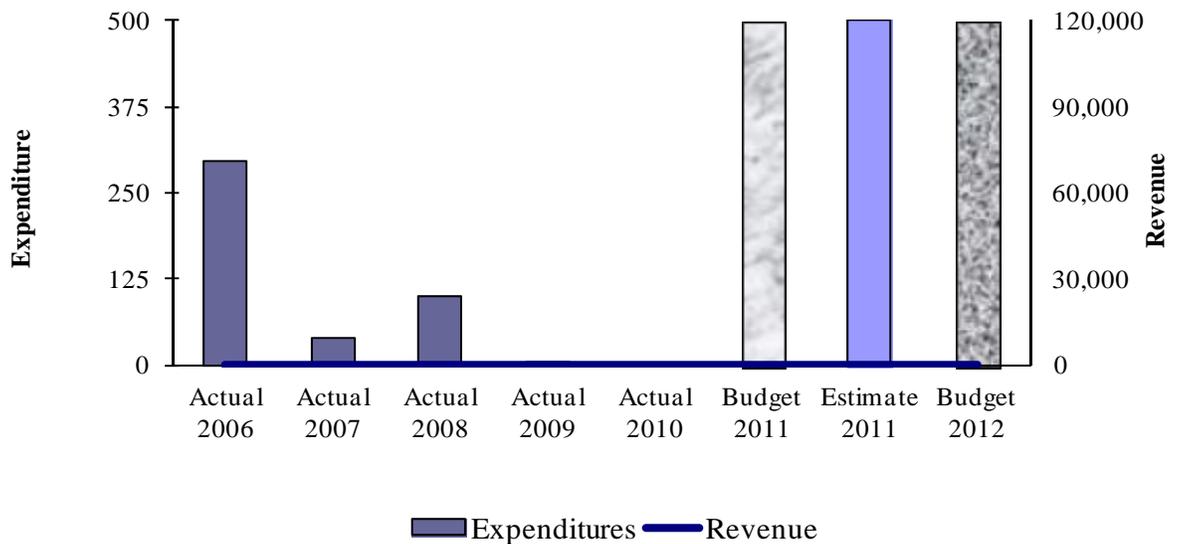
Description The Code Enforcement Advisory Board was established by Englewood City Council in 1997 with the intention of providing community recommendations to the City Council and the Director of Safety Services regarding the provision of code enforcement activities in a consistent, effective and uniform 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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	297	39	50	5	-	500	500	500
Contractual	-	-	50	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	297	39	100	5	-	500	500	500
Percent Change		-86.87%	156.41%	-95.00%	-100.00%	---	0.00%	0.00%

Employees FTE	NA	NA	NA	NA	NA	NA	NA	NA
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

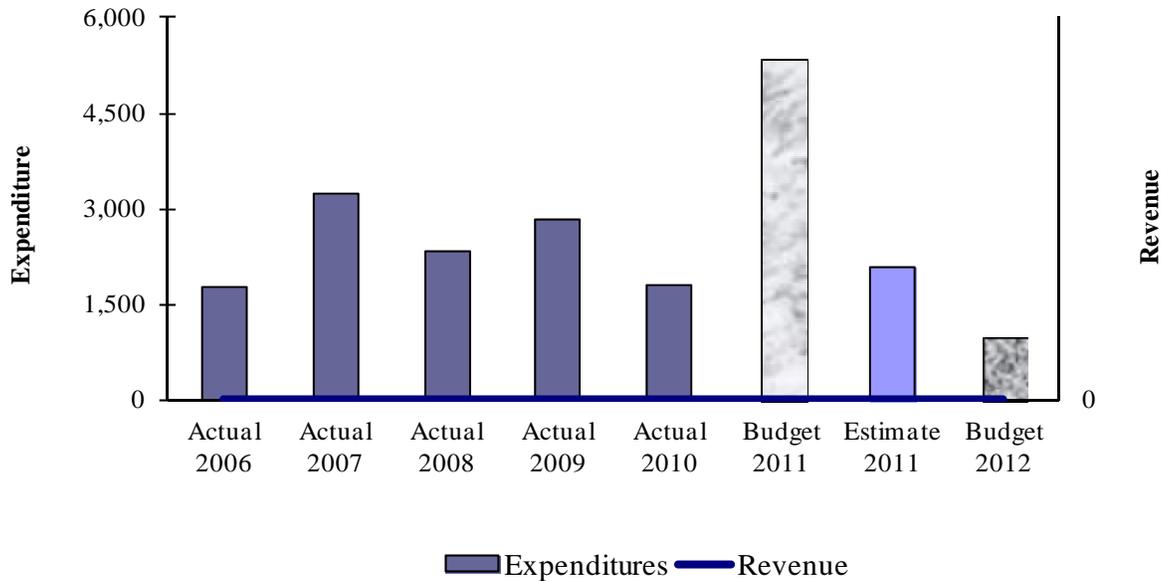
Division Alliance for Commerce in Englewood

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	1,453	2,136	2,142	2,067	1,798	3,125	1,900	825
Contractual	300	1,090	195	750	-	2,250	175	175
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,753	3,226	2,337	2,817	1,798	5,375	2,075	1,000
Percent Change		84.03%	-27.56%	20.54%	-36.17%	198.94%	-61.40%	-51.81%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Legislation

Fund General

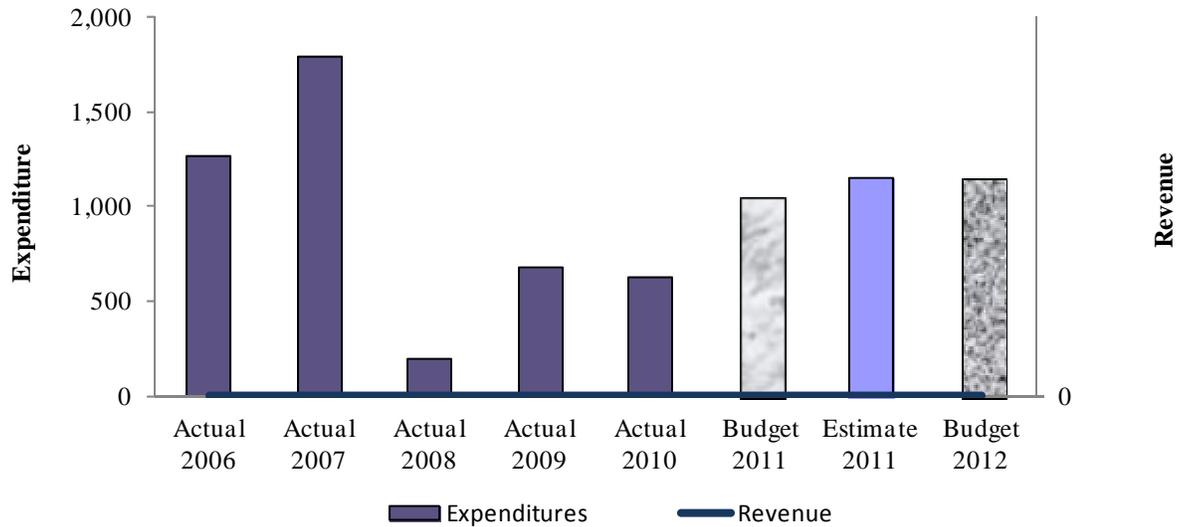
Division Cultural Arts Commission

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	534	789	147	560	447	850	950	950
Contractual	736	1,000	50	120	175	200	200	200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,270	1,789	197	680	622	1,050	1,150	1,150
Percent Change		40.87%	-88.99%	245.18%	-8.53%	68.81%	9.52%	0.00%
	NA	NA						
Fund: General Fund		---	---	---	---	---	---	---



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 **Budget 2012**

Department Legislation

Fund General

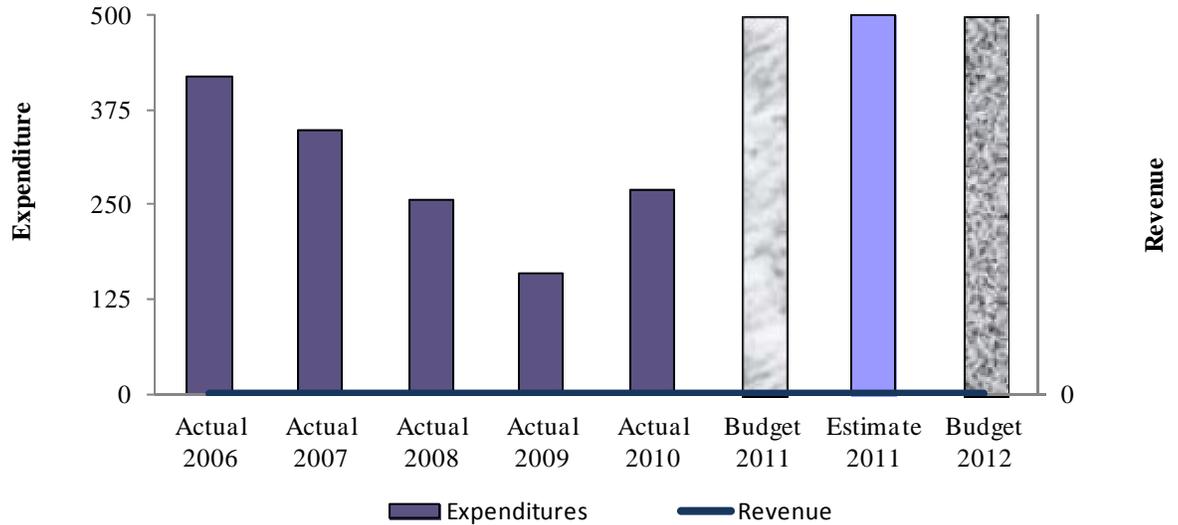
Division Transportation Advisory Committee

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	419	347	256	158	269	500	500	500
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	419	347	256	158	269	500	500	500
Percent Change		-17.18%	-26.22%	-38.28%	70.25%	85.87%	0.00%	0.00%
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado Budget 2012

Department Legislation

Fund General

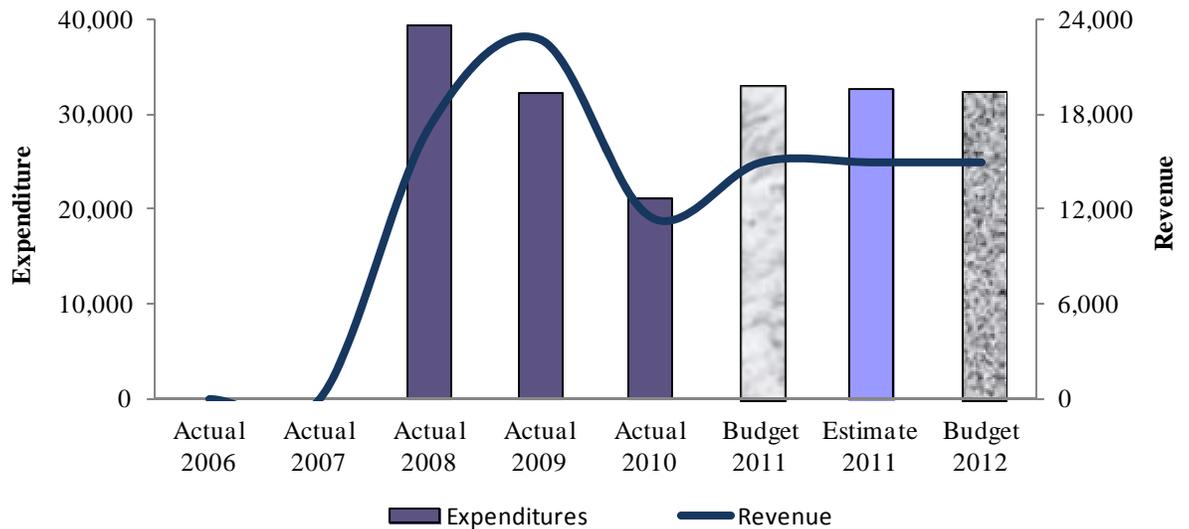
Division Keep Englewood Beautiful Commission

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	17,315	22,781	11,528	15,000	15,000	15,000
Percent Change								
Expenditures								
Personnel	-	-	-	-	2,559	-	120	120
Commodities	-	-	2,365	2,896	1,744	2,456	2,125	2,125
Contractual	-	-	36,933	29,397	16,707	30,811	30,350	30,350
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	39,298	32,293	21,010	33,267	32,595	32,595
Percent Change		---	---	-17.83%	-34.94%	58.34%	-2.02%	0.00%
Employees FIE	NA	NA						
Percent Change FIE		---	---	---	---	---	---	---

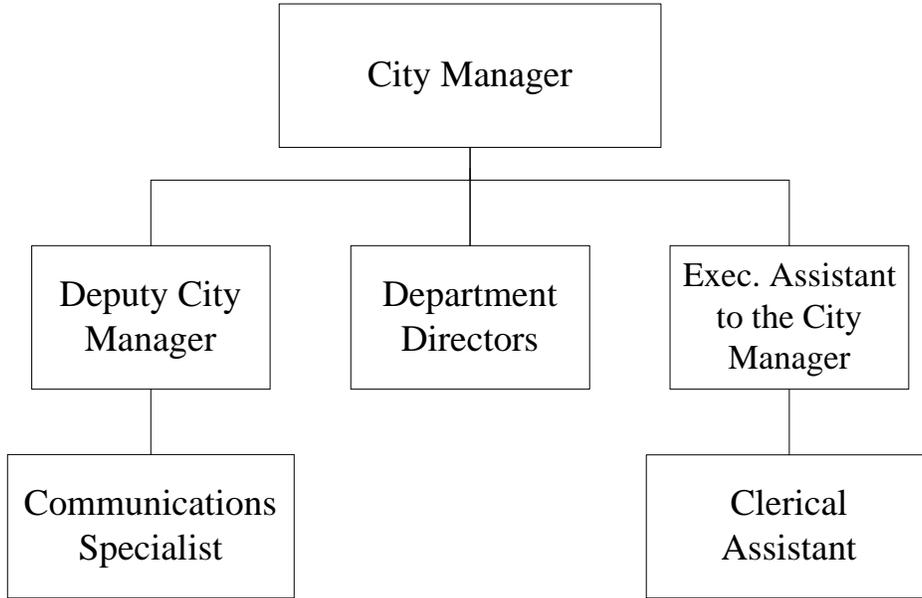


Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	

City of Englewood, Colorado Budget 2012

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
---	---

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2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
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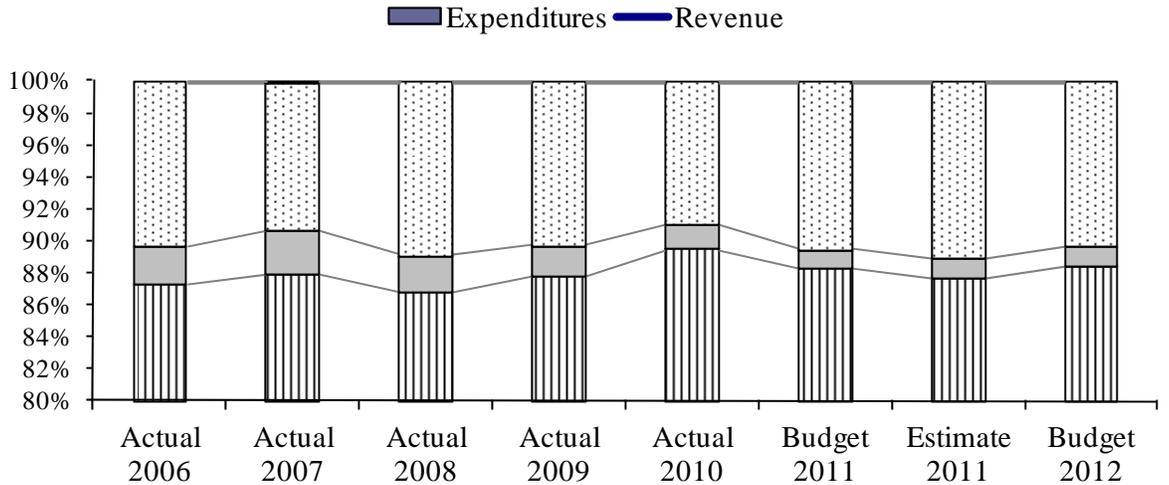
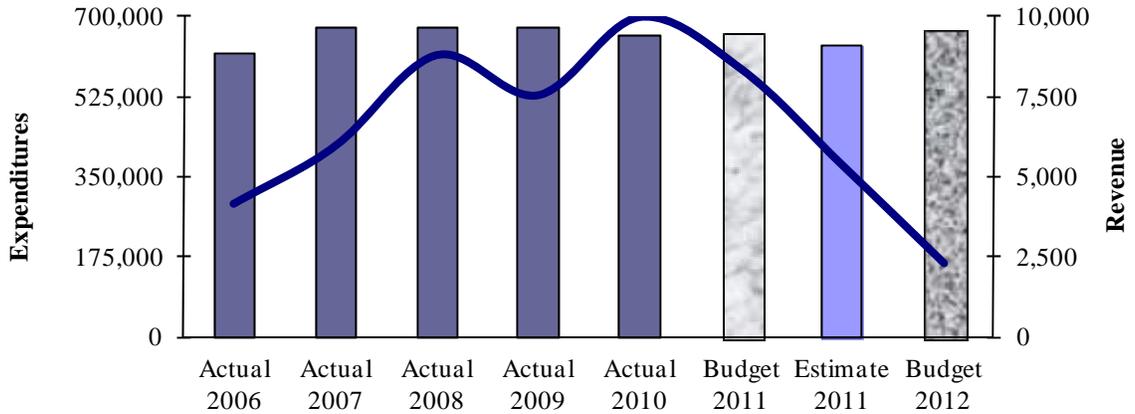
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City of Englewood, Colorado Budget 2012

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

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	4,150	5,944	8,776	7,529	9,961	8,350	5,350	2,300
Percent Change		43.23%	47.64%	-14.21%	32.30%	-16.17%	-35.93%	-57.01%
Expenditures								
Personnel	540,010	592,692	585,163	591,594	590,393	586,730	559,970	594,333
Commodities	14,216	18,195	15,328	13,055	10,234	7,734	8,061	8,061
Contractual	64,424	62,588	73,831	69,521	59,256	70,268	70,769	69,678
Capital	-	474	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	618,650	673,949	674,322	674,170	659,883	664,732	638,800	672,072
Percent Change		8.94%	0.06%	-0.02%	-2.12%	0.73%	-3.90%	5.21%

Employees FTE	5.500	5.500	5.380	5.000	4.962	4.923	4.925	5.000
Percent Change FTE		0.000%	-2.182%	-7.063%	-0.769%	-0.775%	0.039%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
•	•
•	•
•	•

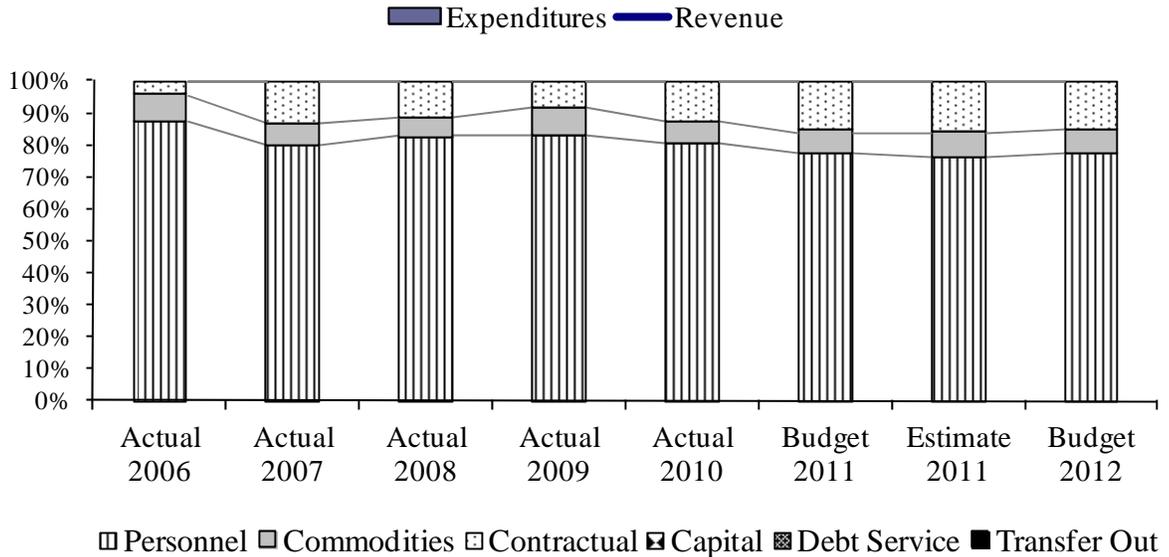
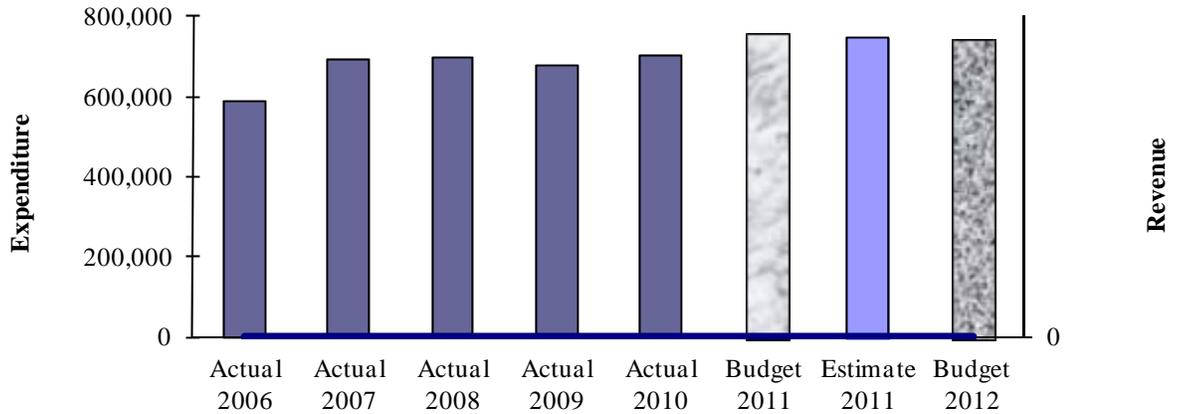
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
•	•
•	•
•	•

City of Englewood, Colorado Budget 2012

Department City Attorney's Office
Fund General
Account 02.0301
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	513,180	552,884	576,865	562,427	565,447	589,520	569,902	578,203
Commodities	48,399	47,818	43,527	57,865	49,143	54,988	57,089	54,988
Contractual	25,009	93,656	78,171	57,745	87,637	118,010	120,277	113,543
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	586,588	694,358	698,563	678,037	702,227	762,518	747,268	746,734
Percent Change		18.37%	0.61%	-2.94%	3.57%	8.59%	-2.00%	-0.07%

Employees FTE	5.380	5.500	5.500	5.500	5.702	5.663	5.704	5.784
Percent Change FTE		2.230%	0.000%	0.000%	3.664%	-0.675%	0.714%	1.411%



City of Englewood, Colorado Budget 2012

Department City Attorney's Office

Fund General

Account 02.0301

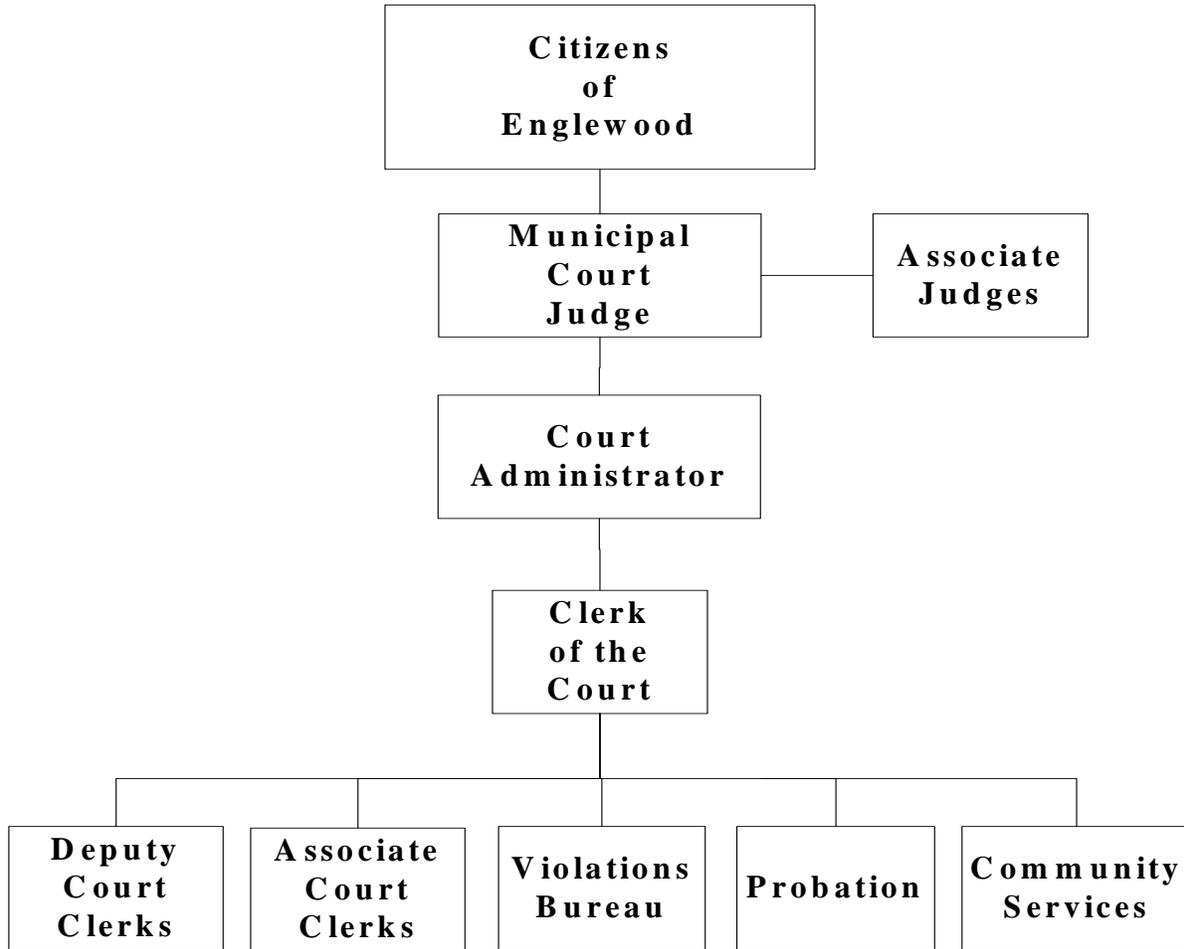
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Community Development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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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.

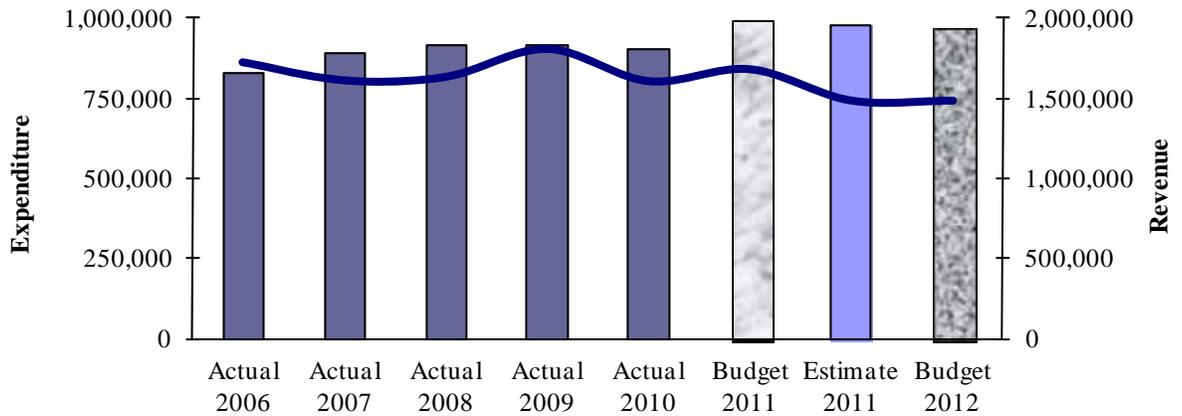
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Upgrade case management software. • Begin parking on-line payment interface. 	<ul style="list-style-type: none"> • Continue parking on-line payment interface. • Initiate phase II and III of on-line interface for all other ticket inquiries.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Implement integrated parking system with court. • Continue web and on-line payment initiatives. 	<ul style="list-style-type: none"> • Implemented integrated parking system.

City of Englewood, Colorado Budget 2012

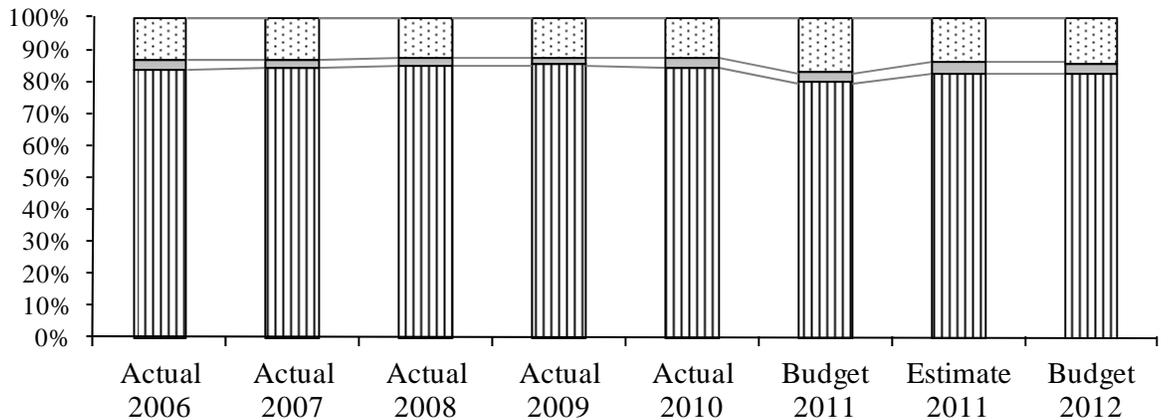
Department Municipal Court
Fund General
Account 02.0401
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,726,828	1,611,787	1,633,742	1,811,079	1,606,580	1,682,397	1,483,253	1,483,253
Percent Change		-6.66%	1.36%	10.85%	-11.29%	4.72%	-11.84%	0.00%
Expenditures								
Personnel	697,096	751,261	778,660	779,270	761,226	794,365	807,276	802,875
Commodities	21,242	18,408	19,436	20,424	22,763	33,314	32,314	32,314
Contractual	113,520	120,483	117,207	114,799	117,480	171,426	139,145	139,228
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	831,858	890,152	915,303	914,493	901,469	999,105	978,735	974,417
Percent Change		7.01%	2.83%	-0.09%	-1.42%	10.83%	-2.04%	-0.44%

Employees FTE	10,990	11,055	10,900	10,607	10,236	10,197	12,213	9,960
Percent Change FTE		0.591%	-1.402%	-2.688%	-3.498%	-0.381%	19.772%	-18.449%



■ Expenditures — Revenue



□ Personnel □ Commodities □ Contractual □ Capital □ Debt Service ■ Transfer Out

City of Englewood, Colorado **Budget 2012**

Department Municipal Court
Fund General
Account 02.0401

Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. 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.	1. Continue to implement and maintain additional software components.
	2. Continue educational opportunities to ensure proper use of system.	2. Attend yearly users/training conference.
A safe, clean, healthy and attractive City	3. Fair and responsive to community concerns through the court process with programs.	3. These programs address domestic violence issues, anti-theft, youth services, traffic behavior, parking/code violations and alcohol and substance abuse.
	4. Community service focus that benefits the community with non-monetary labor.	4. Continue the community service work program for juvenile offenders offering options from various organizations.
	5. Support community desires to reduce recidivism through fines and sentences that give incentive to the public to modify inappropriate behavior.	5. Monitor fines and sentences for effectiveness.
A progressive City that provides responsive and cost efficient services	6. Access to justice through high quality, efficient and knowledgeable customer service.	6. Provide employee training and guidelines.
	7. Ensures due process through a full service court	7. Continue current best practices.
	8. Provide safe, immediate next day arraignment for persons in custody	8. Ensure video system is maintained.
	9. Take advantage of educational opportunities that enhance employee skills and abilities including electronic process enhancements	9. Offer training and acquire additional electronic processing capabilities.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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) Judge's discretion.
- 3) July 2005
- 4) Supreme Court guidelines

Previous Fee Schedule

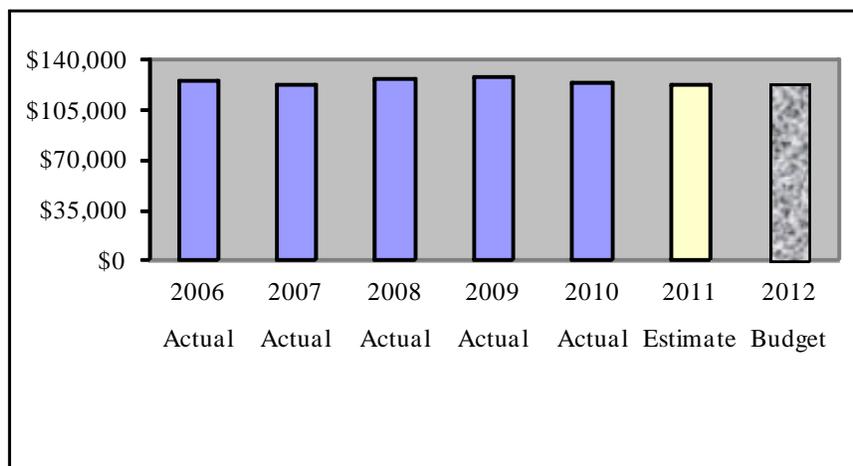
- 1) \$15.00
- 2) \$ 0
- 3) \$10.00
- 4) Transcripts were charged according to hourly wage of employee doing transcript; certification \$ 25; tape \$ 25.

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

	Year	Amount	% Change
Actual	2006	125,949	9.08%
Actual	2007	122,424	-2.80%
Actual	2008	127,245	3.94%
Actual	2009	128,411	0.92%
Actual	2010	124,561	-3.00%
Estimate	2011	123,500	-0.85%
Budget	2012	123,500	0.00%



City of Englewood, Colorado **Budget 2012**

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.

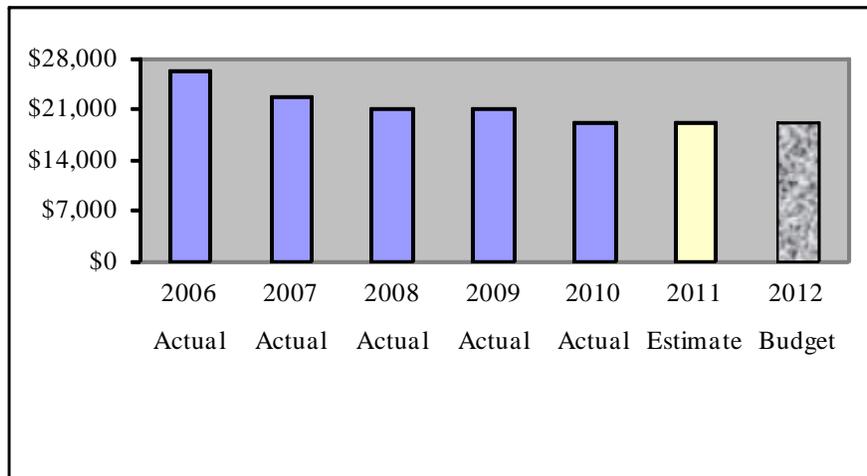
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	Year	Amount	% Change
Actual	2006	26,175	2.52%
Actual	2007	22,680	-13.35%
Actual	2008	21,030	-7.28%
Actual	2009	20,880	-0.71%
Actual	2010	18,990	-9.05%
Estimate	2011	19,160	0.90%
Budget	2012	19,160	0.00%



City of Englewood, Colorado **Budget 2012**

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

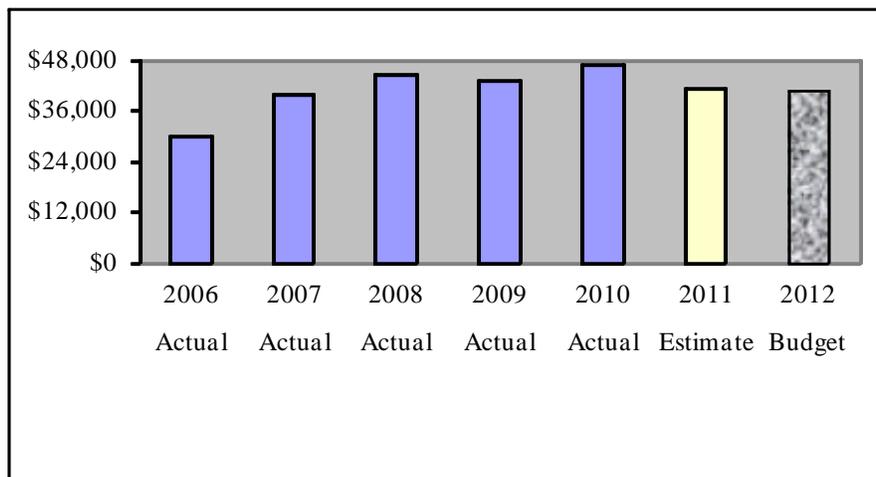
Probation Fees:	\$50.00
Juvenile Deferred Judgment:	\$25.00
Adult Deferred Judgment:	\$25.00
Deferred Prosecution Fees:	\$25.00

Formula Method N/A

Projection Method N/A

Comments N/A

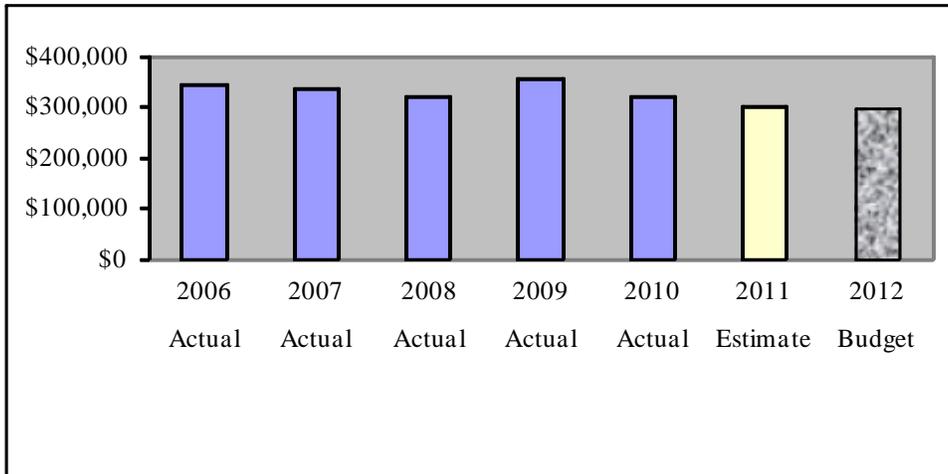
	Year	Amount	% Change
Actual	2006	30,025	62.28%
Actual	2007	39,728	32.32%
Actual	2008	44,668	12.43%
Actual	2009	42,950	-3.85%
Actual	2010	46,835	9.05%
Estimate	2011	41,000	-12.46%
Budget	2012	41,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

	Year	Amount	% Change
Actual	2006	341,205	8.47%
Actual	2007	334,599	-1.94%
Actual	2008	319,589	-4.49%
Actual	2009	355,872	11.35%
Actual	2010	318,020	-10.64%
Estimate	2011	298,250	-6.22%
Budget	2012	298,250	0.00%



City of Englewood, Colorado **Budget 2012**

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

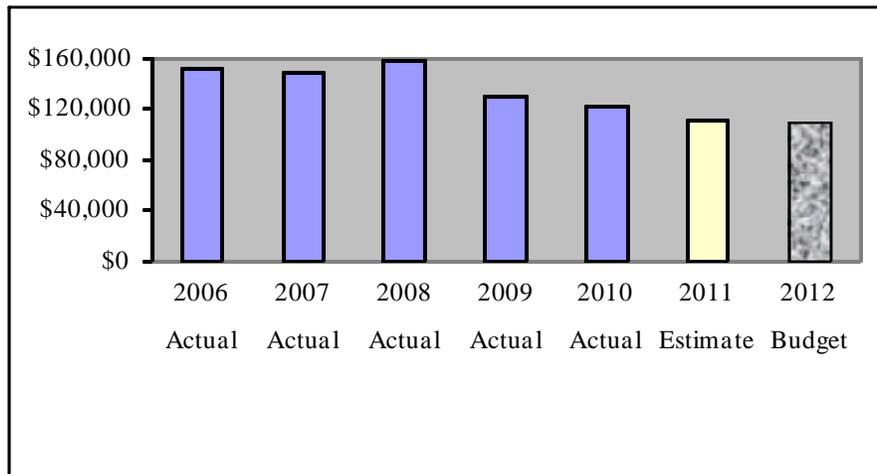
Previous Fee Schedule Parking in fire lane - \$25; handicap violations - \$100; all other parking violations - \$15, plus \$25 or \$50 if not received in Violations Bureau within 14 days.

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
Actual	2006	151,635	0.93%
Actual	2007	147,715	-2.59%
Actual	2008	158,271	7.15%
Actual	2009	129,170	-18.39%
Actual	2010	121,625	-5.84%
Estimate	2011	110,100	-9.48%
Budget	2012	110,100	0.00%



City of Englewood, Colorado **Budget 2012**

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

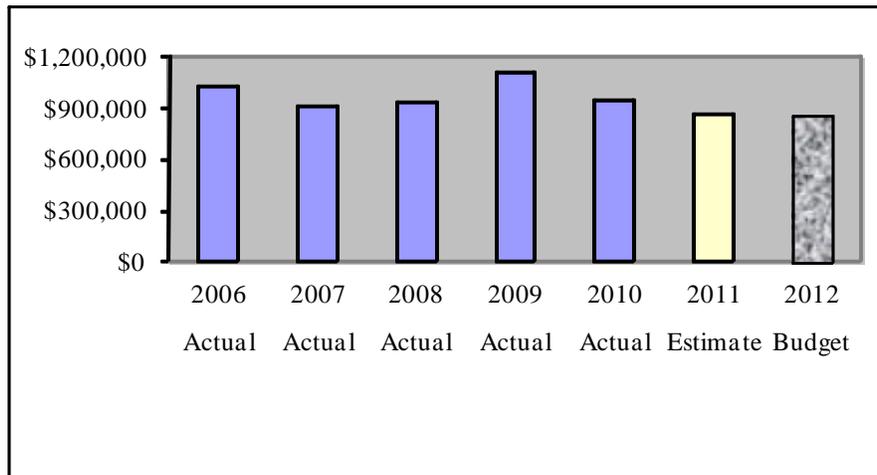
Previous Fee Schedule TRAFFIC: \$20 per Motor Vehicle Point and \$20+ per point with accident assessed on 1st traffic conviction in Colorado; X 1.5 if 2nd offense; X 2 if 3rd offense.
OTHERS: \$25 minimum fine; various amounts

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.

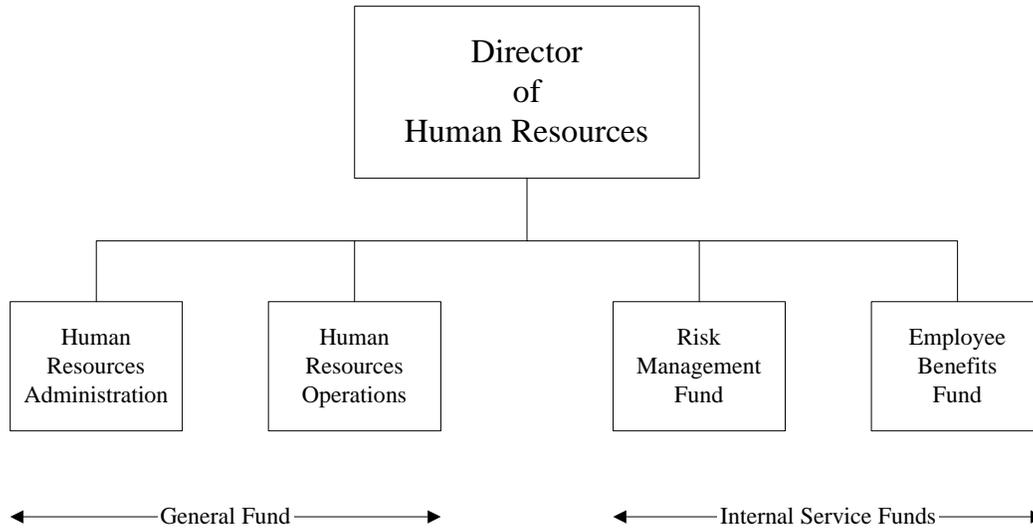
	Year	Amount	% Change
Actual	2006	1,033,847	17.99%
Actual	2007	917,759	-11.23%
Actual	2008	933,342	1.70%
Actual	2009	1,111,289	19.07%
Actual	2010	945,833	-14.89%
Estimate	2011	863,500	-8.70%
Budget	2012	863,500	0.00%



City of Englewood, Colorado **Budget 2012**

Department Human Resources

Fund General



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

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Recruit and fill two department head vacancies: Library and Police. • Lead full contract negotiations with Englewood Firefighters Association and Englewood Employees Association. Conduct wage reopener with Englewood Police Benefit Association. • Actively participate in the Oracle R12 upgrade project with particular emphasis on identifying technological efficiencies for possible future implementation (i.e., “Oracle Standard Benefits”). Goal is to eliminate manual processes that currently require significant staff resources. • Build upon the success of the 2010 Summit for Professional Growth, with the goal of increasing revenues generated through outside entity participation. • Market and initiate the 2011-2012 Englewood Leadership Institute. • Expand and reengineer the ‘HR Liaison’ role to provide departments with true “one stop HR shopping”. 	<ul style="list-style-type: none"> • Lead full contract negotiations with Englewood Police Benefit Association. • Implement Oracle Standard Benefits (OSB) if funding and staffing resources allow. • Continue implementation of wellness program in conjunction with the requirements of our health insurance provider (Kaiser) with the goal of reducing City/employee health care exposures and premiums. • Explore regional solutions to recruitment, training, collective bargaining and benefit delivery.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Completed negotiations within proscribed time frame without necessity of arbitration. • Implemented Neo Gov, which is proving not only to increase recruiting efficiency, but significantly lower recruitment advertising costs.

City of Englewood, Colorado **Budget 2012**

Department Human Resources

Fund General

2010 Major Department Initiatives Planned

- 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.

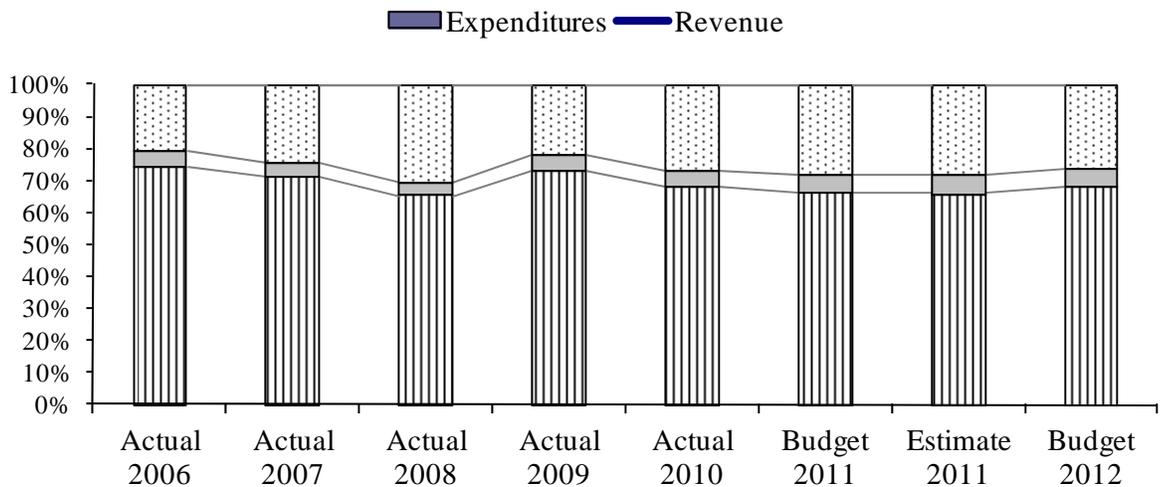
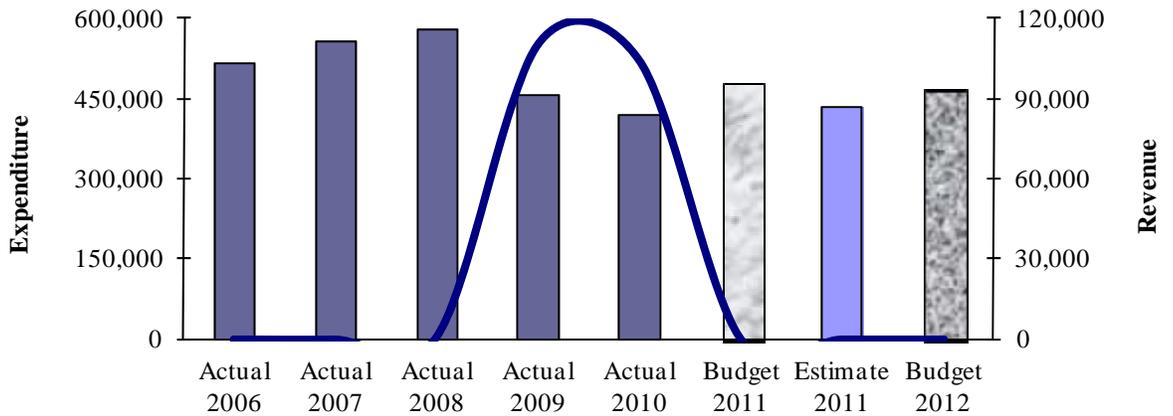
2010 Major Department Initiatives Accomplished

- Summit for Professional Growth drew 120 participants from 26 outside agencies as well as over 300 COE employees. Becoming established as premier regional public sector conference.
- Further development of Succession Planning Program conducted in various departments.
- Redesigned ELI conducted with cohort consisting of upper level managers.

City of Englewood, Colorado Budget 2012

Department Human Resources
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	970	110,647	104,409	-	-	-
Percent Change		---	---	11306.91%	-5.64%	-100.00%	---	---
Expenditures								
Personnel	384,106	395,301	378,807	333,149	285,093	318,843	286,549	320,755
Commodities	25,760	26,508	23,826	22,834	21,569	26,570	26,570	26,570
Contractual	106,436	136,047	176,503	100,293	112,759	135,689	122,714	123,585
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	516,302	557,856	579,136	456,276	419,421	481,102	435,833	470,910
Percent Change		8.05%	3.81%	-21.21%	-8.08%	14.71%	-9.41%	8.05%
Employees FTE	4.675	4.675	4.670	3.770	3.543	3.515	2.729	3.400
Percent Change FTE		0.000%	-0.107%	-19.272%	-6.033%	-0.775%	-22.377%	24.611%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Human Resources

Fund General

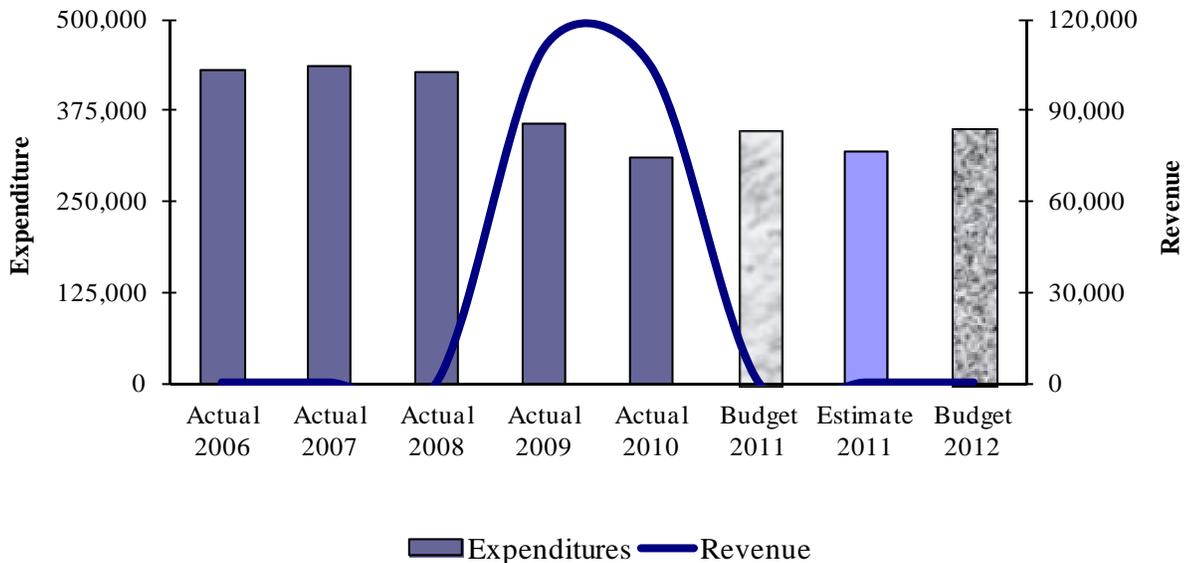
Division Administration

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	110,647	104,409	-	-	-
Percent Change		---	---	---	-5.64%	-100.00%	---	---
Expenditures								
Personnel	384,091	395,301	378,807	333,149	285,093	318,843	286,549	320,755
Commodities	18,010	16,683	13,811	10,160	9,738	12,570	12,570	12,570
Contractual	28,471	24,025	34,441	12,667	15,250	19,189	19,189	18,985
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	430,572	436,009	427,059	355,976	310,081	350,602	318,308	352,310
Percent Change		1.26%	-2.05%	-16.64%	-12.89%	13.07%	-9.21%	10.68%
Employees FIE	4,675	4,675	4,670	3,770	3,543	3,515	2,729	3,400
Percent Change FIE		0.000%	-0.107%	-19.272%	-6.033%	-0.775%	-22.377%	24.611%



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

City of Englewood, Colorado Budget 2012

Department Human Resources

Fund General

Division Administration

Account 02.0501

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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

Department Human Resources

Fund General

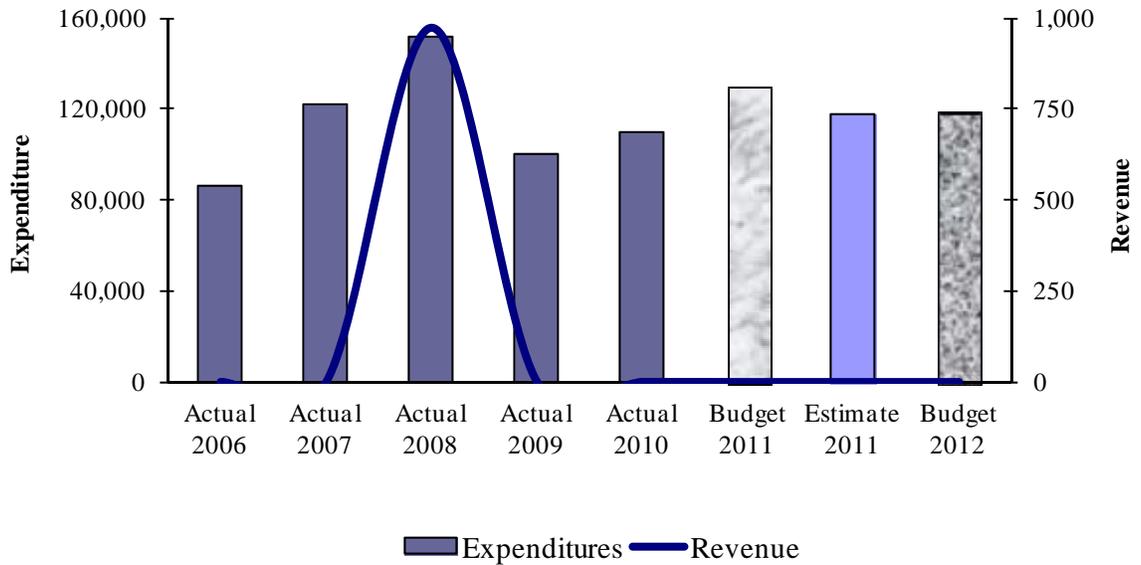
Division Operations

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	970	-	-	-	-	-
Percent Change		---	---	-100.00%	---	---	---	---
Expenditures								
Personnel	15	-	-	-	-	-	-	-
Commodities	7,750	9,825	10,015	12,674	11,831	14,000	14,000	14,000
Contractual	77,965	112,022	142,062	87,626	97,509	116,500	103,525	104,600
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	85,730	121,847	152,077	100,300	109,340	130,500	117,525	118,600
Percent Change		42.13%	24.81%	-34.05%	9.01%	19.35%	-9.94%	0.91%
Employees FTE	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado **Budget 2012**

Department Human Resources

Fund General

Division Operations

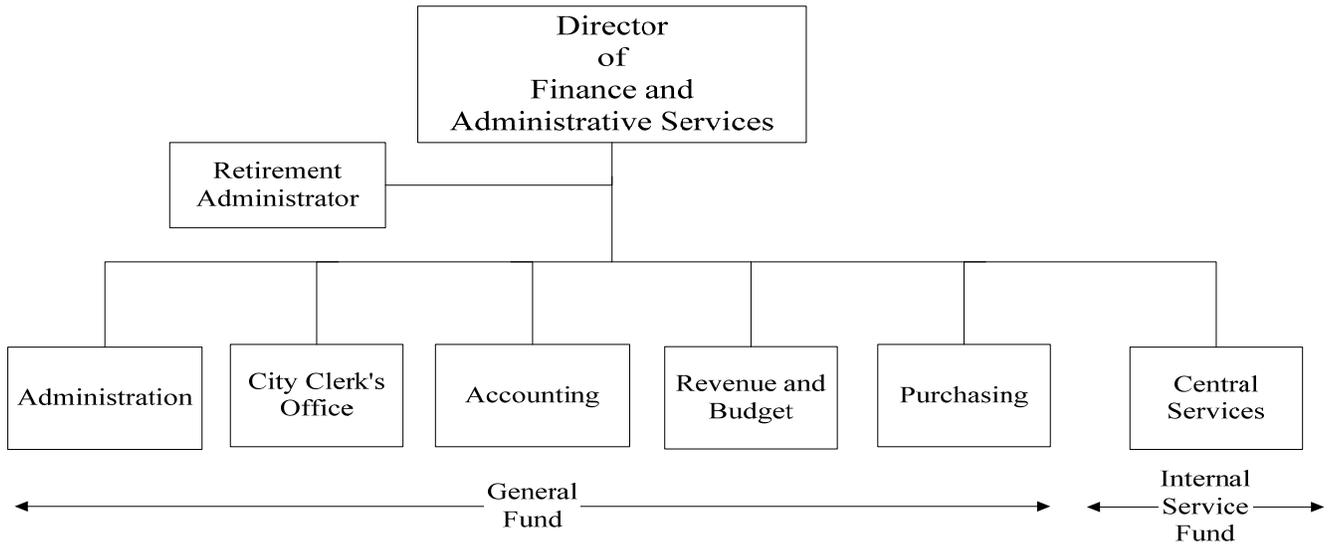
Account 02.0502

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

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.

2011 Major Department Initiatives Planned

- Continue discussions with potential vendors to implement an integrated Tax Collection and Licensing System.
- Work with Information Technology and other departments to upgrade to Oracle 12Ri

2012 Major Department Initiatives Planned

- Have Medical Marijuana licensing procedures in place and available once the moratorium is lifted, with the ability to modify according to State requirements.
- Continue discussions with potential vendors to implement an integrated Tax Collection and Licensing System.
- Continue to cross train employees in the Department to ensure critical functions are covered at all times.

2010 Major Department Initiatives Planned

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

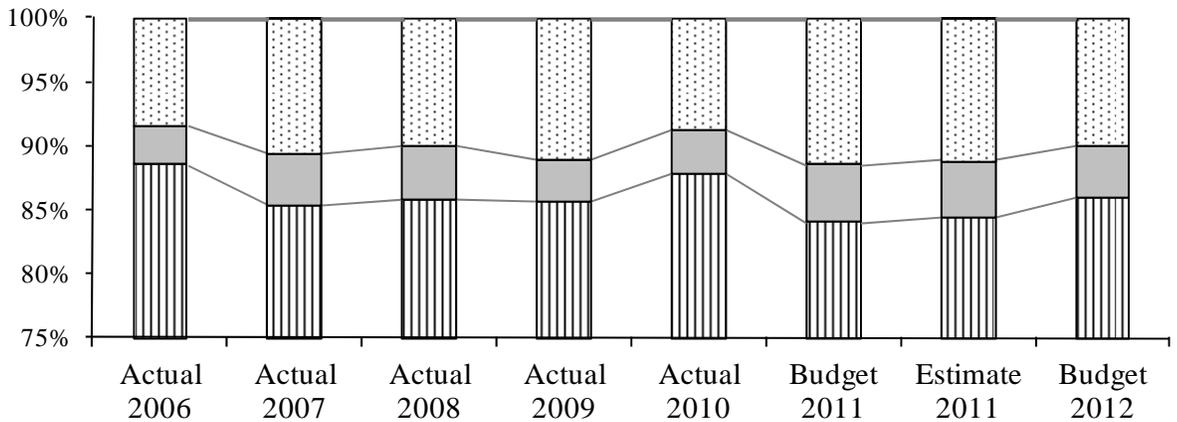
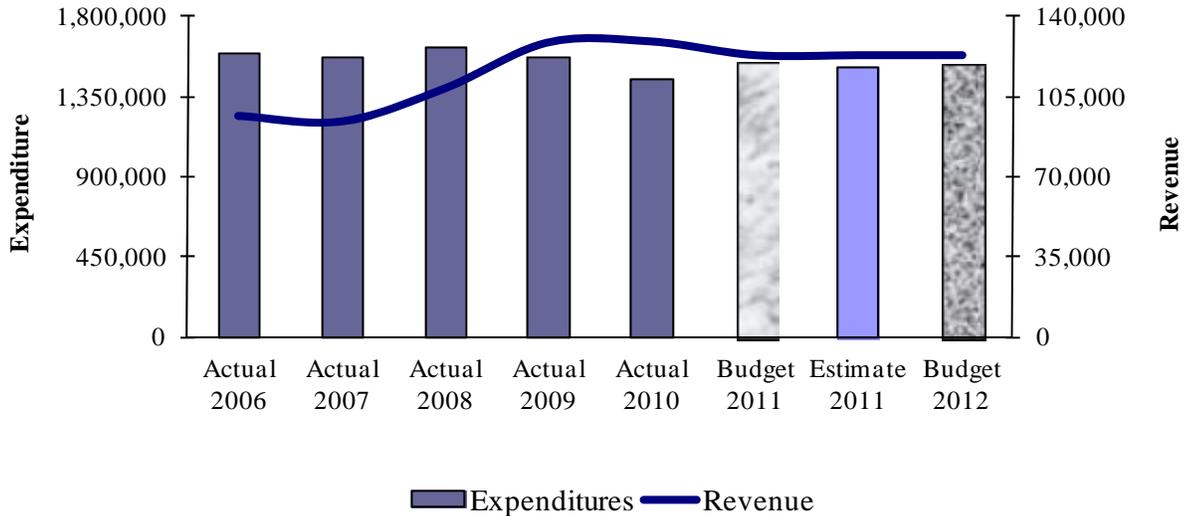
2010 Major Department Initiatives Accomplished

-
- Met informally with potential vendors for an integrated Tax Collection and Licensing System.

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	96,382	93,981	108,436	128,495	128,825	122,875	122,875	122,875
Percent Change		-2.49%	15.38%	18.50%	0.26%	-4.62%	0.00%	0.00%
Expenditures								
Personnel	1,407,717	1,338,802	1,396,295	1,350,771	1,270,232	1,303,449	1,282,902	1,325,058
Commodities	48,243	61,947	66,468	49,254	49,063	69,481	66,151	60,996
Contractual	133,938	166,411	163,808	175,899	126,302	177,976	168,375	155,591
Capital	-	916	-	-	-	-	2,035	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,589,898	1,568,076	1,626,571	1,575,924	1,445,597	1,550,906	1,519,463	1,541,645
Percent Change		-1.37%	3.73%	-3.11%	-8.27%	7.28%	-2.03%	1.46%
Employees FIE	19,580	18,599	18,900	17,900	17,762	17,625	17,632	17,900
Percent Change FIE		-5.010%	1.618%	-5.291%	-0.769%	-0.775%	0.039%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

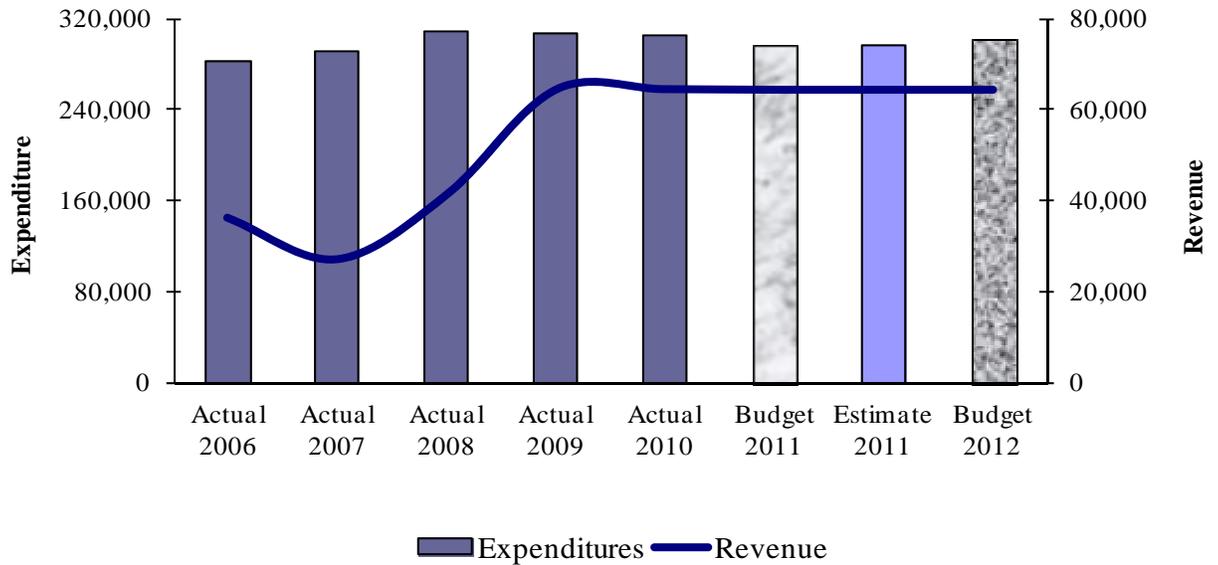
Division Administration

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	36,229	27,150	41,150	64,200	64,329	64,200	64,200	64,200
Percent Change		-25.06%	51.57%	56.01%	0.20%	-0.20%	0.00%	0.00%
Expenditures								
Personnel	230,527	236,940	248,870	251,134	251,132	245,047	244,912	251,985
Commodities	3,770	3,748	5,163	3,497	3,877	4,341	4,341	2,816
Contractual	48,772	50,622	55,271	52,936	49,956	47,475	47,475	47,058
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	283,069	291,310	309,304	307,567	304,965	296,863	296,728	301,859
Percent Change		2.91%	6.18%	-0.56%	-0.85%	-2.66%	-0.05%	1.73%
Employees FTE	2.000	2.000	2.000	2.000	1.985	1.969	1.970	2.000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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 Budget 2012

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	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

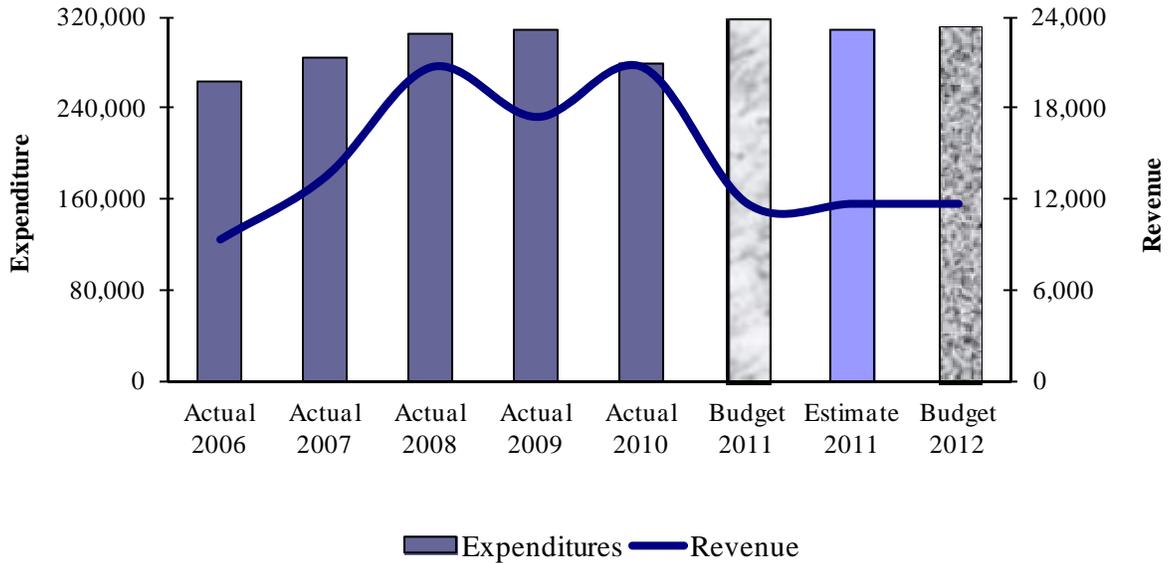
Division City Clerk's Office

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	9,318	13,473	20,704	17,408	20,709	11,675	11,675	11,675
Percent Change		44.59%	53.67%	-15.92%	18.96%	-43.62%	0.00%	0.00%
Expenditures								
Personnel	204,478	212,693	226,453	224,168	225,964	229,959	226,193	237,182
Commodities	11,706	11,649	16,901	12,525	12,375	16,180	15,680	14,980
Contractual	47,216	58,294	62,252	71,894	41,112	73,000	66,850	60,050
Capital	-	916	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	263,400	283,552	305,606	308,587	279,451	319,139	308,723	312,212
Percent Change		7.65%	7.78%	0.98%	-9.44%	14.20%	-3.26%	1.13%
Employees FTE	3.000	3.000	3.000	3.000	2.977	2.954	2.955	3.000
Percent Change FTE		0	0.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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 electronic technology where applicable.

City of Englewood, Colorado Budget 2012

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
	<ul style="list-style-type: none"> 2. Provide current WEB access to Election and Liquor Licensing information. (And, eventually, Medical Marijuana licensing.) 3. Establish an electronic repository of City documents. 4. Assist citizens, candidates and issue committees with election processes. 5. Continue to evaluate and refine Records Disaster Recovery Plan. 6. Develop a well-trained and productive staff. 	<ul style="list-style-type: none"> 2. A City Clerk webpage has been set up, with specific information and links to the outside entities. 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. Staying on top of election laws and participating in election training. Continue HAVA training in order to maintain Election Official Certification. 5. Training/education enables us to keep up with the latest ideas/procedures/processes and contact information. Attend NARA & FEMA training when offered. 6. Training is a high priority and is encouraged. Provide market-based compensation for appropriate work efforts. Cross-train within the City Clerk's Office.
A City that is business-friendly and economically diverse.	<ul style="list-style-type: none"> 7. Provide quality customer service to all of our liquor licensees and medical marijuana licensees. 8. Facilitate Open Record's Requests. 9. Update meeting recording system. 	<ul style="list-style-type: none"> 7. City Clerk staff will attend various applicable meetings/programs/classes to maintain the necessary training to stay up-to-date with current laws and procedures (and keep licensees and the Authority informed about any new information). 8. Use established Open Records Request Policy to respond to Open Record's Requests city-wide, from initial request to final closure. 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 /	2006	2007	2008	2009	2010	2011	2012
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

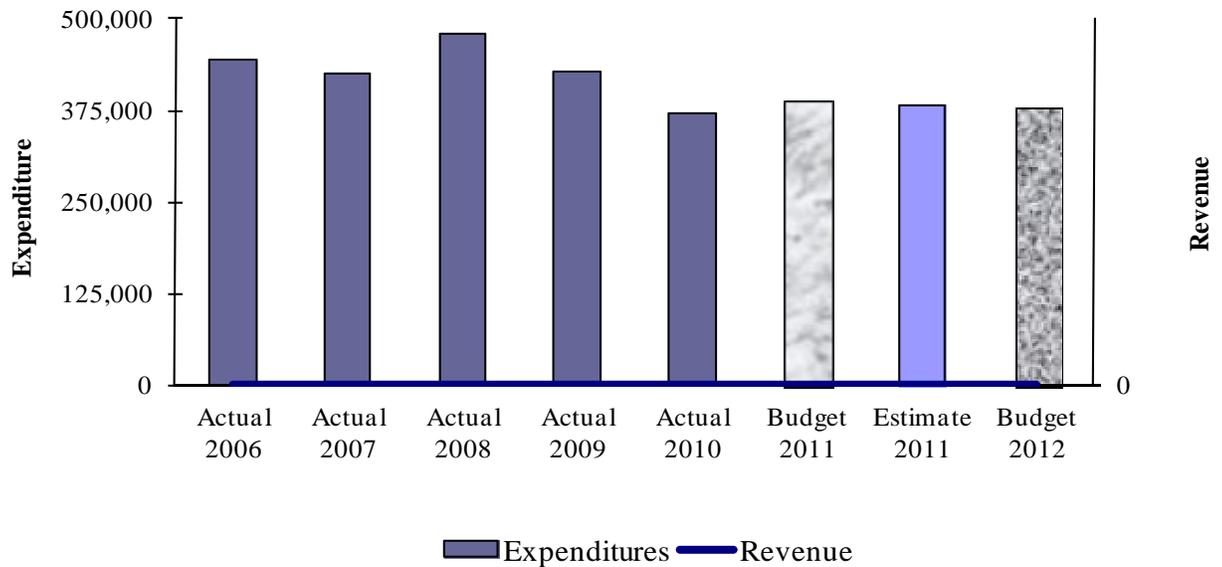
Division Accounting

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	416,613	383,763	442,075	392,130	346,492	343,220	339,515	348,737
Commodities	14,312	20,225	22,655	15,883	15,064	22,300	20,880	18,250
Contractual	13,177	21,449	13,575	20,244	9,486	24,450	21,650	14,525
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	444,102	425,437	478,305	428,257	371,042	389,970	382,045	381,512
Percent Change		-4.20%	12.43%	-10.46%	-13.36%	5.10%	-2.03%	-0.14%
Employees FTE	5.580	5.330	5.900	4.900	4.862	4.825	4.827	4.900
Percent Change FTE		-4.480%	10.694%	-16.949%	-0.769%	-0.775%	0.039%	1.523%



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

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

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

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Actual annual City requirements accounted for (expenditures and transfers) (in Millions of Dollars)		\$148.05	\$130.12	\$117.60	\$104.50	\$106.06	\$104.95	\$114.20
Number of payment transactions processed for departments		7,901	7,967	7,760	8,000	8,000	8,000	8,000
Number of payroll payments per year		27,102	26,185	26,814	27,000	27,000	27,000	27,000
Number of payrolls not met		0	0	0	0	0	0	0
Awarded Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report (CAFR) awarded "clean opinion"		Yes	Yes	Yes	Yes	Yes	Yes	Yes

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

Division Revenue and Budget

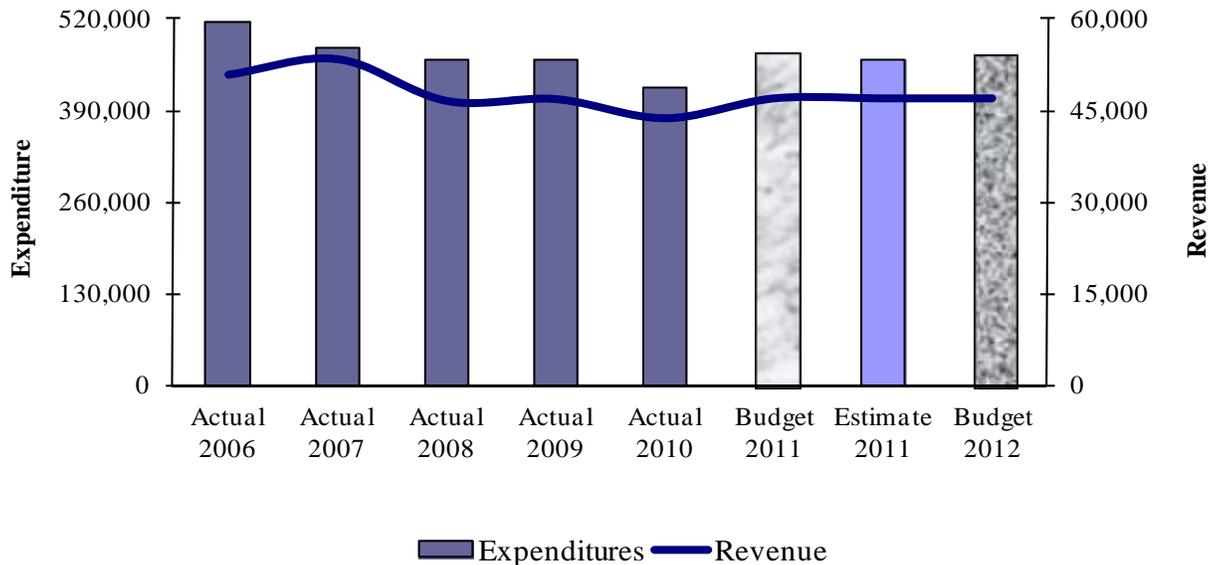
Account 02.0604

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	50,835	53,358	46,582	46,887	43,787	47,000	47,000	47,000
Percent Change		4.96%	-12.70%	0.65%	-6.61%	7.34%	0.00%	0.00%
Expenditures								
Personnel	478,569	428,640	417,308	418,337	381,258	420,506	404,456	416,845
Commodities	17,496	23,133	19,428	15,732	16,804	25,000	23,800	23,500
Contractual	19,019	26,036	25,080	27,645	24,595	29,900	30,400	31,958
Capital	-	-	-	-	-	-	2,035	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	515,084	477,809	461,816	461,714	422,657	475,406	460,691	472,303
Percent Change		-7.24%	-3.35%	-0.02%	-8.46%	12.48%	-3.10%	2.52%

Employees FTE	8.000	7.269	7.000	7.000	6.946	6.892	6.895	7.000
Percent Change FTE		-9.138%	-3.701%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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	1. Issue sales and use tax and miscellaneous licenses for various types of businesses upon completion of the application

City of Englewood, Colorado Budget 2012

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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Audit Revenue Received	5	327,174	276,409	285,419	363,711	350,606	300,000	300,000
Audits Completed	5	36	32	32	27	44	50	50
Received the GFOA's Distinguished Budget Presentation Award	4	Yes	Yes	Yes	Yes	Yes	Yes	Applied For

City of Englewood, Colorado **Budget 2012**

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

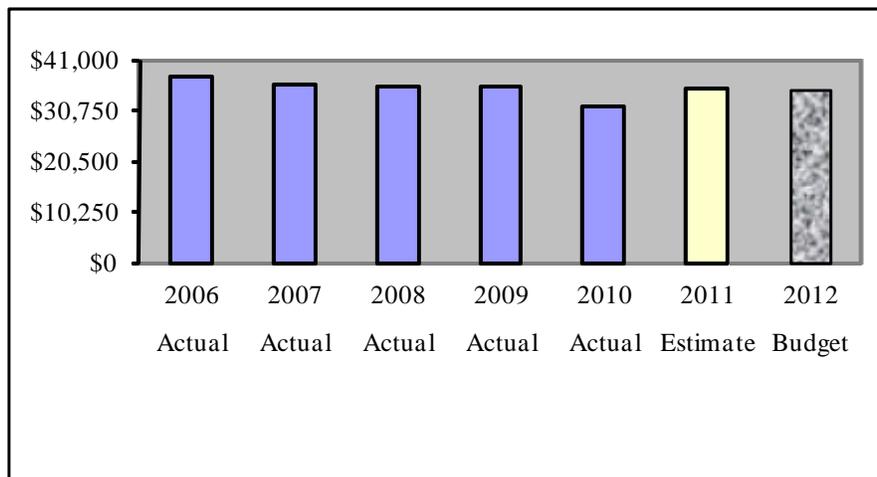
Previous Fee Schedule Various

Formula Method Estimated number of licenses X Fee.

Projection Method Flat growth expected over next six years.

Comments Fees are established by resolution.

	Year	Amount	% Change
Actual	2006	37,688	-6.31%
Actual	2007	36,077	-4.27%
Actual	2008	35,502	-1.59%
Actual	2009	35,397	-0.29%
Actual	2010	31,362	-11.40%
Estimate	2011	35,000	11.60%
Budget	2012	35,000	0.00%



City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

Revenue Item Miscellaneous Business License Application Fees

Account 02.0604.32105

Type of License	License Fee 2012	Renewal Basis	No. of Licenses 2012	No. of Licenses 2011	Budget 2010
Adult Entertainment Establishment	\$ 2,000.00	Annual	1	1	\$ 2,000.00
Amusement/Public Dances	\$ 60.00 \$ 25.00	Annual Annual per machine, lane and/or table	10 215	11 220	\$ 600.00 \$ 5,375.00
Arborist	\$ 60.00	Annual	47	47	\$ 2,820.00
Auctioneer	\$ 25.00 \$ 50.00	Resident: Annual Itinerant: Annual	3		\$ - \$ 150.00
Auto Salvage/Recycling Yards	\$ 100.00	Annual	4	4	\$ 400.00
Body Piercing Establishment	\$ 100.00	Annual	3	3	\$ 300.00
Canine & Feline Breeders	\$ 50.00 \$ 50.00	Initial Fee Annual	0 7	0 7	\$ - \$ 350.00
Pet Store	\$ 250.00	Annual	0	0	\$ -
Kennel	\$ 250.00	Annual	0	0	\$ -
Christmas Tree Dealers	\$ 25.00	Annual	0	0	\$ -
Direct Sellers	\$ 5.00 \$ 75.00	Special Event Fee Annual	0 3	0 3	\$ - \$ 225.00
Food Vendors	\$ 10.00 \$ 75.00	Special Event Fee Annual	0 3	0 3	\$ - \$ 225.00
Going Out of Business	\$ 50.00 \$ 25.00	Refundable Upon Tax Filing One Time Renewal	0 0	0 0	\$ - \$ -
Guard/Attack Dog	\$ 100.00	Annual	0	0	\$ -
Pawnbroker/Auto Pawn	\$ 2,500.00 \$ 1,250.00	Initial Fee Annual	0 6	1 6	\$ - \$ 7,500.00
Purchaser of Valuable Articles	\$ 250.00	Annual	9	10	\$ 2,250.00
Reflexology	\$ 100.00	Annual	3	2	\$ 300.00
Tattoo Establishments	\$ 100.00	Annual	3	3	\$ 300.00
Special Events	\$ 40.00	Per Event	24	24	\$ 960.00
Telecommunications	\$ 200.00 \$ 50.00 \$ 100.00 \$ 50.00	Tower: Initial Fee Tower: Annual Facility: Initial Fee Facility: Annual	0 8 0 2	0 8 0 2	\$ - \$ 400.00 \$ - \$ 100.00
Temporary Employment Services	\$ 100.00	Annual	0	0	\$ -
Trash Hauling	\$ 75.00	Annual Per Truck	7	7	\$ 525.00
Totals			358	362	\$ 24,780.00

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General

Division Purchasing

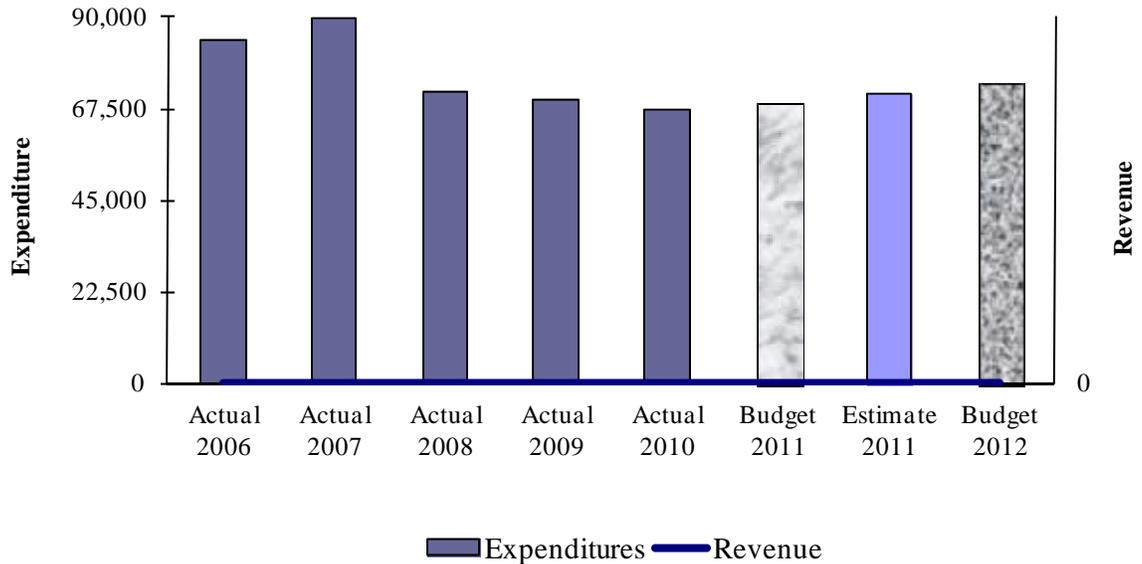
Account 02.0605

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	77,530	76,766	61,589	65,002	65,386	64,717	67,826	70,309
Commodities	959	3,192	2,321	1,617	943	1,660	1,450	1,450
Contractual	5,754	10,010	7,630	3,180	1,153	3,151	2,000	2,000
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	84,243	89,968	71,540	69,799	67,482	69,528	71,276	73,759
Percent Change		6.80%	-20.48%	-2.43%	-3.32%	3.03%	2.51%	3.48%

Employees FTE	1.000	1.000	1.000	1.000	0.992	0.985	0.985	1.000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Improve Procurement efficiency & effectiveness strategies. <ul style="list-style-type: none"> Ensure The City acquires the highest quality goods and services in the most cost effective manner within guidelines contained In The City's Purchasing Policies Continue to utilize web resources for procurement 	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 Budget 2012

Department Finance and Administrative Services

Fund General

Division Purchasing

Account 02.0605

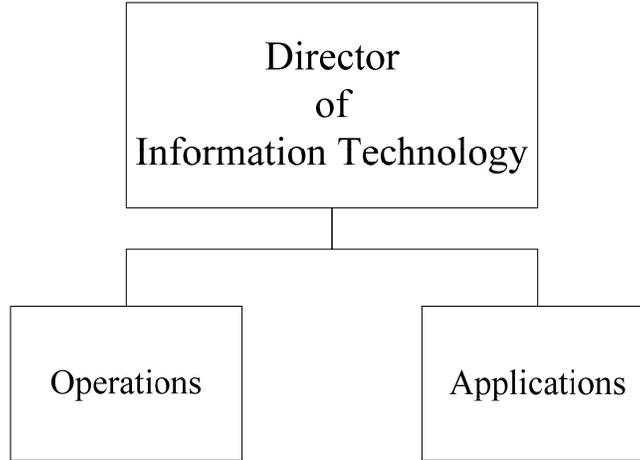
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<ul style="list-style-type: none"> • Develop a comprehensive vendor database • Maintain good/effective vendor relations by employing fair and impartial Purchasing Procedures and keeping vendors informed of changing requirements • Keep departments informed of new Purchasing opportunities, procedures and methods 	
A safe, clean, healthy and attractive City	2. Send out bid opportunities for improvements at various locations throughout the City as required.	The Purchasing Division is constantly striving to work with departments to make purchasing processes easier both in the purchasing of products & services and competitive bid processes while still protecting the tax payer's funds
A progressive City that provides responsive and cost efficient services	3. To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchasing requirements, at the best possible price, and the best delivery. To maintain and enhance the level of service to all departments, in terms of quick turn-around time on purchase order placement, at the best possible price, and the best delivery. 4. To ensure that the City's purchasing policies as prescribed by both Charter and City Management are followed. 5. Monitor compliance to purchasing policies. 6. To ensure that all City owned vehicles are properly licensed. 7. To ensure that the City's policies regarding the disposition of assets are followed.	The Purchasing Division works with Accounting, City Departments and the City Manager to insure Purchasing policies are being followed. It is the goal of the Purchasing Division to consider best value of a product or service and to minimize the overall total cost. The Purchasing Division subscribes to the National Institute of Governmental Purchasing (NIGP) Code of Ethics
A City that is business-friendly and economically diverse.	8. Expand the City's formal bidding process for the procurement of capital, enterprise, equipment, commodities, and contract services, and to insure opportunities are available fairly and equally to vendors and contractors.	The Purchasing Division continually 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 /	2006	2007	2008	2009	2010	2011	2012
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

City of Englewood, Colorado **Budget 2012**

Department Information Technology

Fund General



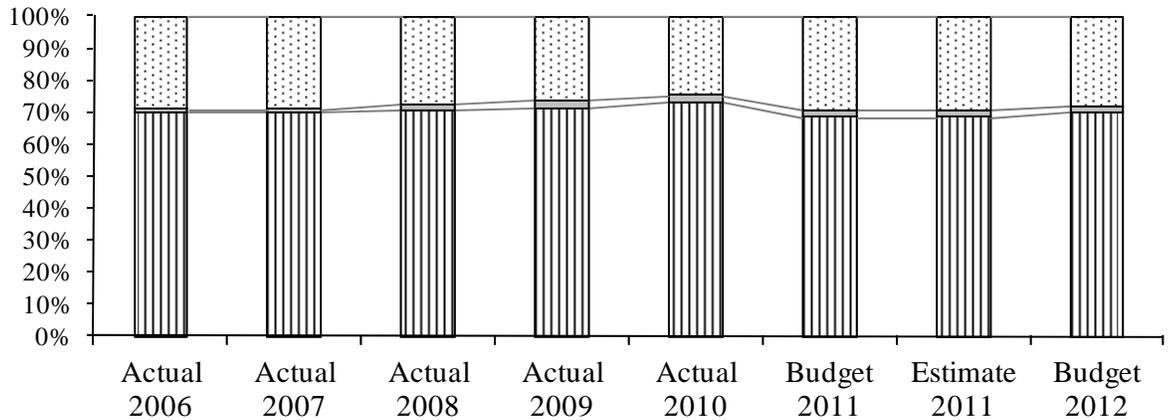
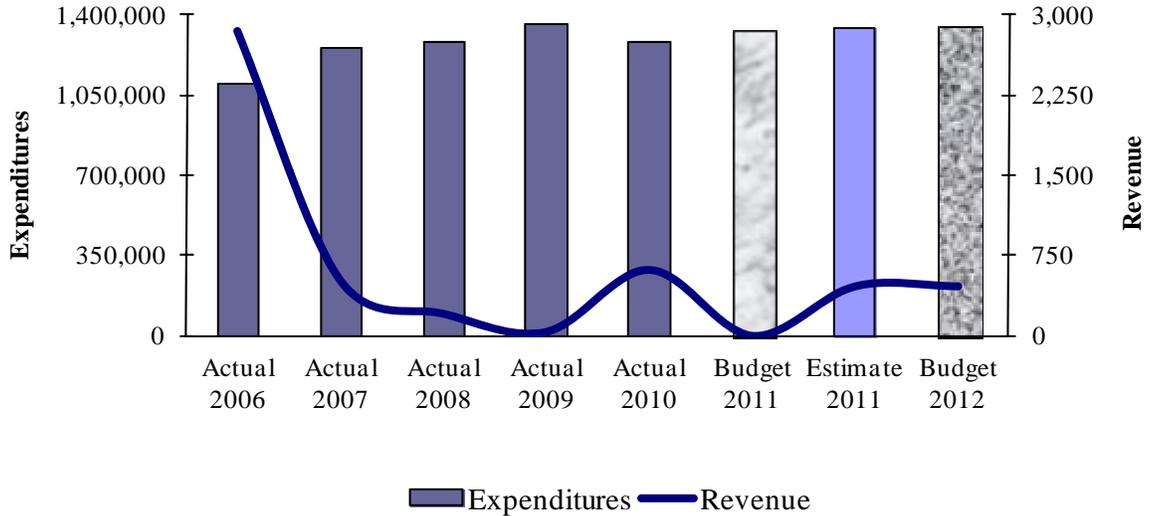
Mission The Information Technology Department is responsible for the efficient, effective and secure operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department evaluates, integrates and supports innovative technologies to help internal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

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Replace existing phone system • Upgrade ERP software • Replacement of security cameras 	<ul style="list-style-type: none"> • Replace legacy Sales Tax system • Provide online sales tax form submission • Provide online Court transactions
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Provide Council Documents electronically • Replace obsolete phone system • Purchase online tickets for Pirates Cove 	<ul style="list-style-type: none"> • Provided Council with electronic packets • Replaced City phone system • Online ticketing for Pirates Cove

City of Englewood, Colorado Budget 2012

Department Information Technology
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	2,849	519	207	37	617	-	463	463
Percent Change		-81.78%	-60.12%	-82.13%	1567.57%	-100.00%	---	0.00%
Expenditures								
Personnel	769,161	876,369	904,234	969,456	936,666	917,079	921,934	949,073
Commodities	14,126	16,435	20,651	32,123	26,360	29,000	29,000	29,000
Contractual	320,444	361,559	355,272	358,659	317,634	392,464	392,485	382,282
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,103,731	1,254,363	1,280,157	1,360,238	1,280,660	1,338,543	1,343,419	1,360,355
Percent Change		13.65%	2.06%	6.26%	-5.85%	4.52%	0.36%	1.26%
Employees FTE	9.600	9.600	10.600	11.500	10.419	10.339	10.343	10.500
Percent Change FTE		0.000%	10.417%	8.491%	-9.398%	-0.770%	0.034%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

Department Information Technology

Fund General

Division Administration, Operations and Applications

Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

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

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

City of Englewood, Colorado Budget 2012

Department Information Technology

Fund General

Division Administration, Operations and Applications

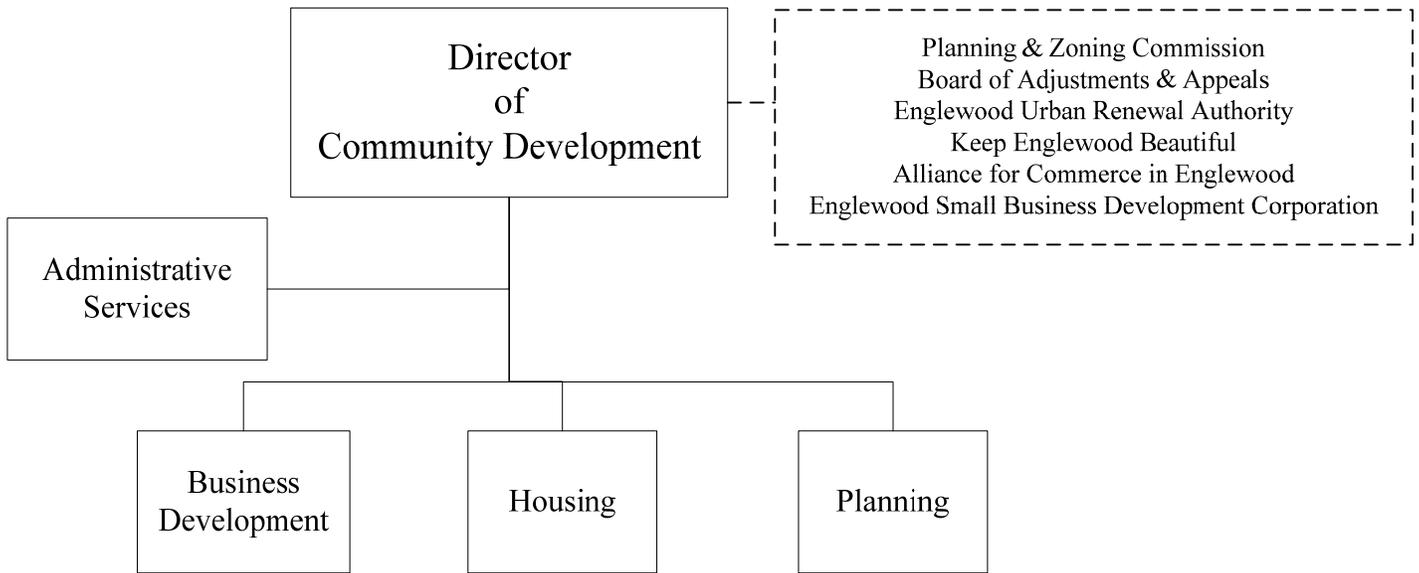
Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Neighborhood Stabilization Program (NSP) • Communities Putting Preventing to Work (CPPW) Grant Implementation • UDC Amendments • Retail Strategy Implementation • Downtown and Medical Districts Public Improvement Finance Study • E³ - Energy Efficient Englewood (CDBG) • Citywide Retail Assessment 	<ul style="list-style-type: none"> • UDC Amendments – Sign Code, Medical District Subareas 2, 3, and 5 • Neighborhood Stabilization Program (NSP) • E³ - Energy Efficient Englewood (CDBG) • Retail Assessment Implementation • Preparation for Comprehensive Plan Update Process • Medical District Phase II Rezoning Reforms • Englewood, Oxford, Bates Light Rail Station Area Plans • Initiate West 285 Corridor Small Area Plan
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • UDC Amendments • Neighborhood Stabilization Program (NSP) • Downtown and Medical Districts Public Improvement Finance Study • E³ - Energy Efficient Englewood (CDBG) • East Paseo Design Phase • Communities Putting Preventing to Work (CPPW) Grant Application/Award 	<ul style="list-style-type: none"> • UDC Amendments – Sign Code initiated, Floodplain, Medicinal Marijuana • E³ - Energy Efficient Englewood (CDBG) – 14 grants awarded; 90 homeowners on waiting list • Arapahoe County Enterprise Zone expansion to include Flood Middle School, Centennial Shopping Center, and the Medical District • City-wide Retail Assessment Initiated • Medical District Zone District Regulations and Rezoning • Neighborhood Stabilization Program (NSP)

City of Englewood, Colorado **Budget 2012**

Department Community Development

Fund General

2010 Major Department Initiatives Planned

2010 Major Department Initiatives Accomplished

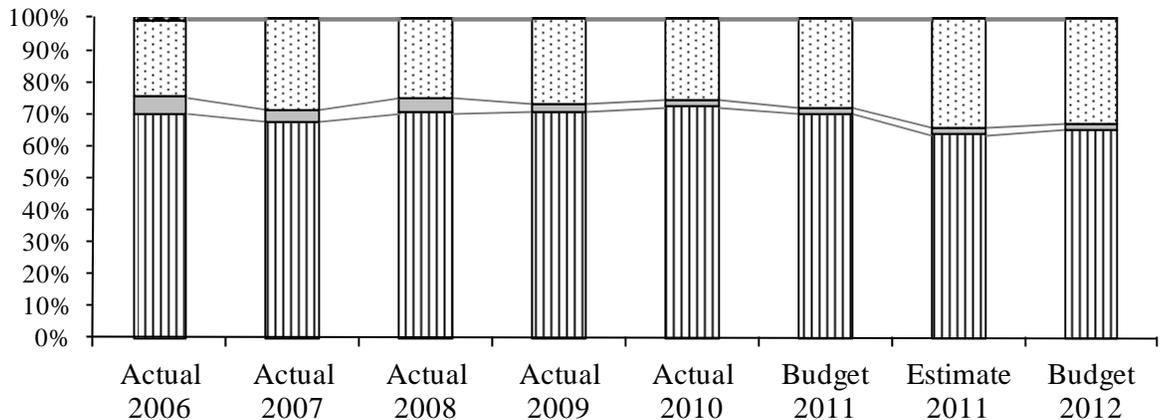
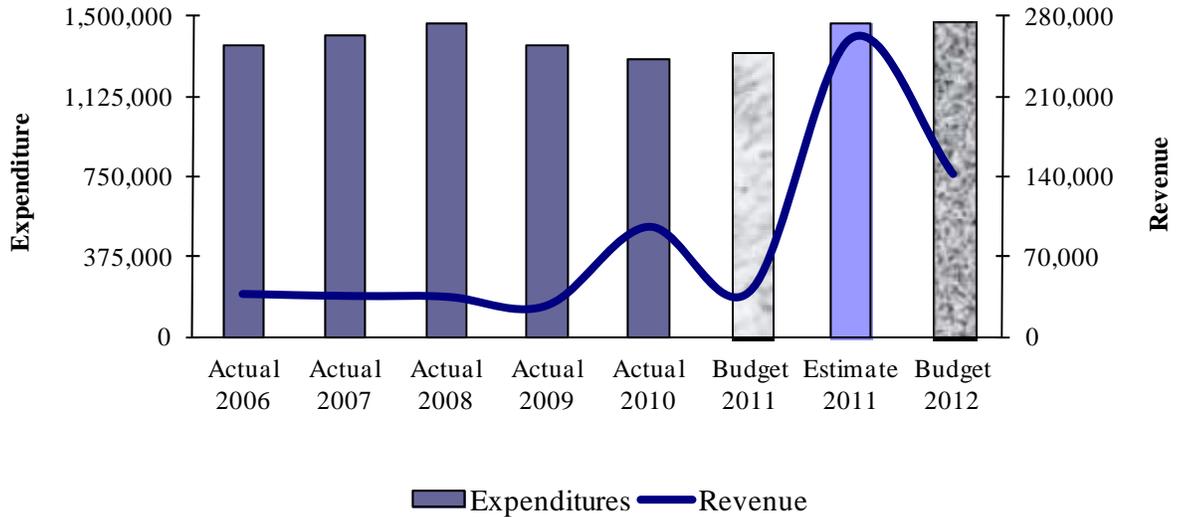
- CPPW funding for Englewood Master Bicycle Plan Route Assessment Study and Implementation Program
- CPPW funding for Englewood Downtown and Medical District Complete Streets Assessment Study

City of Englewood, Colorado Budget 2012

Department Community Development
Fund General
Account 02.0801
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	37,827	36,142	35,522	27,815	96,470	40,225	261,159	142,525
Percent Change		-4.45%	-1.72%	-21.70%	246.83%	-58.30%	549.25%	-45.43%
Expenditures								
Personnel	954,869	949,596	1,028,843	966,654	938,572	937,748	932,262	962,208
Commodities	72,929	58,921	64,787	30,878	24,128	29,102	30,102	28,602
Contractual	327,838	400,518	367,422	366,985	336,954	376,233	502,929	486,115
Capital	10,909	3,409	3,673	1,920	1,818	1,473	1,473	1,473
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,366,545	1,412,444	1,464,725	1,366,437	1,301,472	1,344,556	1,466,766	1,478,398
Percent Change		3.36%	3.70%	-6.71%	-4.75%	3.31%	9.09%	0.79%

Employees FTE	12,000	12,000	12,000	11,000	10,915	10,831	10,835	11,000
Percent Change FTE		0.000%	0.000%	-8.333%	-0.769%	-0.775%	0.039%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

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
A City that provides and maintains quality infrastructure	Develop and implement programs to assist the public with maintaining and improving the City’s housing stock. Develop and implement programs to plan, design, and finance public improvements	<ol style="list-style-type: none"> 1. Administer and manage CDBG funds to preserve and improve housing stock. 2. Assist with four 1st-time homebuyer classes and four consumer credit classes 3. Implement Neighborhood Stabilization Program grant activities to buy, improve, and sell foreclosed residential properties 4. Finalize financing strategy 5. Develop design manual for Downtown and Medical Districts
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"> 6. Support city environmental efforts through KEB: Leaf/tire drop-off program, HH waste collection program, Community Appearance Index 7. Promote residential and commercial beautification through catalyst program, SBEBID, Paint-up/Fix-up program, sidewalks & trails improvements, art shuttle/shuttle corridor pedestrian improvements. 8. Provide Comprehensive Plan implementation with UDC amendments that facilitate infill redevelopment
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"> 9. Leverage limited city resources through partnerships. 10. Increase access to governmental services and resources through GIS support for PermitTrak system, englewoodsites.com web site. 11. Develop and improve printed and web-accessed materials that assist customers in obtaining information and understanding processes. 12. Continue to explore ways to reduce turn-around times for permit and development approvals.
A City that is business-friendly and economically diverse	Develop and implement economic and community development projects that address business needs and promote a sustainable and diverse local economy.	<ol style="list-style-type: none"> 13. Implement new direction for Economic Development 14. Explore and pursue redevelopment/revitalization opportunities at locations such as the Medical District, Acoma property, Englewood LRT station, Broadway, and various shopping centers. 15. Support redevelopment/revitalization through catalyst program, housing rehab program, retailing workshops, ED strategy implementation, and marketing. 16. 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. 17. Support redevelopment/revitalization through Brownfield Revolving Loan Fund, Arapahoe

City of Englewood, Colorado **Budget 2012**

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
		County Enterprise Zone administration, business retention & expansion program.
		18. Begin preparations for new Comprehensive Plan process.
		19. Continue engaging stakeholders, Planning and Zoning Commission, and City Council in Medical District Phase II zoning reform process.
A City that provides diverse cultural, recreational and entertainment opportunities	Develop and implement programs and projects that expand opportunities for public engagement in and enjoyment of cultural, recreational and entertainment events and programs.	20. Support and enhance cultural, recreational, and entertainment programs and facilities through public art with development and the art shuttle program. 21. Develop policy documents and Unified Development Code amendments that are supportive of new infill development.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
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The **Housing Division** provides a number of housing programs, all with the goal of promoting a mix of housing opportunities through the provision of affordable housing, expandable housing for different life-cycle stages, workforce housing opportunities, and housing for special needs. The primary program offers housing rehabilitation services to the community through low interest loans and grants and construction management.

Number and Value Rehab Projects by Year	10	19	18	23	13	15 (est.)	15 (est.)
Increased property value	\$150,388	\$334,496	\$263,142	\$549,864	\$490,748	\$300,000	\$300,000

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

UDC Amendments	0	3	5	5	5	4	5
		Signs, Landscaping, Parking	Multi-Unit Lot Width, Landscaping, Parking, Housekeeping Amendments, Boarding House	Signage, Landscaping, Medical Marijuana, Massage Therapy, Medical District	Signage, Landscaping, Medical Marijuana, Consignment Shops	Mailed Public Notices, Hard Surfaces, Medical District SubArea 2, 3, and 5, Medical Marijuana	Signage, Parking, PUD, Medical District SubArea 2, 3 and 5

City of Englewood, Colorado Budget 2012

Department Community Development
Fund General
Account 02.0801

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
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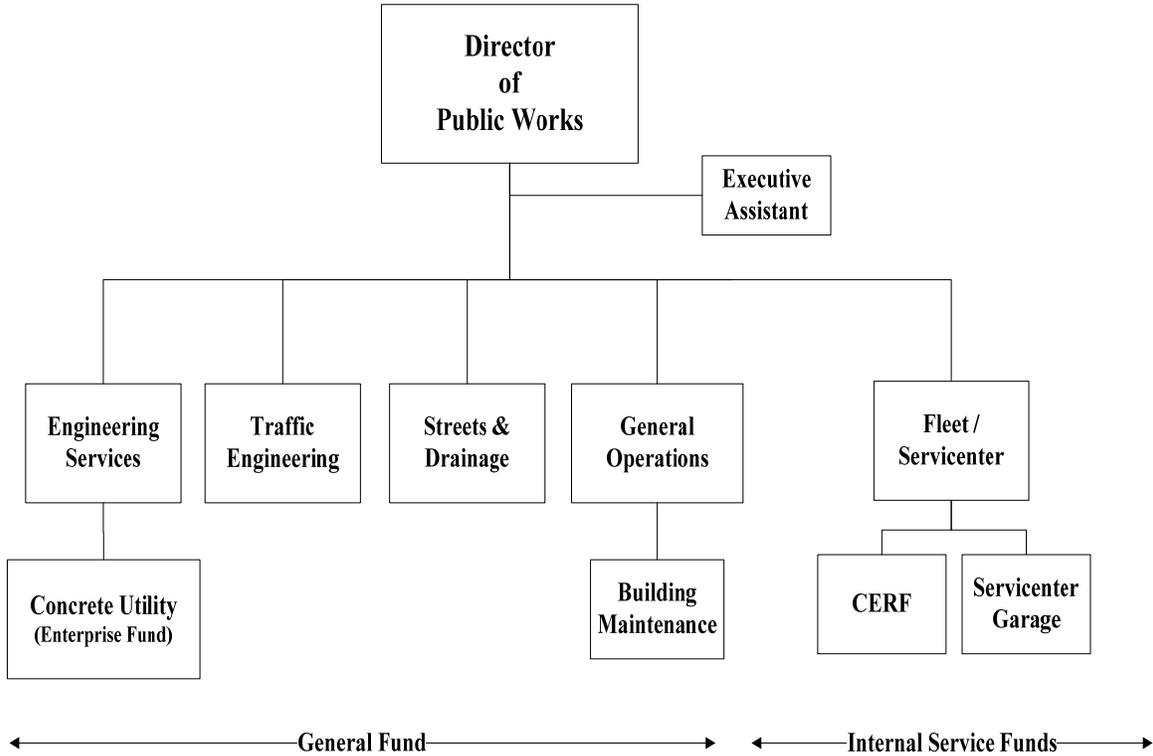
The **Business Development Division** is responsible for business recruitment, retention, and development. One of the programs that provide a direct benefit to the business community is the Commercial Catalyst program. The Englewood Commercial Catalyst Program is designed to enhance the business districts 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.)
Number	10	11	11	10	10		10	10
Grant Value	\$78,677	\$72,478	\$119,652	\$100,087	\$95,721		\$120,000	\$120,000
Leveraged Value	\$221,190	\$163,212	\$359,727	\$213,360	\$381,620		\$250,000	\$250,000
Leverage Ratio	2.8:1	2.3:1	3.0:1	2.1:1	4.1:1		2.1:1	2.1:1

City of Englewood, Colorado Budget 2012

Department Public Works

Fund General



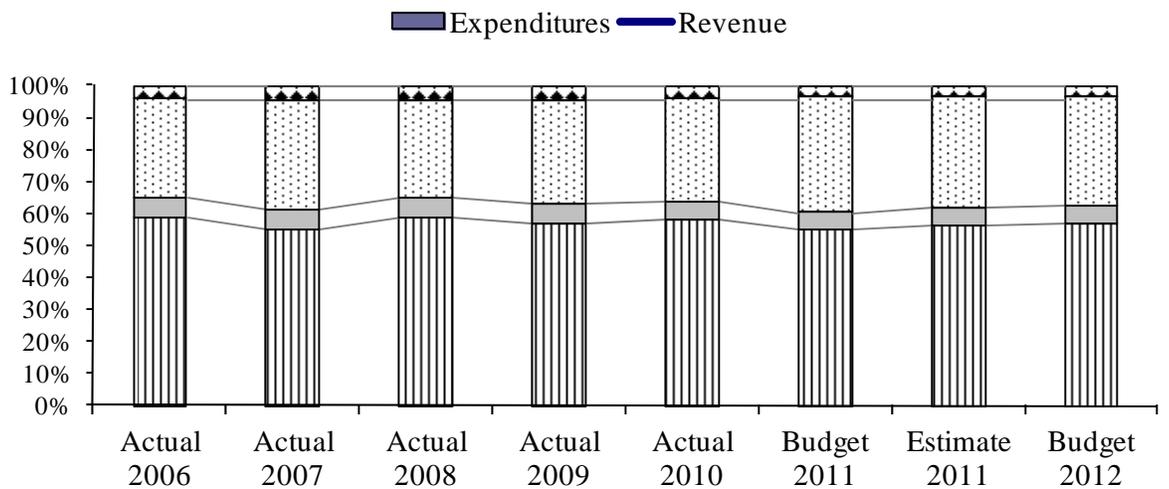
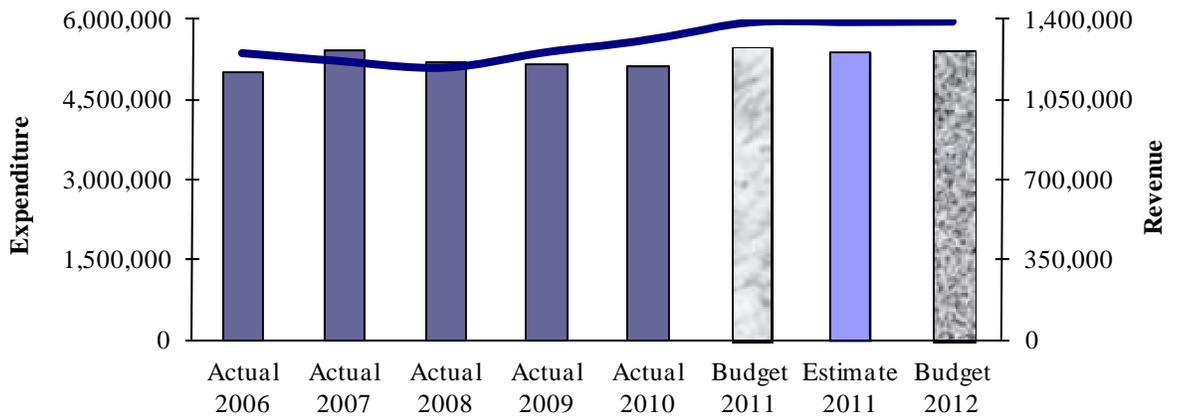
Mission The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the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

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Convert to Ice-slicer for winter de-icing. • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing. 	<ul style="list-style-type: none"> • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Adjustment and restructure service delivery in light of recent key managerial staff retirements. • Administer EEFI Common Area Maintenance Agreement, ongoing. • Optimize EMRF development to maximum long term financial return to City, ongoing. 	<ul style="list-style-type: none"> • Restructured service delivery to accommodate managerial staff retirements. • Administered EEFI Common Area Maintenance Agreement, ongoing. • Optimized EMRF development to maximum long term financial return to City, ongoing.

City of Englewood, Colorado Budget 2012

Department Public Works
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,251,007	1,214,026	1,186,551	1,255,384	1,309,684	1,386,426	1,388,051	1,390,277
Percent Change		-2.96%	-2.26%	5.80%	4.33%	5.86%	0.12%	0.16%
Expenditures								
Personnel	2,950,411	2,988,712	3,058,807	2,919,607	2,968,886	3,029,420	3,035,586	3,087,851
Commodities	317,192	331,303	311,012	335,468	307,952	284,776	299,991	309,947
Contractual	1,562,721	1,861,054	1,591,542	1,670,825	1,667,684	1,988,803	1,864,245	1,837,842
Capital	193,925	240,705	227,811	226,991	192,842	195,892	195,892	200,997
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	5,024,249	5,421,774	5,189,172	5,152,891	5,137,364	5,498,891	5,395,714	5,436,637
Percent Change		7.91%	-4.29%	-0.70%	-0.30%	7.04%	-1.88%	0.76%
Employees FTE	47.534	47.534	46.534	46.334	44.175	43.840	42.864	43.509
Percent Change FTE		0.000%	-2.104%	-0.430%	-4.660%	-0.759%	-2.226%	1.505%



Expenditures
 Revenue

Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

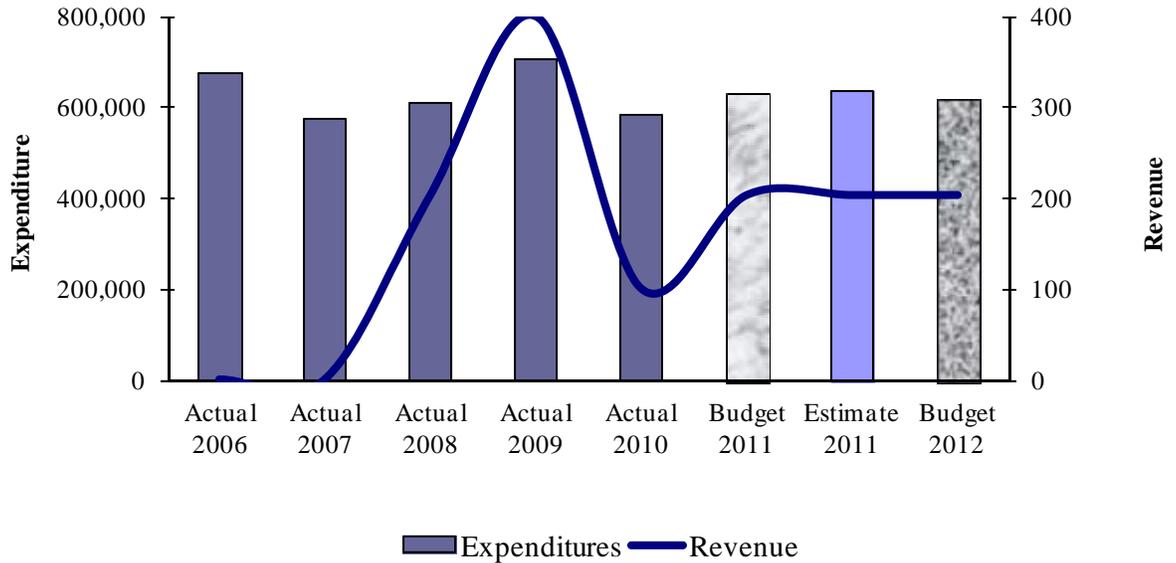
Division Administration

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	203	400	100	203	203	203
Percent Change		---	---	97.04%	-75.00%	103.00%	0.00%	0.00%
Expenditures								
Personnel	176,947	182,309	192,384	197,922	193,863	192,699	197,029	195,005
Commodities	1,372	1,557	3,198	2,059	2,594	2,515	2,515	2,515
Contractual	495,258	392,359	415,637	504,661	386,065	437,515	438,231	423,998
Capital	-	-	79	-	-	50	50	50
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	673,577	576,225	611,298	704,642	582,522	632,779	637,825	621,568
Percent Change		-14.45%	6.09%	15.27%	-17.33%	8.63%	0.80%	-2.55%
Employees FTE	2000	2000	2000	2000	1985	1969	1978	2000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.420%	1.138%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Support/assist the Engineering Services, Streets, Traffic Engineering, Fleet/Servicenter and Operations Divisions.	1. Provide direction and guidance to staff for maintenance and construction activities.
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 Budget 2012

Department Public Works

Fund General

Division Administration

Account 02.1001

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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
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Refer to the individual Divisions for Departmental Performance indicators. In addition to the listed indicators, the Public Works Director serves as the President of the Englewood Environmental Foundation, serves on the board of the Englewood McLellan Reservoir Foundation, and serves on the Supervisory Committee for Littleton/Englewood Wastewater Treatment Plant.

Department full-time employees (including ServiCenter and Concrete Utility)		63.82	63.82	62	62	60	58	58
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City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

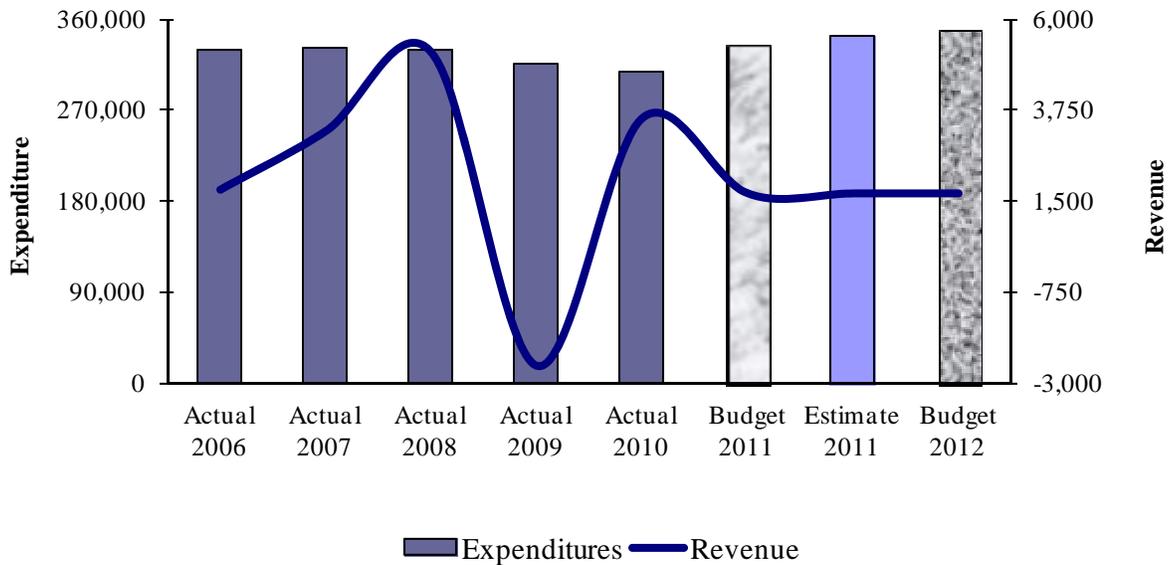
Division Engineering Services

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,777	3,232	5,198	(2,602)	3,555	1,684	1,684	1,684
Percent Change		81.88%	60.83%	-150.06%	-236.63%	-52.63%	0.00%	0.00%
Expenditures								
Personnel	301,271	294,983	303,704	286,453	285,469	292,598	301,096	308,715
Commodities	11,999	7,335	8,213	7,210	8,667	10,814	10,814	10,814
Contractual	14,659	27,855	14,477	19,811	11,461	30,470	28,470	28,480
Capital	2,265	2,275	2,265	2,265	2,265	2,265	2,265	2,265
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	330,194	332,448	328,659	315,739	307,862	336,147	342,645	350,274
Percent Change		0.68%	-1.14%	-3.93%	-2.49%	9.19%	1.93%	2.23%
Employees FTE	3,334	3,334	3,334	3,134	2,986	2,963	2,964	3,009
Percent Change FTE		0.000%	0.000%	-5.999%	-4.727%	-0.775%	0.040%	1.522%



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"> Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure. Provide technical support and information to contractors, engineers, architects, and the general public to assure development and 	<ul style="list-style-type: none"> Supervise the design and construction of public improvement projects and provide in-house project management services. Issue right-of-way permits (concrete, excavation, occupancy) and inspects work for compliance.

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

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

City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 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		3.34	3.34	3.33	3.33	3.00	3.00	3.00
Number of Capital Projects in design/ construction phase		21	26	23	18	11	7	TBD
Value of Capital Projects (includes grant monies)		3,400,000	6,260,000	6,745,000	5,064,000	1,985,000	950,000	TBD
Concrete Utility Full time employees		3.98	3.53	3.92	3.92	3.92	3.92	3.92
Square feet of concrete removed and replaced.		62,701	43,944	54,276	44,303	37,426	39,000	TBD

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund General

Division Streets and Drainage

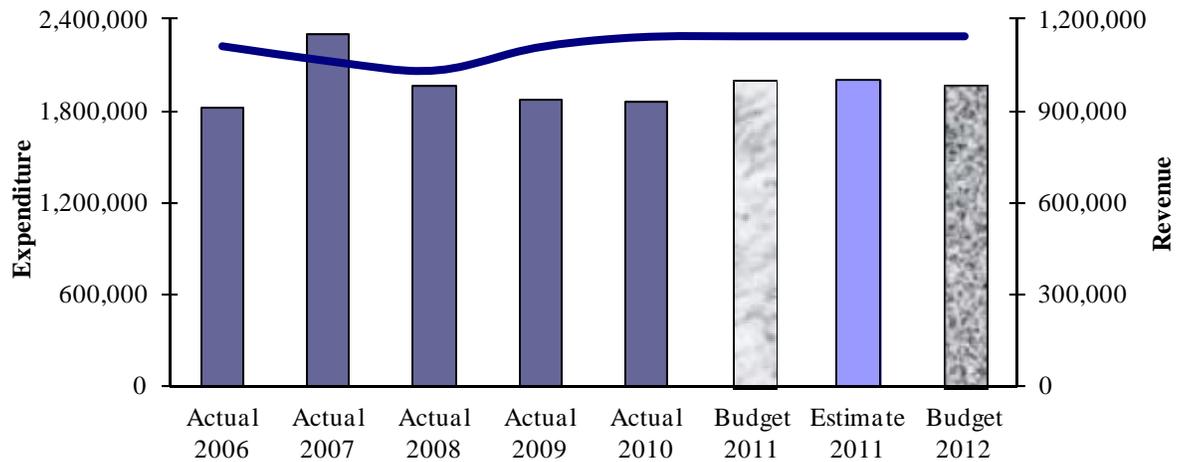
Account 02.1003

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,113,901	1,065,312	1,034,073	1,111,703	1,144,672	1,146,614	1,146,614	1,146,614
Percent Change		-4.36%	-2.93%	7.51%	2.97%	0.17%	0.00%	0.00%
Expenditures								
Personnel	894,923	944,356	938,466	825,427	793,680	843,968	859,348	857,333
Commodities	186,547	194,830	182,947	207,392	174,237	148,954	148,954	168,710
Contractual	589,466	1,009,846	657,363	662,557	743,258	861,820	840,277	797,657
Capital	149,393	155,576	180,950	179,484	153,353	153,353	153,353	158,458
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,820,329	2,304,608	1,959,726	1,874,860	1,864,528	2,008,095	2,001,932	1,982,158
Percent Change		26.60%	-14.96%	-4.33%	-0.55%	7.70%	-0.31%	-0.99%

Employees FTE	13.000	13.000	13.000	13.000	10.915	10.831	10.835	11.000
Percent Change FTE		0.000%	0.000%	0.000%	-16.036%	-0.775%	0.039%	1.523%



■ Expenditures — Revenue

City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

Division Streets and Drainage

Account 02.1003

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain a quality infrastructure for 120 miles of streets and 51 miles of alleys.	Accomplished by placing coats of overlays, different types of sealcoats and filling cracks with rubberized joint sealant. Alleys are kept in good condition by adding base and blade work as necessary. Trees in alleys kept trimmed.
A safe, clean, healthy and attractive City	2. Sanding streets and snow/ice removal 3. Sweeping and hauling sweepings	2. Accomplished by sanding, plowing and, in severe cases, removing and hauling off excess snow and ice. 3. 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 and contract trucking.
A City that is business-friendly and economically diverse	5. Included in #1 and # 4. Maintain infrastructure with the least impact on business.	Notify and seek scheduling input from all effected businesses before starting major maintenance projects.
A City that provides diverse cultural, recreational and entertainment opportunities	6. Included in #1 and # 4.	

Performance Measure	Goals /	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
	Activities Measured							

City of Englewood, Colorado **Budget 2012**

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

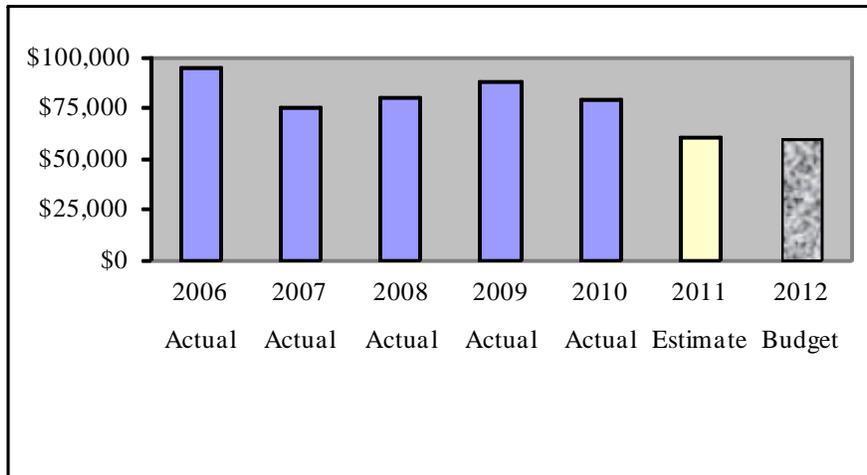
Previous Fee Schedule Field Inspection Fee \$15
 Gravel Alley Cut \$1 per square foot
 Asphalt Patch \$4 per square foot
 Work without permit \$200

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	Year	Amount	% Change
Actual	2006	94,455	52.29%
Actual	2007	75,264	-20.32%
Actual	2008	80,071	6.39%
Actual	2009	87,596	9.40%
Actual	2010	78,586	-10.29%
Estimate	2011	60,000	-23.65%
Budget	2012	60,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

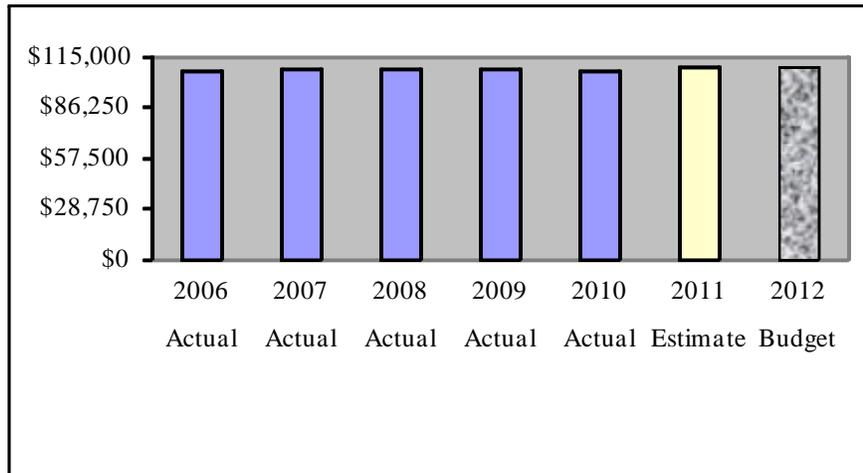
Previous Fee Schedule N/A

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
Actual	2006	106,011	-0.92%
Actual	2007	108,004	1.88%
Actual	2008	107,751	-0.23%
Actual	2009	107,535	-0.20%
Actual	2010	106,240	-1.20%
Estimate	2011	109,000	2.60%
Budget	2012	109,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

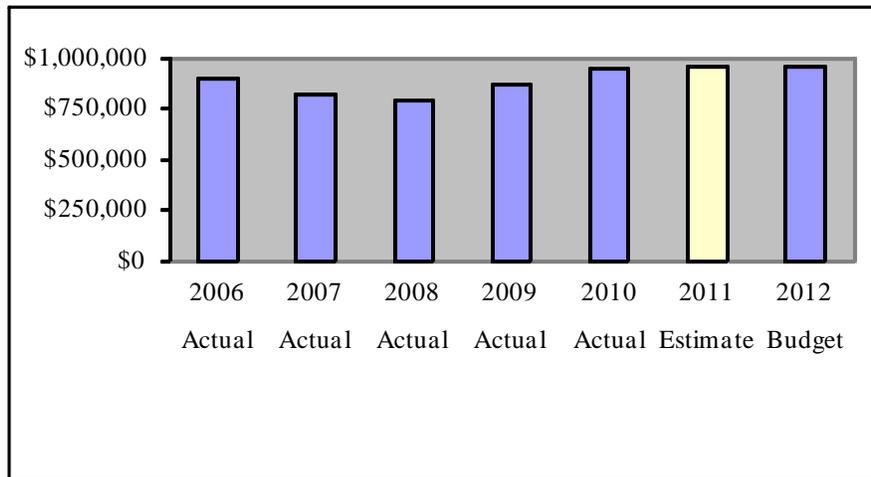
Previous Fee Schedule N/A

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
Actual	2006	898,420	7.92%
Actual	2007	819,473	-8.79%
Actual	2008	793,370	-3.19%
Actual	2009	867,280	9.32%
Actual	2010	947,948	9.30%
Estimate	2011	955,132	0.76%
Budget	2012	955,132	0.00%



City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

Division Traffic Engineering

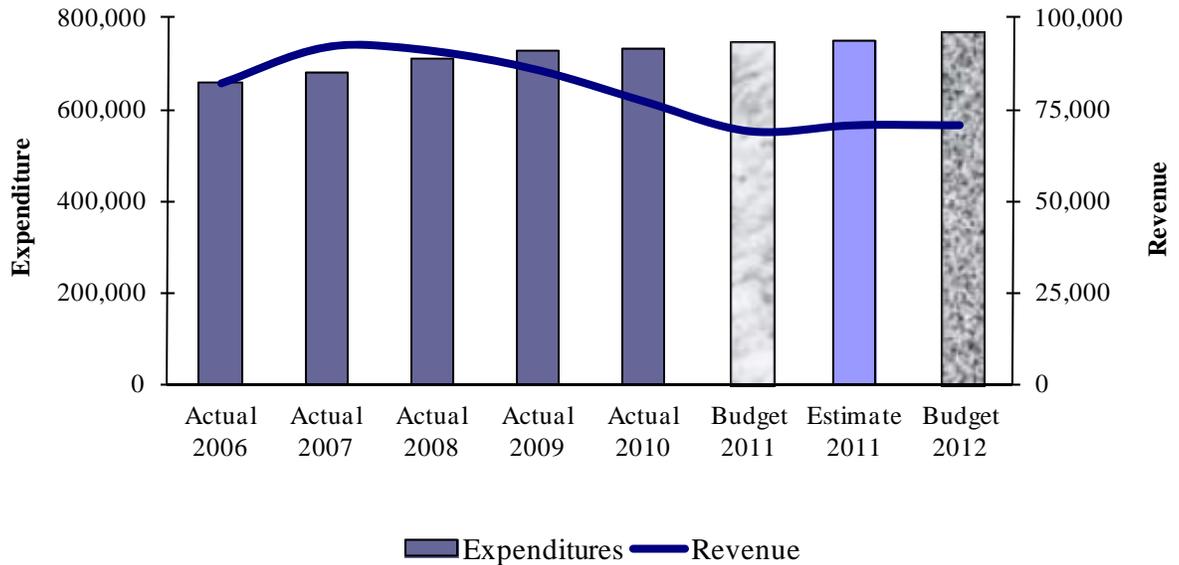
Account 02.1004

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	81,991	92,010	90,917	85,658	77,081	68,791	70,416	70,416
Percent Change		12.22%	-1.19%	-5.78%	-10.01%	-10.75%	2.36%	0.00%
Expenditures								
Personnel	498,039	504,810	532,433	544,437	555,181	560,734	559,367	574,800
Commodities	47,405	57,284	59,394	53,399	48,742	54,100	54,317	57,017
Contractual	82,133	72,635	85,223	99,067	104,478	108,937	107,906	111,467
Capital	32,330	46,822	31,911	33,465	25,593	28,593	28,593	28,593
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	659,907	681,551	708,961	730,368	733,994	752,364	750,183	771,877
Percent Change		3.28%	4.02%	3.02%	0.50%	2.50%	-0.29%	2.89%

Employees FTE	6.500	6.500	6.500	6.500	6.450	6.400	6.403	6.500
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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"> managing the design, installation, operation and maintenance of all traffic control devices, including traffic signals, traffic signs and pavement markings investigating citizen requests for safety and operational traffic concerns

City of Englewood, Colorado **Budget 2012**

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

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund General

Division Traffic Engineering

Account 02.1004

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
The Traffic Engineering Division manages design, installation, operation and maintenance of the City's computerized traffic system, traffic signals, traffic signs and pavement markings to provide for safe and efficient movement of goods and people.								
Number of traffic signals		62	62	62	62	62	62	62
Percent of traffic signals and flashing beacons receiving preventive mtnc.		New	100	100	100	100	100	100
Number of School Speed Zones and other flashing beacons receiving preventive mtnc.		New	38	38	38	38	38	38
Percent of emergency signs replaced / repaired within 2 hours		100	100	100	100	100	100	100
Average % speed reduction in areas after traffic calming implementation		New	10	11.7	12	12.1	13.8	12 (estimate)

City of Englewood, Colorado **Budget 2012**

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.

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

Date Last Changed December, 2009

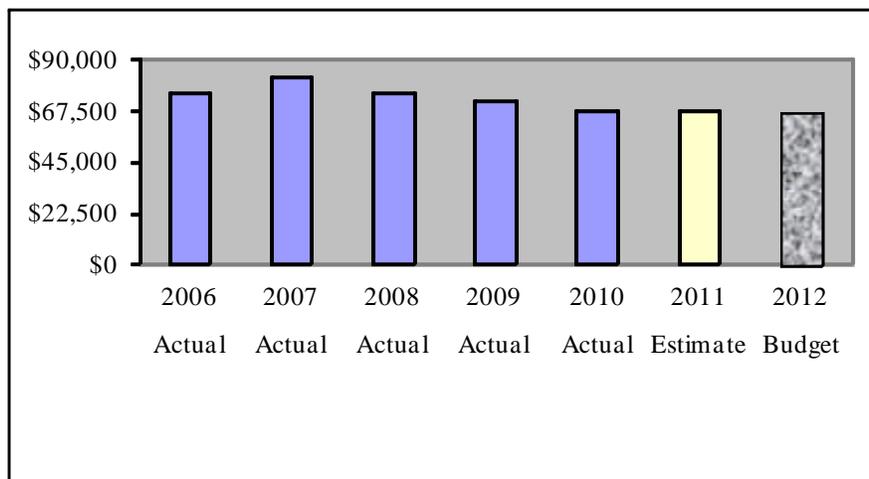
Previous Fee Schedule 10/1/86

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

Projection Method N/A

Comments N/A

	Year	Amount	% Change
Actual	2006	75,924	0.00%
Actual	2007	82,250	8.33%
Actual	2008	75,924	-7.69%
Actual	2009	71,670	-5.60%
Actual	2010	67,474	-5.85%
Estimate	2011	67,416	-0.09%
Budget	2012	67,416	0.00%



City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

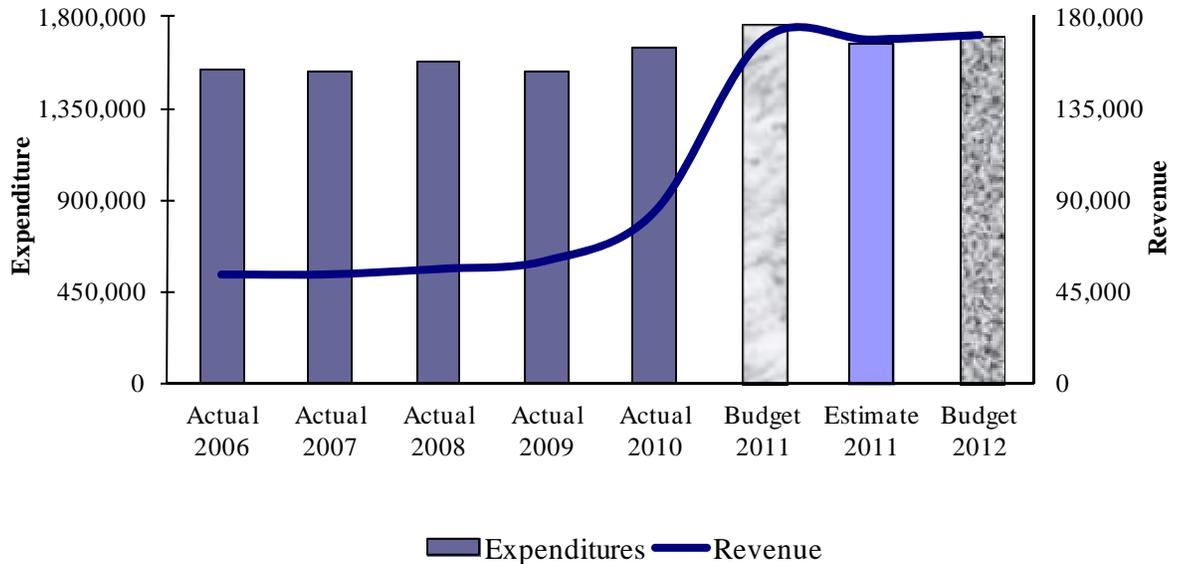
Division General Operations and Maintenance

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 and the general operating condition of the buildings.

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	53,338	53,472	56,160	60,225	84,276	169,134	169,134	171,360
Percent Change		0.25%	5.03%	7.24%	39.94%	100.69%	0.00%	1.32%
Expenditures								
Personnel	1,079,231	1,062,254	1,091,820	1,065,368	1,140,693	1,139,421	1,118,746	1,151,998
Commodities	69,869	70,297	57,260	65,408	73,712	68,393	83,391	70,891
Contractual	381,205	358,359	418,842	384,729	422,422	550,061	449,361	476,240
Capital	9,937	36,032	12,606	11,777	11,631	11,631	11,631	11,631
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,540,242	1,526,942	1,580,528	1,527,282	1,648,458	1,769,506	1,663,129	1,710,760
Percent Change		-0.86%	3.51%	-3.37%	7.93%	7.34%	-6.01%	2.86%
Employees FTE	22.700	22.700	21.700	21.700	21.839	21.677	20.685	21.000
Percent Change FTE		0.000%	-4.405%	0.000%	0.641%	-0.742%	-4.576%	1.523%



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. Custodial Services <ul style="list-style-type: none"> ▪ Restroom/Lockers ▪ Floor Care ▪ Electrical ▪ HVAC 	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. <ul style="list-style-type: none"> ▪ Plumbing ▪ General Maintenance (General Fund) ▪ General Maintenance (CPF/MYCP)

City of Englewood, Colorado Budget 2012

Department Public Works

Fund General

Division General Operations and Maintenance

Account 02.1005

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. Xcel Energy Charges	
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 Monitor Energy Savings Program to insure actual savings exist on a monthly basis
A City that is business-friendly and economically diverse	8. Utilize out-sourcing capabilities - General Maintenance	Maintenance contracts with vendors and equipment suppliers and service oriented companies
A City that provides diverse cultural, recreational and entertainment opportunities	9. Provide Custodial Services ▪ Recreation Center ▪ Malley Center 10. Provide Maintenance Services ▪ Recreation Center ▪ Malley Senior Recreation Center 11. Pirates Cove	15 Custodial personnel 3 Maintenance Workers to maintain all City buildings and facilities * 1 maintenance worker provided to Pirates Cove during operating season

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Number of Custodians (FTE)		19	19	17	17	16	16	15
Square Feet Maintained		295,222	295,222	295,222	295,222	295,222	295,222	295,222
	17	15,538	15,538	17,366	17,366	18,451	18,451	19,681

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	3
Square Feet Maintained	370,032	370,032	370,032	370,032	370,032	370,032	370,032	370,032
Square Feet per Maintenance Personnel	123,344	123,344	123,344	123,344	123,344	123,344	123,344	123,344

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund General

Division General Operations and Maintenance

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 \$4,822.00/mo.

Date Last Changed 2011

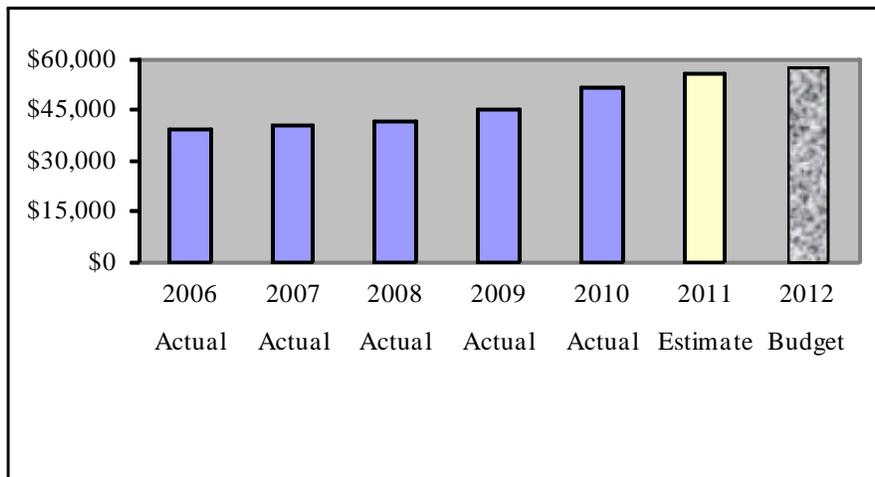
Previous Fee Schedule \$4,636.00/mo.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

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

	Year	Amount	% Change
Actual	2006	39,204	5.05%
Actual	2007	40,380	3.00%
Actual	2008	41,592	3.00%
Actual	2009	45,000	8.19%
Actual	2010	51,276	13.95%
Estimate	2011	55,634	8.50%
Budget	2012	57,860	4.00%



City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund General

Division General Operations and Maintenance

Account 02.1005.33205

Authorization Contract

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

Fee Schedule \$60,000/year.

Date Last Changed 2011

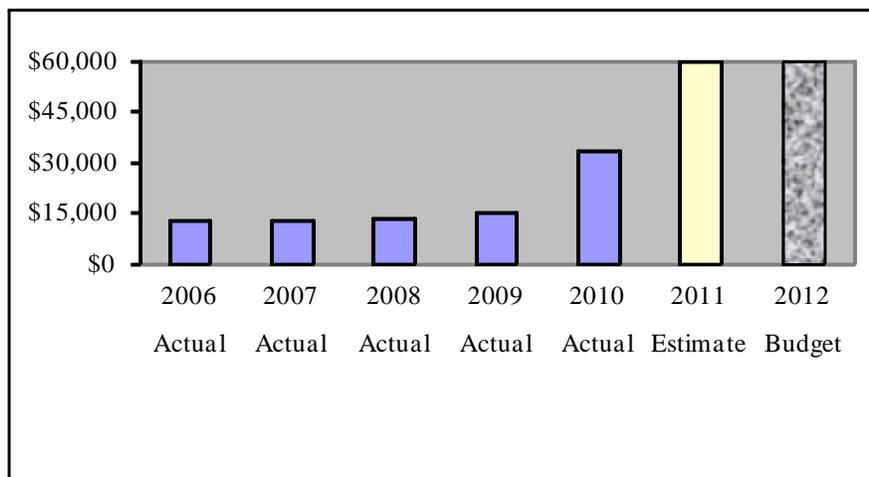
Previous Fee Schedule \$33,000/year.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

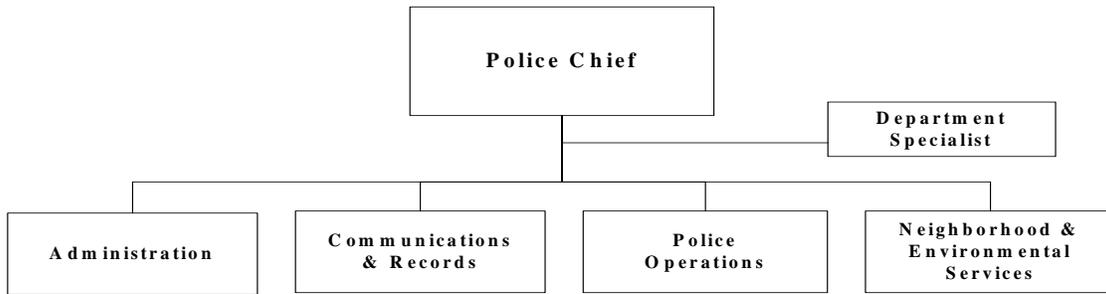
Comments Included in custodial services are paper products and supplies provided to the Broken Tee Golf Course

	Year	Amount	% Change
Actual	2006	12,450	3.00%
Actual	2007	12,822	2.99%
Actual	2008	13,212	3.04%
Actual	2009	15,120	14.44%
Actual	2010	33,000	118.25%
Estimate	2011	60,000	81.82%
Budget	2012	60,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Police
Fund General



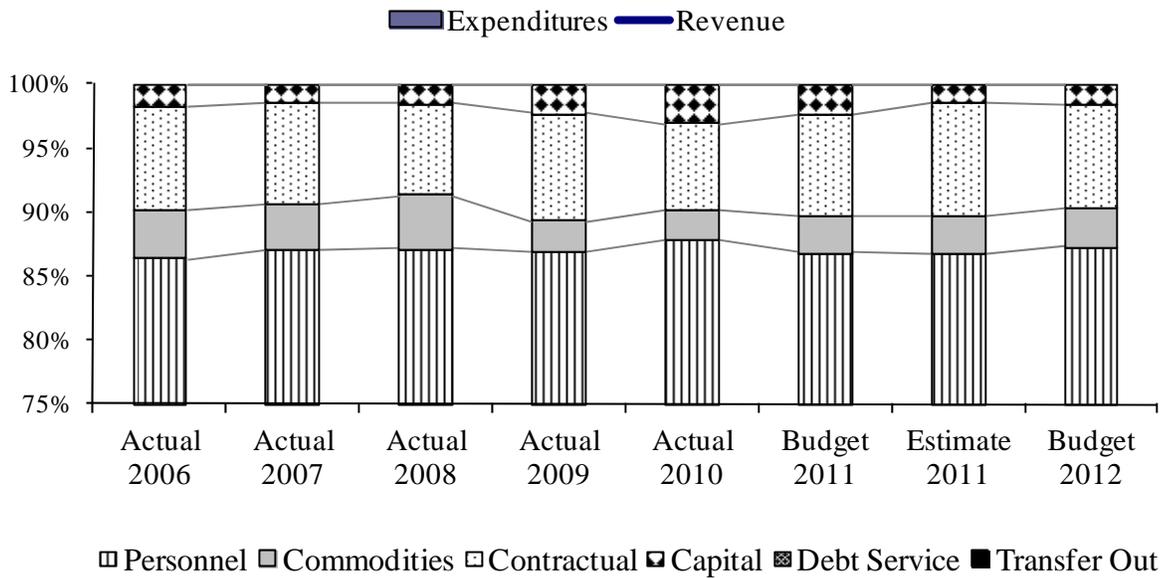
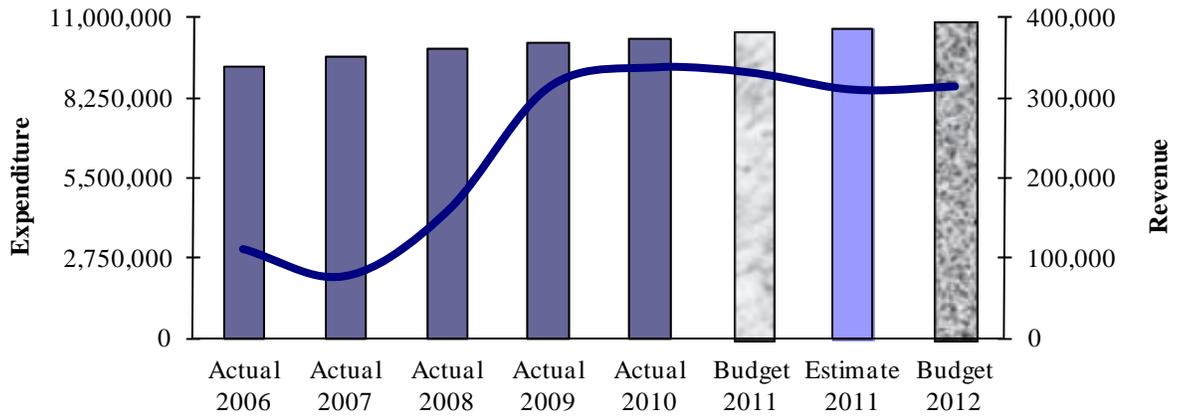
Mission It is the mission of the Englewood Police Department to protect life and property; enforce the law in a fair and impartial manner; preserve the peace, order and safety of the community; safeguard rights guaranteed by the constitution; and to provide the highest quality of service to the community.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • The Impact Team has been formed and will be working in the community with a principle goal of problem-solving by creating partnerships with the residential and business community. • In 2010, the Police Department was successful in obtaining a Justice Assistance grant which will be utilized to purchase a Computer Aided Dispatch server. This is a significant joint project with the Information Technology Department. • The Police Department has partnered with many agencies in the Denver Metropolitan area in the development of COPLINK, a major initiative that will revolutionize data sharing for the law enforcement community. • The Community Relations Specialist will continue to promote and market the Police Department while continuing to develop the Neighborhood Watch Program. 	<ul style="list-style-type: none"> • The Impact Team has planned an initiative with the Senior citizens in the community. The Team will focus on educational programs regarding fraud and scams that target the elderly • The CAD project will be completed in the latter part of 2011. RFP'S for a mug shot system have been received and this project will be completed in 2012. • CrimeReports.com has been purchased and full implementation and quantified results should be realized in 2012. • The Police Department will sponsor family safety classes in 2011/2012 via a program called Kidsproof Colorado. The purpose is to provide this training to families that otherwise cannot afford to pay for these classes. • The Police Department will partner with the Englewood Public Schools in regards to radio interoperability and our response plan to critical incidents.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

City of Englewood, Colorado Budget 2012

Department Police
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	110,824	76,895	157,005	312,399	337,582	331,197	309,912	314,009
Percent Change		-30.62%	104.18%	98.97%	8.06%	-1.89%	-6.43%	1.32%
Expenditures								
Personnel	8,027,862	8,398,393	8,671,120	8,840,082	9,052,805	9,188,077	9,186,802	9,530,322
Commodities	344,814	345,475	425,562	244,699	241,697	308,878	320,841	325,178
Contractual	750,392	764,518	704,497	845,457	699,458	830,071	929,478	885,795
Capital	169,115	141,622	159,430	243,034	313,323	260,000	162,583	180,160
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	9,292,183	9,650,008	9,960,609	10,173,272	10,307,283	10,587,026	10,599,704	10,921,455
Percent Change		3.85%	3.22%	2.14%	1.32%	2.71%	0.12%	3.04%
Employees FTE	106.480	104.630	101.630	100.700	101.417	98.960	99.485	100.800
Percent Change FTE		-1.737%	-2.867%	-0.915%	0.712%	-2.423%	0.531%	1.322%



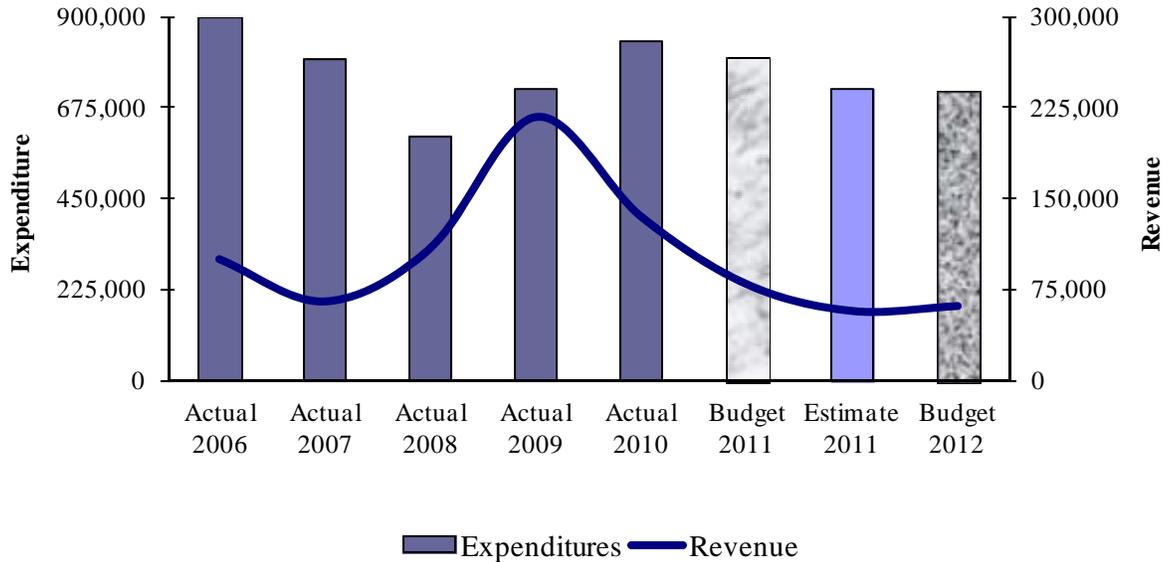
City of Englewood, Colorado **Budget 2012**

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	99,560	64,502	108,692	217,514	134,784	78,779	56,573	60,670
Percent Change		-35.21%	68.51%	100.12%	-38.03%	-41.55%	-28.19%	7.24%
Expenditures								
Personnel	730,889	664,637	476,070	504,512	544,722	540,267	547,345	564,039
Commodities	65,072	55,832	76,337	44,613	65,051	83,770	93,890	84,227
Contractual	69,739	73,284	28,311	63,419	78,718	78,597	79,713	71,810
Capital	32,516	779	21,814	107,497	149,274	97,417	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	898,216	794,532	602,532	720,041	837,765	800,051	720,948	720,076
Percent Change		-11.54%	-24.17%	19.50%	16.35%	-4.50%	-9.89%	-0.12%
Employees FTE	10.700	10.600	8.600	8.600	8.534	8.468	8.471	8.600
Percent Change FTE		-0.935%	-18.868%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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.
A safe, clean, healthy and attractive City	2. The Community Relations Specialist is assigned to the Administration Division of the	2. The Community Relations Specialist has expanded her scope of duties to include

City of Englewood, Colorado **Budget 2012**

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
	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.	preparation and implementation of the Police Department's Citizen's Academy as well as education of the community regarding code enforcement issues. A principle focus for the Community Relations Specialist will be Neighborhood Watch Program.
A progressive City that provides responsive and cost efficient services	3. Managing the overall department and insuring that the employees are aligned with organizational goals and objectives assures that the specifics of this outcome are achieved. Approximately thirty five percent of the division's budget is directed toward this outcome.	3. The department's Police Chief has designated his Deputy Chief of Police as the Budget Officer. Both routinely monitor budget trends. Department Command Staff meet weekly to discuss organizational issues to insure that employees are aligned to department goals and objectives.
A City that is business-friendly and economically diverse	4. The community relations component of the Administration Division works directly with the business community establishing a friendly relationship. Fifteen percent of the division's budget is directed toward this outcome.	4. The Community Relations Specialist actively pursues interaction with the business community by attending ACE, BID, or other such meetings for example.
A City that provides diverse cultural, recreational and entertainment opportunities	5. Approximately five percent of the division's budget is directed toward this outcome by providing services directly related to community activities related to entertainment, cultural, and recreational activities.	5. The Police Department fully supports the 4 th of July celebration and other community events by providing staff and developing a management plan for the event.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

Department Police

Fund General

Revenue Item Police Fee

Account 02.1101.33252

Authorization Policy

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

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

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

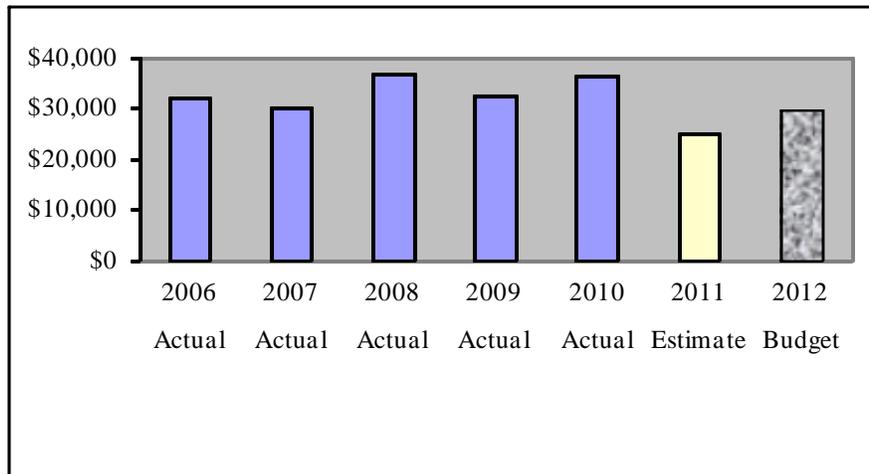
Previous Fee Schedule Basic schedule is \$1.00 per report copy. \$3.00 for resident finger printing. Photographs vary in price due to number, size, etc.

Formula Method Estimate based on past history

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

Comments N/A

	Year	Amount	% Change
Actual	2006	32,140	11.96%
Actual	2007	30,154	-6.18%
Actual	2008	36,834	22.15%
Actual	2009	32,519	-11.72%
Actual	2010	36,296	11.61%
Estimate	2011	25,000	-31.12%
Budget	2012	30,000	20.00%



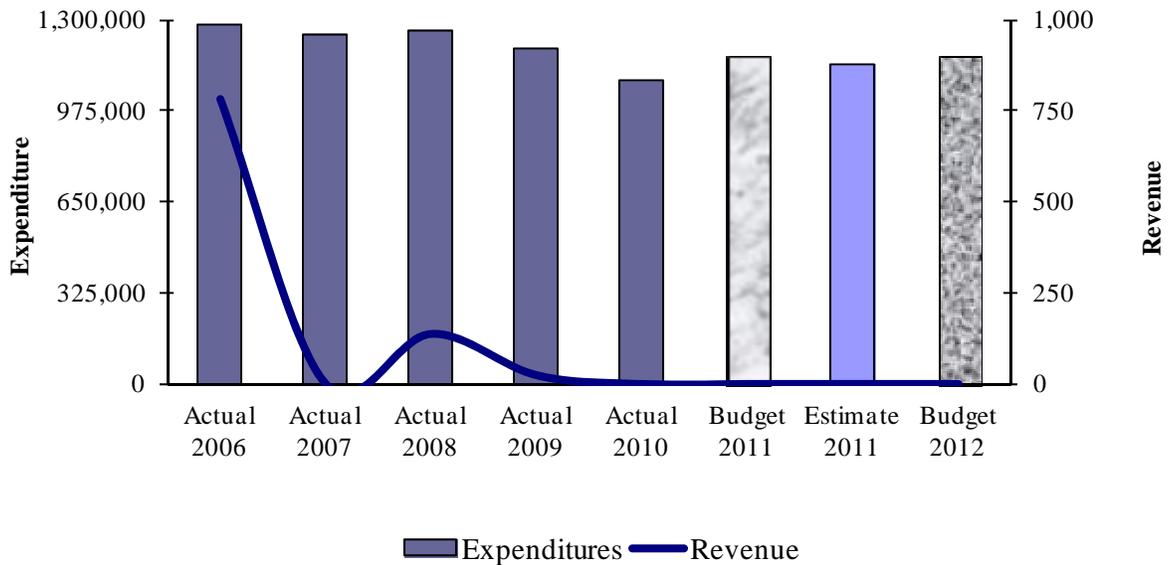
City of Englewood, Colorado Budget 2012

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	784	-	138	24	-	-	-	-
Percent Change		-100.00%	---	-82.61%	-100.00%	---	---	---
Expenditures								
Personnel	1,039,520	1,025,149	1,007,236	959,804	965,983	963,526	930,197	970,944
Commodities	93,174	87,768	122,771	19,774	15,791	34,496	35,127	34,496
Contractual	146,187	136,956	130,892	217,527	101,467	175,306	175,386	168,674
Capital	-	79	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,278,881	1,249,952	1,260,899	1,197,105	1,083,241	1,173,328	1,140,710	1,174,114
Percent Change		-2.26%	0.88%	-5.06%	-9.51%	8.32%	-2.78%	2.93%
Employees FTE	19,630	18,130	17,130	15,400	14,789	14,677	14,184	14,200
Percent Change FTE		-7.641%	-5.516%	-10.099%	-3.968%	-0.758%	-3.358%	0.113%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Police Department.	1. In 2011, the entire Communications Center received significant operable upgrades which should enhance the performance of employees assigned to this Division in 2012.
A safe, clean, healthy and attractive City	2. Approximately twenty percent of the budget for Communications and Records is dedicated	2. The division has achieved authorized staffing levels. Full-staffing will enhance

City of Englewood, Colorado **Budget 2012**

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
	to the dispatching of calls for service. This activity is specifically linked to an outcome of a safe community.	individual performance resulting in a safer community.
A progressive City that provides responsive and cost efficient services	3. Dispatching of calls, maintenance of public records, and crime analysis are all functions of the Communications and Records Division and the division's efforts towards this outcome. Approximately fifty percent of the division's budget is aimed at provided efficient and responsive services.	3. The reorganization of the Department of Safety Services in 2008 designated that Communications and Records will be incorporated in the Police Budget. Communications and Records continue to provide the Fire Department with this service.
A City that is business-friendly and economically diverse	4. Assistance to businesses and property owners accounts for approximately ten percent of the division's budget.	4. The Communications Division maintains a data base of all businesses with personal contact numbers in case of emergencies.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

Department Police
Fund General

Division Police Operations Division

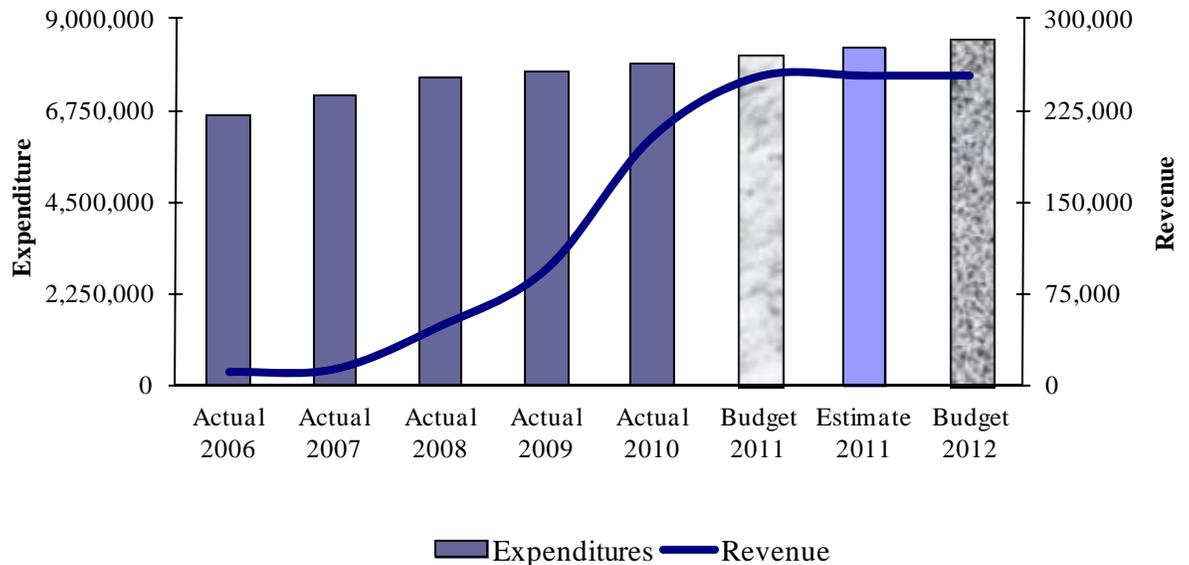
Account 02.1105

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	10,325	12,791	48,175	94,861	202,798	252,418	253,339	253,339
Percent Change		23.88%	276.63%	96.91%	113.78%	24.47%	0.36%	0.00%
Expenditures								
Personnel	5,881,084	6,330,333	6,796,203	6,971,376	7,164,455	7,354,158	7,378,375	7,662,782
Commodities	171,795	180,399	205,874	164,949	144,627	170,281	171,360	186,124
Contractual	445,632	463,316	453,405	438,982	435,763	492,134	589,987	564,721
Capital	123,334	127,499	124,351	122,272	151,678	150,212	150,212	167,828
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	6,621,845	7,101,547	7,579,833	7,697,579	7,896,523	8,166,785	8,289,934	8,581,455
Percent Change		7.24%	6.73%	1.55%	2.58%	3.42%	1.51%	3.52%
Employees FTE	70.150	69.900	69.900	70.700	72.141	70.892	71.905	73.000
Percent Change FTE		-0.356%	0.000%	1.144%	2.038%	-1.731%	1.428%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. The costs for the Police Operations Division are to maintain quality infrastructure, and are directed primarily to vehicle maintenance and CERF costs. Included are other building maintenance and facility expenses.	1. It is anticipated that the Police Department will acquire a new mug shot system in 2012. This will replace the equipment that is aged and outdated.

City of Englewood, Colorado **Budget 2012**

Department Police
Fund General
Division Police Operations Division
Account 02.1105

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A 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 Division will be analyzing various work schedules that will enhance performance and safety.</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>4. The Police Department requires a response to all calls for service. The two Detective Sergeants have been educated with the Record's Management system which allows for timely assignment of cases. The sergeants conduct monthly audits of case management to insure that the Bureau is responsive to the needs of the community.</p>

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

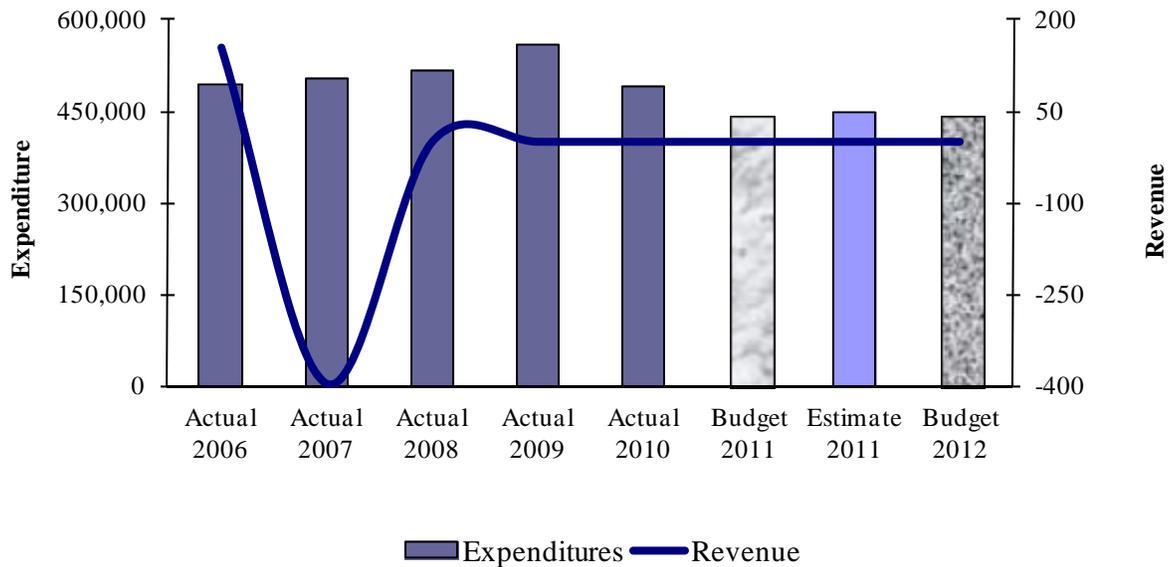
City of Englewood, Colorado Budget 2012

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	155	(398)	-	-	-	-	-	-
Percent Change		-356.77%	-100.00%	---	---	---	---	---
Expenditures								
Personnel	376,369	378,274	391,611	404,390	377,645	330,126	330,885	332,557
Commodities	14,773	21,476	20,580	15,363	16,228	20,331	20,464	20,331
Contractual	88,834	90,962	91,889	125,529	83,510	84,034	84,392	80,590
Capital	13,265	13,265	13,265	13,265	12,371	12,371	12,371	12,332
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	493,241	503,977	517,345	558,547	489,754	446,862	448,112	445,810
Percent Change		2.18%	2.65%	7.96%	-12.32%	-8.76%	0.28%	-0.51%
Employees FTE	6.000	6.000	6.000	6.000	5.954	4.923	4.925	5.000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-17.313%	0.039%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Providing and maintaining a quality infrastructure for Neighborhood Services is accomplished through building and vehicle maintenance, repair, and CERF costs.	1. This goal is achieved through cooperation with the city's service center and its preventive maintenance plan.
A safe, clean, healthy and attractive City	2. The Neighborhood Services Group conducts routine patrol and self-initiated enforcement activities directed toward code enforcement issues contributes significantly to the city's	2. The code officers' assigned areas of responsibility were realigned to match assigned districts that match the police patrol operations. In late 2011 a third code

City of Englewood, Colorado **Budget 2012**

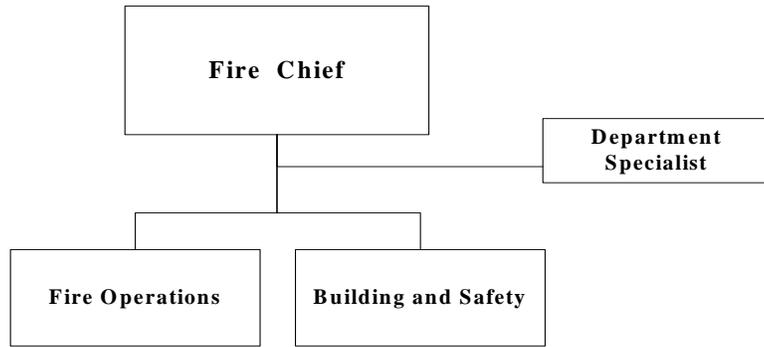
Department Police
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

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

Performance Measure	Goals /	2006	2007	2008	2009	2010	2011	2012
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

City of Englewood, Colorado **Budget 2012**

Department Fire
Fund General



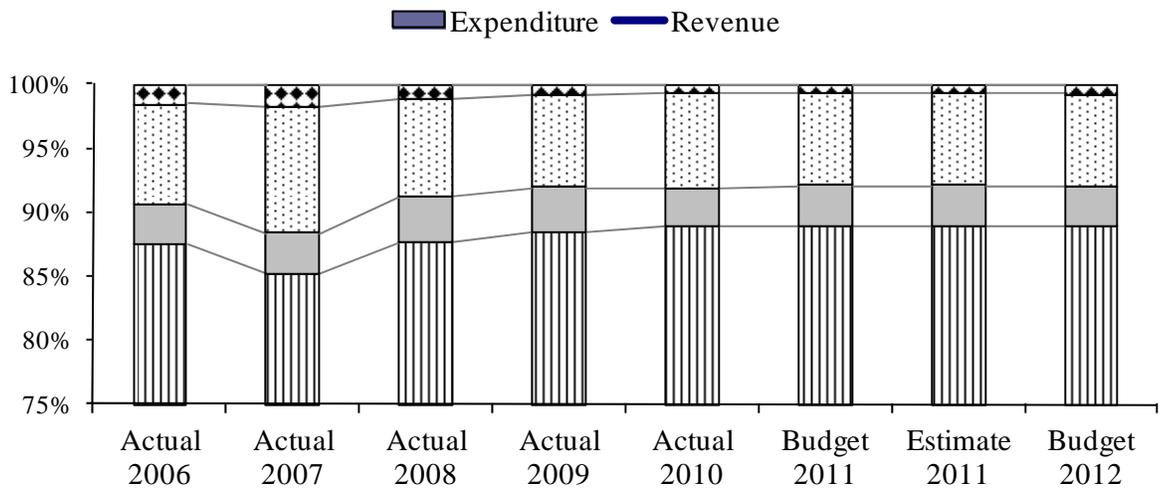
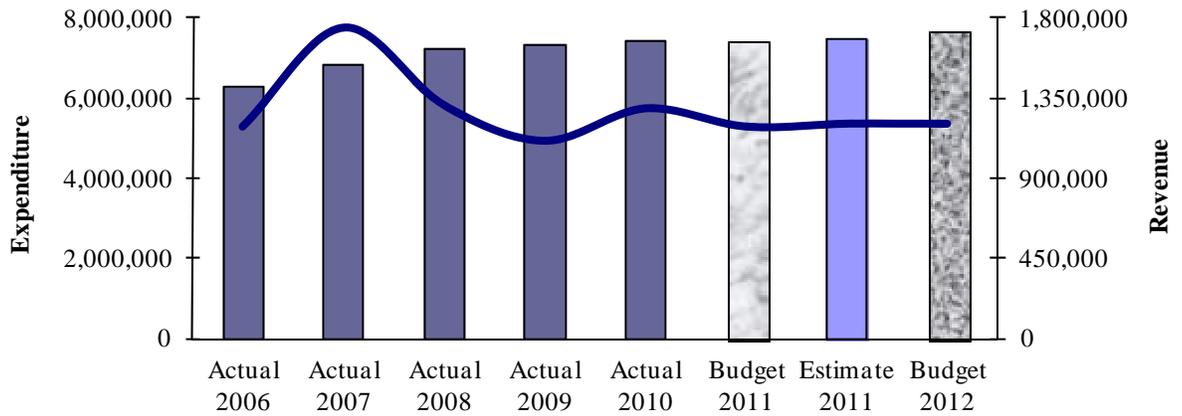
Mission The Englewood Fire Department is dedicated to the protection of life, property and the environment through a commitment to excellence in emergency response, training, public education, fire prevention, and the efficient utilization of resources.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
•	•
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Update Communications systems • Establish a Labor/Management Committee • SCBA system replacement 	•

City of Englewood, Colorado Budget 2012

Department Fire
Fund General
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,191,471	1,744,455	1,311,654	1,112,004	1,293,229	1,191,578	1,207,593	1,207,593
Percent Change		46.41%	-24.81%	-15.22%	16.30%	-7.86%	1.34%	0.00%
Expenditure								
Personnel	5,510,036	5,829,790	6,326,436	6,471,866	6,605,800	6,636,199	6,661,386	6,859,810
Commodities	197,221	215,998	259,726	257,359	214,028	240,506	241,512	237,012
Contractual	489,971	675,100	546,151	526,748	549,356	537,681	538,054	554,035
Capital	98,536	119,762	83,130	64,295	56,718	51,389	51,389	60,875
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	6,295,764	6,840,650	7,215,443	7,320,268	7,425,902	7,465,775	7,492,341	7,711,732
Percent Change		8.65%	5.48%	1.45%	1.44%	0.54%	0.36%	2.93%
Employees FTE	65.000	64.000	65.000	65.800	65.367	63.879	64.390	65.370
Percent Change FTE		-1.538%	1.563%	1.231%	-0.658%	-2.276%	0.799%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Fire
Fund General

Division Fire Support and Operations

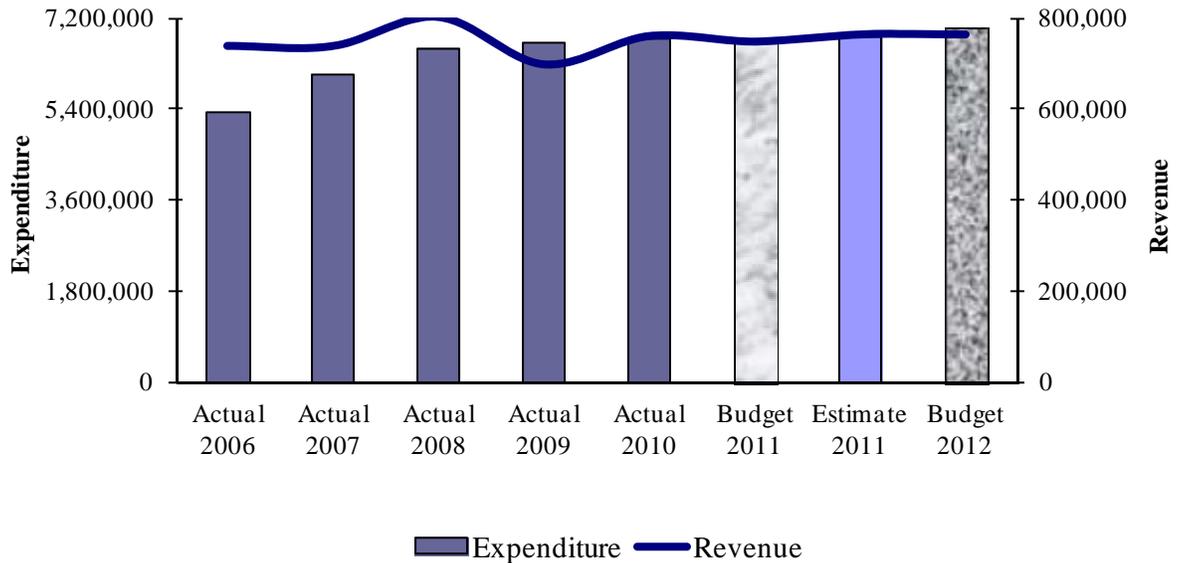
Account 02.1102

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	738,110	737,745	803,333	696,488	760,218	747,908	763,892	763,892
Percent Change		-0.05%	8.89%	-13.30%	9.15%	-1.62%	2.14%	0.00%
Expenditure								
Personnel	4,996,891	5,307,174	5,782,628	5,928,677	6,028,902	6,054,599	6,105,196	6,286,012
Commodities	187,200	202,484	244,611	246,147	204,102	222,348	223,135	223,135
Contractual	426,722	451,366	488,202	475,940	489,000	468,360	468,726	488,170
Capital	91,943	114,125	78,078	59,243	51,666	46,337	46,337	54,198
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5,349,800	6,075,149	6,593,519	6,710,007	6,773,670	6,791,644	6,843,394	7,051,515
Percent Change		13.56%	8.53%	1.77%	0.95%	0.27%	0.76%	3.04%
Employees FTE	58,000	57,000	58,000	58,800	58,421	56,987	57,495	58,370
Percent Change FTE		-1.724%	1.754%	1.379%	-0.645%	-2.455%	0.891%	1.523%



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

City of Englewood, Colorado **Budget 2012**

Department Fire
Fund General
Division Fire Support and Operations
Account 02.1102

Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
	department's budget.	
A safe, clean, healthy and attractive City	2. The fire division's contribution to this outcome is identified via public education that includes fire inspections, safety presentations, car seat safety, CPR & first aid, and neighborhood watch activities. 3. The Fire Support Services contributes to a safe, clean healthy and attractive city through fire prevention efforts and code compliance efforts.	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	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. 5. Cost efficient and responsive services are insured through supervision and management of EMS operations and the training of personnel	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	6. Consulting with business and property owners to provide the most efficient use of property and facilities.	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	7. Providing support services at special events such as the 4 th of July and the Old Tyme Fair is a small but equally important function of the fire division.	The Fire Department is the coordinating agency for the 4 th of July celebration, and has public education presentations at both events.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

Department Fire

Fund General

Revenue Item EMS Transportation Fee

Account 02.1102.33251

Authorization EMC 1-6G-10A

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

Fee Schedule Basic Life Support Transport - \$625; Advanced Life Support - \$625; Oxygen - \$45; Per Mile Charge - \$9. Plus other miscellaneous charges.

Date Last Changed 2007 Budget Retreat

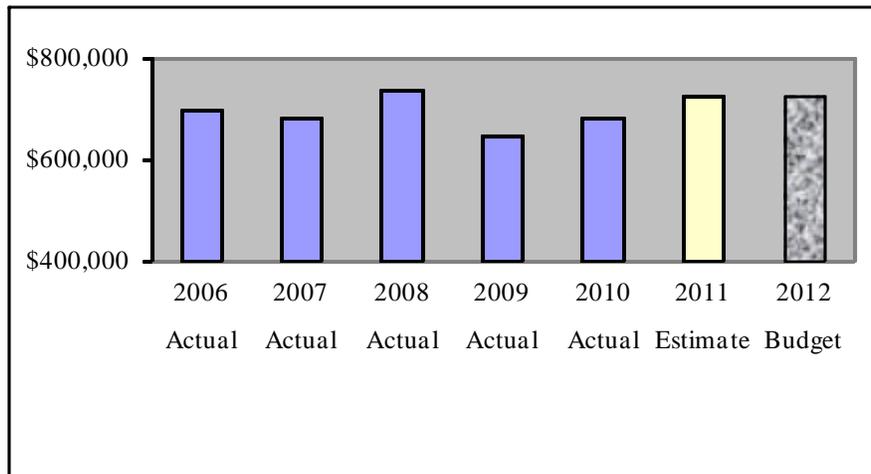
Previous Fee Schedule Basic Life Support Transport - \$425; Advanced Life Support - \$495; Oxygen - \$40; Per Mile Charge - \$8. Plus other miscellaneous charges.

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

Projection Method Number of transports expected to remain relatively static.

Comments N/A

	Year	Amount	% Change
Actual	2006	695,505	63.87%
Actual	2007	682,085	-1.93%
Actual	2008	733,384	7.52%
Actual	2009	644,041	-12.18%
Actual	2010	680,501	5.66%
Estimate	2011	725,000	6.54%
Budget	2012	725,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

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 **Budget 2012**

Department Fire

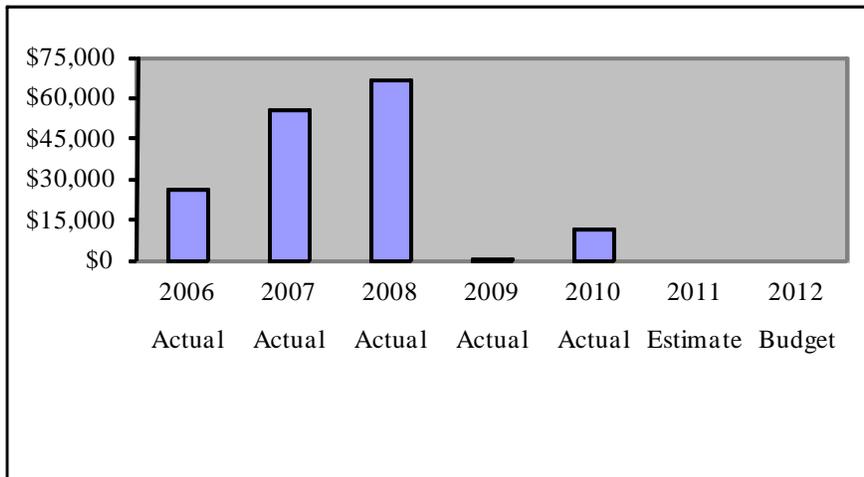
Fund General

Revenue Item Charges for Services

Account 02.1102.33209

Continued from Previous Page

	Year	Amount	% Change
Actual	2006	26,408	888.73%
Actual	2007	55,659	110.76%
Actual	2008	66,717	19.87%
Actual	2009	627	-99.06%
Actual	2010	11,190	1683.35%
Estimate	2011	0	-100.00%
Budget	2012	0	--



City of Englewood, Colorado **Budget 2012**

Department Fire
Fund General

Division Building and Safety

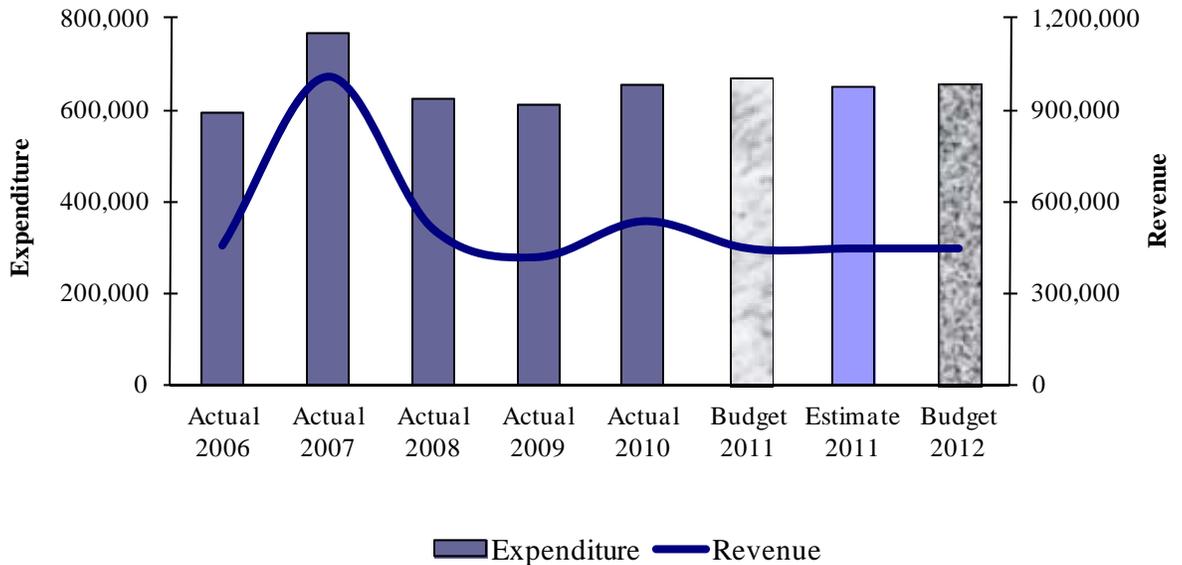
Account 02.1107

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	453,361	1,006,710	508,321	415,516	533,011	443,670	443,701	443,701
Percent Change		122.05%	-49.51%	-18.26%	28.28%	-16.76%	0.01%	0.00%
Expenditure								
Personnel	513,145	522,616	543,808	543,189	576,898	581,600	556,190	573,798
Commodities	10,021	13,514	15,115	11,212	9,926	18,158	18,377	13,877
Contractual	63,249	223,734	57,949	50,808	60,356	69,321	69,328	65,865
Capital	6,593	5,637	5,052	5,052	5,052	5,052	5,052	6,677
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	593,008	765,501	621,924	610,261	652,232	674,131	648,947	660,217
Percent Change		29.09%	-18.76%	-1.88%	6.88%	3.36%	-3.74%	1.74%

Employees FTE	7.000	7.000	7.000	7.000	6.946	6.892	6.895	7.000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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

City of Englewood, Colorado **Budget 2012**

Department Fire
Fund General
Division Building and Safety
Account 02.1107

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

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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.

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

Date Last Changed 7/1/88

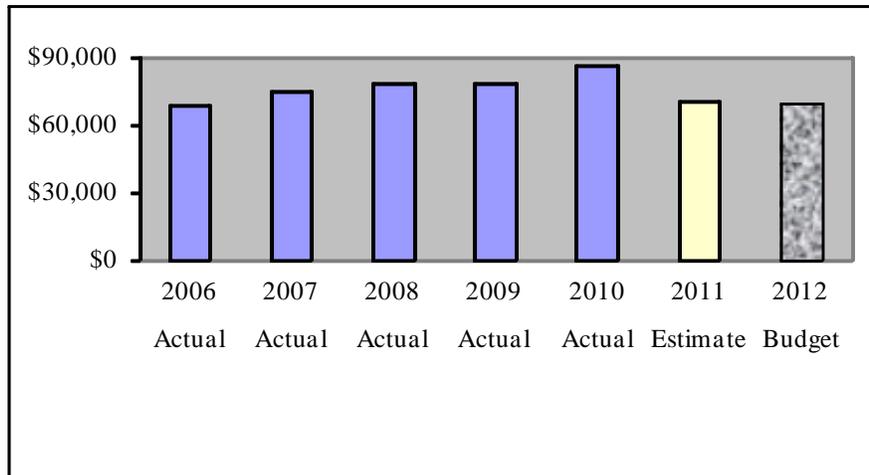
Previous Fee Schedule All fees remained the same, except that Class R1 was charged a fee of \$50.

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.

	Year	Amount	% Change
Actual	2006	68,647	-8.30%
Actual	2007	74,304	8.24%
Actual	2008	78,200	5.24%
Actual	2009	77,736	-0.59%
Actual	2010	86,211	10.90%
Estimate	2011	70,000	-18.80%
Budget	2012	70,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

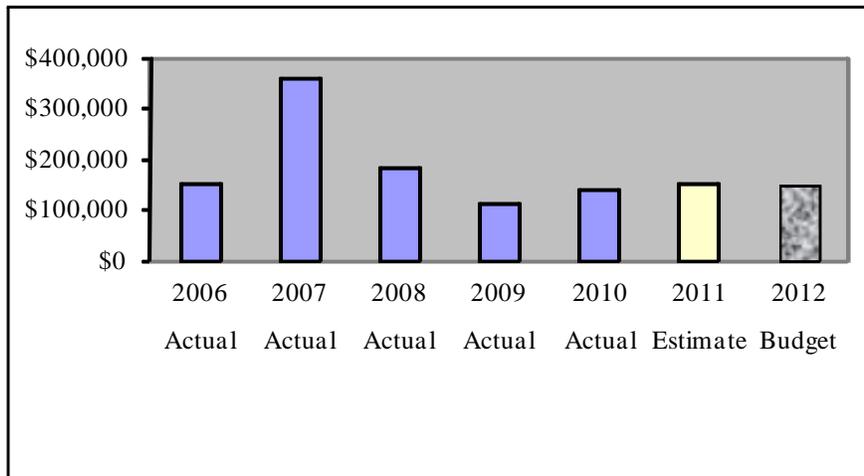
Previous Fee Schedule 1994 UBC

Formula Method See schedule on next page.

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

Comments N/A

	Year	Amount	% Change
Actual	2006	151,578	-14.33%
Actual	2007	357,711	135.99%
Actual	2008	184,298	-48.48%
Actual	2009	111,973	-39.24%
Actual	2010	137,884	23.14%
Estimate	2011	150,000	8.79%
Budget	2012	150,000	0.00%



City of Englewood, Colorado Budget 2012

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 **Budget 2012**

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

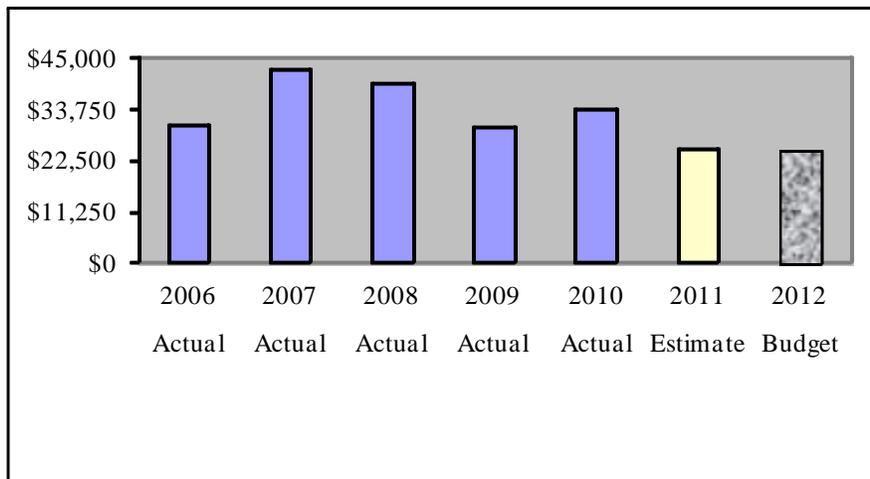
Previous Fee Schedule 1994 UBC.

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
Actual	2006	30,325	15.61%
Actual	2007	42,491	40.12%
Actual	2008	39,444	-7.17%
Actual	2009	29,945	-24.08%
Actual	2010	33,820	12.94%
Estimate	2011	25,000	-26.08%
Budget	2012	25,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

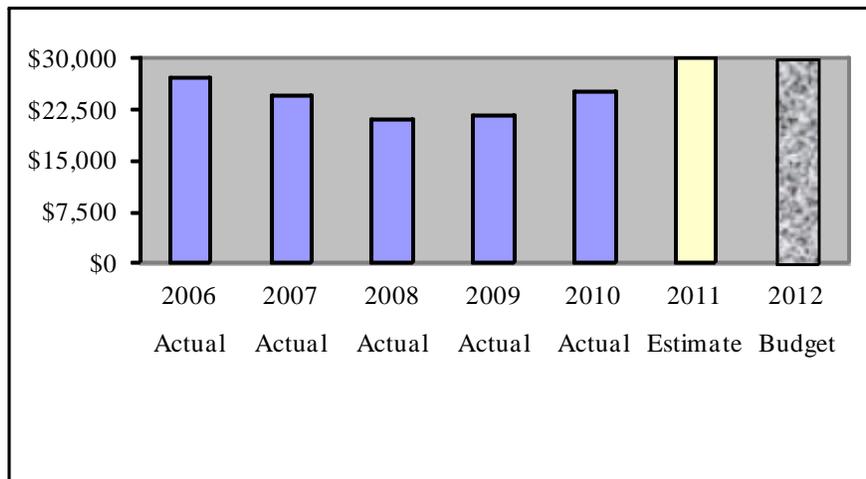
Previous Fee Schedule 1994 UBC.

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

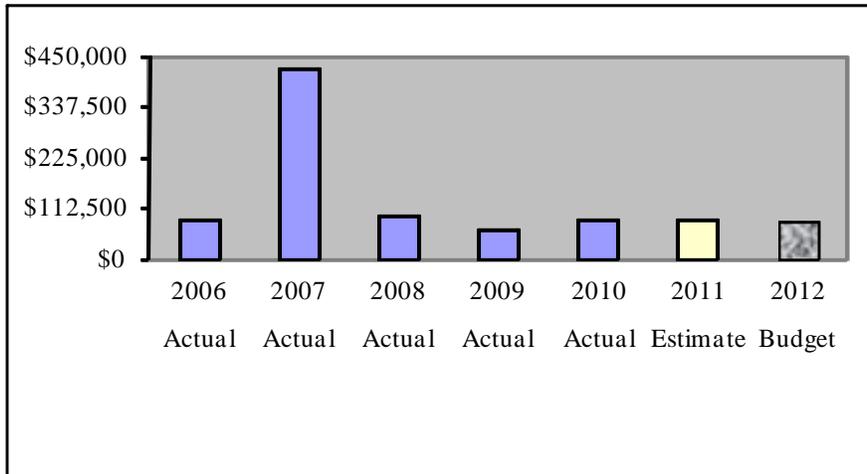
	Year	Amount	% Change
Actual	2006	27,167	6.72%
Actual	2007	24,649	-9.27%
Actual	2008	21,125	-14.29%
Actual	2009	21,796	3.17%
Actual	2010	25,088	15.10%
Estimate	2011	30,000	19.58%
Budget	2012	30,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

	Year	Amount	% Change
Actual	2006	85,893	-1.45%
Actual	2007	421,673	390.93%
Actual	2008	95,771	-77.29%
Actual	2009	63,180	-34.03%
Actual	2010	87,566	38.60%
Estimate	2011	85,000	-2.93%
Budget	2012	85,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

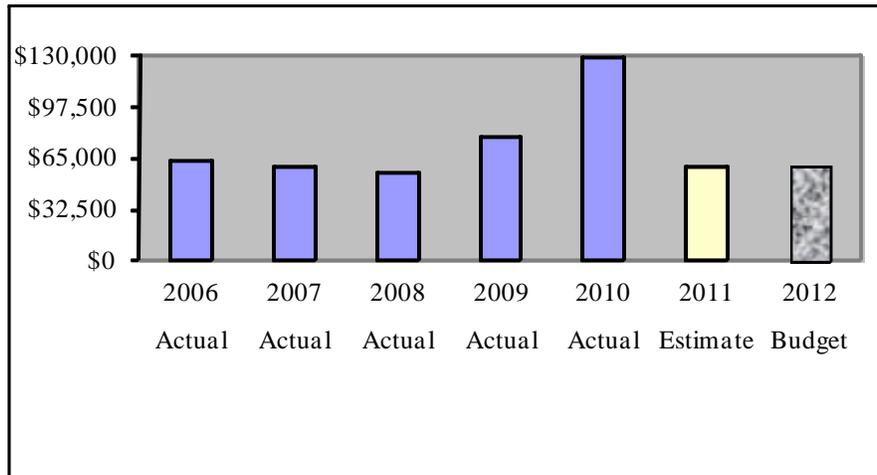
Previous Fee Schedule 1994 UBC

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

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

Comments N/A

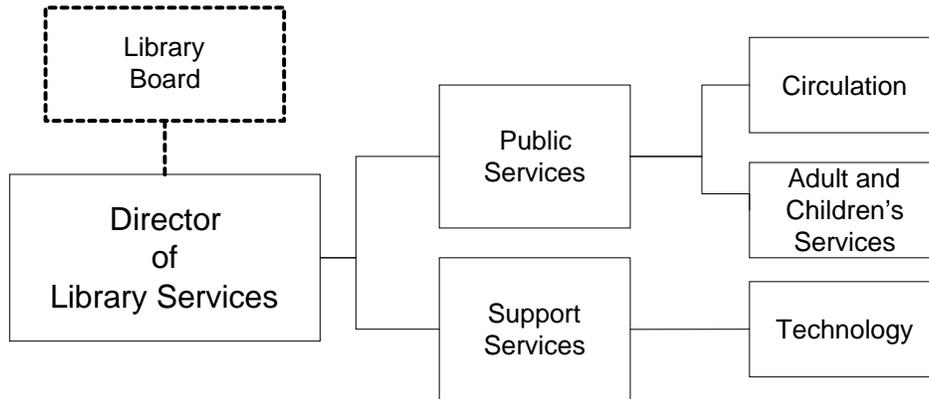
	Year	Amount	% Change
Actual	2006	63,159	31.78%
Actual	2007	59,345	-6.04%
Actual	2008	55,720	-6.11%
Actual	2009	78,853	41.52%
Actual	2010	129,268	63.94%
Estimate	2011	60,000	-53.58%
Budget	2012	60,000	0.00%



City of Englewood, Colorado **Budget 2012**

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.

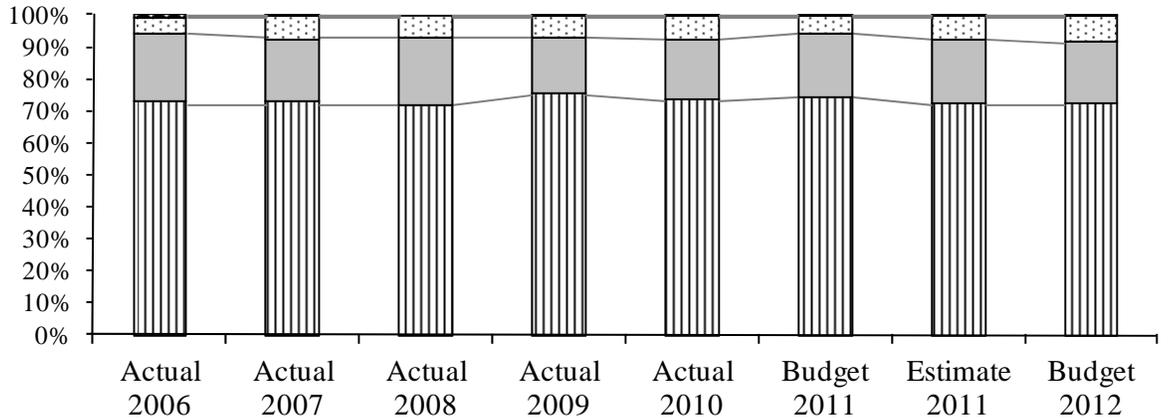
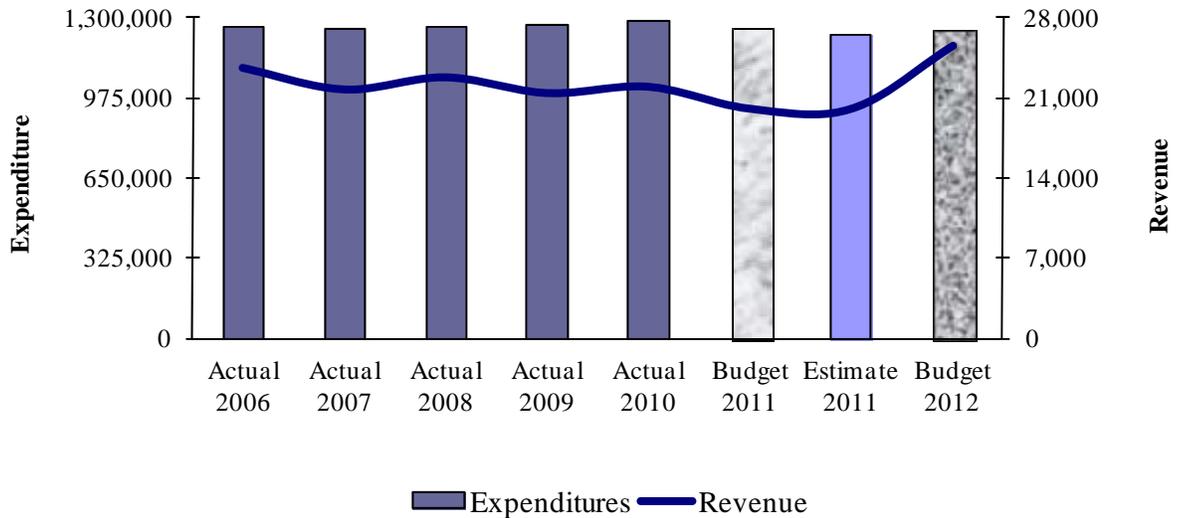
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Implement 12th Annual “Meet the Faces Behind the Books” Colorado Author Program • Implement 21th Annual “Food for Fines” Program • Implement 15th Annual Library Volunteer Recognition & Appreciation Program • Host 2011 Englewood Schools Annual Student Art Show 	<ul style="list-style-type: none"> • Develop new Strategic Plan • Increase community use of resources and facility • Develop partnerships for programs and services • Customer service/cross-functional training for staff • Update technological infrastructure and digital resources
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Implement 11th Annual “Meet the Faces Behind the Books” Colorado Author Program • Implement 20th Annual “Food for Fines” Program • Implement 14th Annual Library Volunteer Appreciation Program • Host 2010 Englewood Schools Annual Student Art Show 	<ul style="list-style-type: none"> • Completed • Continuing twice each year • Discontinued; thanking volunteers directly • Completed; scheduled for April 2011

City of Englewood, Colorado Budget 2012

Department Library Services
Fund General
Division Library Services
Account 02.1201

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	23,569	21,691	22,749	21,371	21,923	20,000	20,000	25,500
Percent Change		-7.97%	4.88%	-6.06%	2.58%	-8.77%	0.00%	27.50%
Expenditures								
Personnel	921,217	915,501	908,462	961,902	943,458	943,105	885,684	906,629
Commodities	270,663	248,963	259,304	220,693	237,635	246,713	247,168	244,250
Contractual	63,953	93,489	93,345	90,885	102,440	75,202	93,714	104,102
Capital	9,679	1,573	-	2,074	550	1,500	1,720	1,500
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,265,512	1,259,526	1,261,111	1,275,554	1,284,083	1,266,520	1,228,286	1,256,481
Percent Change		-0.47%	0.13%	1.15%	0.67%	-1.37%	-3.02%	2.30%
Employees FIE	16,380	15,970	15,700	16,640	16,268	15,598	15,110	15,340
Percent Change FIE		-2.503%	-1.691%	5.987%	-2.237%	-4.117%	-3.129%	1.523%



Expenditures
 Revenue

Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

Department Library Services

Fund General

Division Library Services

Account 02.1201

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 public access computers that are reliable and up-to-date	<ul style="list-style-type: none"> ● Capital request for new computers ● Explore grant funding for new children's gaming stations
	2. Provide adequate seating for study and wi-fi use	<ul style="list-style-type: none"> ● Rearrange collections; remove unneeded shelving to create open space for seating ● Lower built-in shelves for wi-fi access
	3. Provide public meeting rooms and study rooms	<ul style="list-style-type: none"> ● Explore addition of computer projection equipment in meeting rooms
A safe, clean, healthy and attractive City	4. Ensure public and staff safety	<ul style="list-style-type: none"> ● Install security cameras ● Maintain Security Guard position
A progressive City that provides responsive and cost efficient services	5. Provide well-trained customer service staff	<ul style="list-style-type: none"> ● Provide cross-functional training to increase flexibility in staffing ● Develop technology training plan
	6. Provide user-friendly and reliable access to library resources	<ul style="list-style-type: none"> ● Continue to outsource some cataloging and processing ● Investigate partnerships with other libraries or library consortia ● Explore most cost-effective integrated library system ● Expand self-service options
A City that provides diverse cultural, recreational and entertainment opportunities	7. Increase awareness of and use of library resources	<ul style="list-style-type: none"> ● Explore options for use of social media ● Expand marketing efforts ● Expand role and visibility of librarians in the community
	8. Provide popular materials in sufficient quantity to meet demand	<ul style="list-style-type: none"> ● Update ordering parameters and procedures ● Expand digital collections
	9. Provide programs for all ages that focus on literacy and lifelong learning	<ul style="list-style-type: none"> ● Partner with other departments/agencies to expand opportunities ● Evaluate procedures to ensure seamless customer service
	10. Ensure effective use of Hampden Hall	<ul style="list-style-type: none"> ● Expand marketing efforts

City of Englewood, Colorado **Budget 2012**

Department Library Services

Fund General

Division Library Services

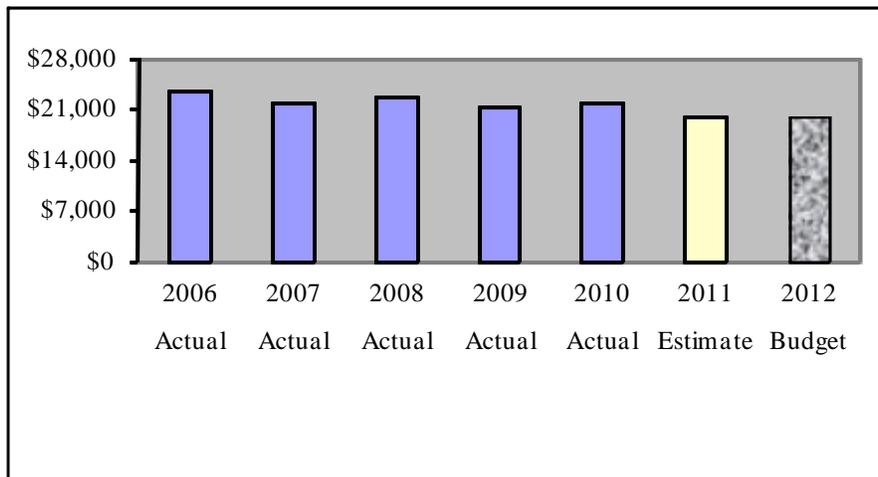
Account 02.1201

	Goals /							
Performance	Activities	2006	2007	2008	2009	2010	2011	2012
Measure	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<hr/>								
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City of Englewood, Colorado **Budget 2012**

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

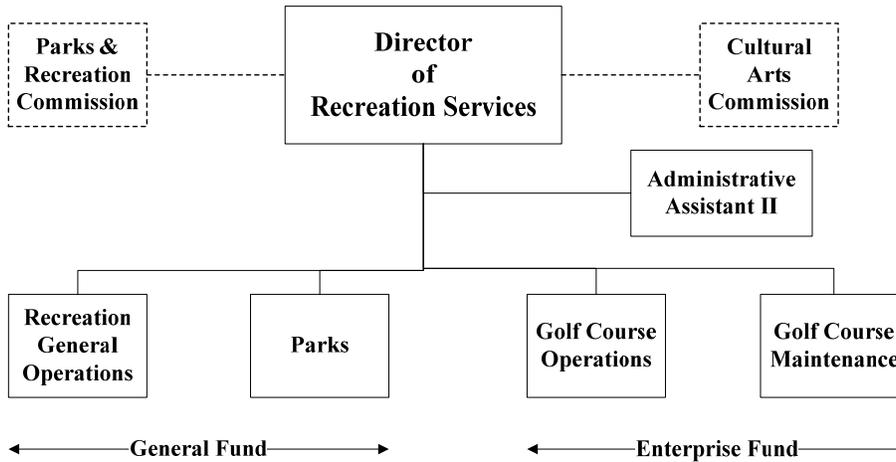
	Year	Amount	% Change
Actual	2006	23,569	-6.15%
Actual	2007	21,691	-7.97%
Actual	2008	22,746	4.86%
Actual	2009	21,371	-6.05%
Actual	2010	21,923	2.58%
Estimate	2011	20,000	-8.77%
Budget	2012	20,000	0.00%



City of Englewood, Colorado Budget 2012

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
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- | | |
|---|--|
| <ul style="list-style-type: none"> • Continue to work closely with youth sport associations to provide field scheduling and program support. • Research the feasibility of adding a new water feature and picnic area to Pirates Cove by 2013. Possible 2011 plan development. • Research creative and innovative ways to continue to provide services in an efficient and cost effective manner. • Aggressively pursue funding opportunities for open space projects through GOCO, Arapahoe County Open Space and DRCOG. | <ul style="list-style-type: none"> • Complete Duncan Park and Riverside grant funded planning projects through a vetted public process. Pursue funding opportunities for the construction phase of these projects. • Continue partnership with youth sports associations to provide unified services, field scheduling and program support. • Determine how future changes within Englewood Schools will affect Englewood Parks & Recreation Master plan. • Continue pursuing funding opportunities through grant agencies (GOCO, Arapahoe County Open Space and SCFD) and sponsorships. • Research creative and innovative ways to continue to provide services in an efficient and cost effective manner. |
|---|--|

2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
---	--

- | | |
|---|---|
| <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • Evaluation of staffing responsibilities with re-organization has allowed two full-time positions to remain vacant in 2012. • Englewood Youth Sports Association continues to grow and add both boys and girls sports teams. Department has been able to increase field rentals through scheduling of youth tournaments. • Continuing evaluation of Broken Tee operations. Phased conversion from gas golf carts to electric started 2010. |
|---|---|

City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation Services

Fund General

2010 Major Department Initiatives Planned

- 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.

2010 Major Department Initiatives Accomplished

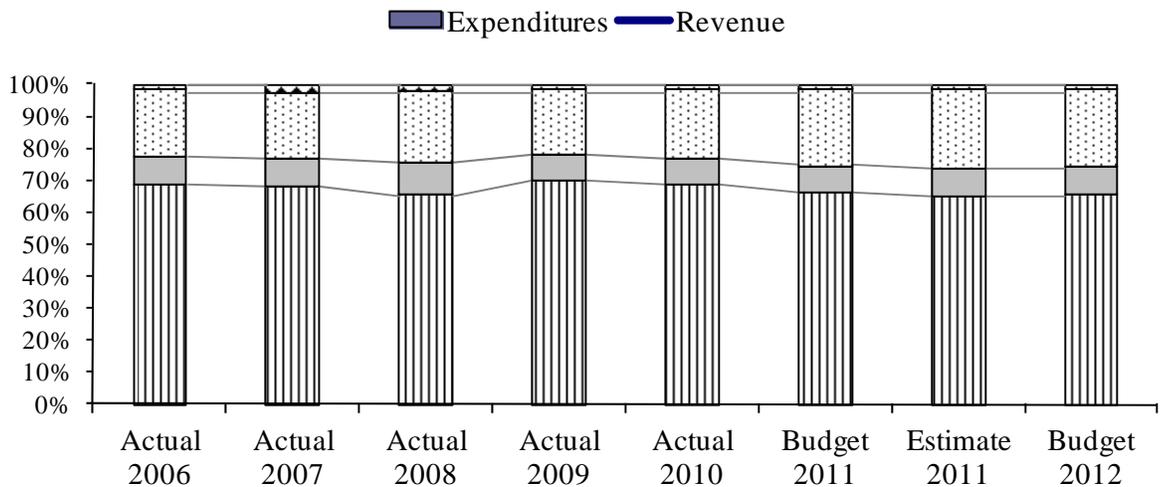
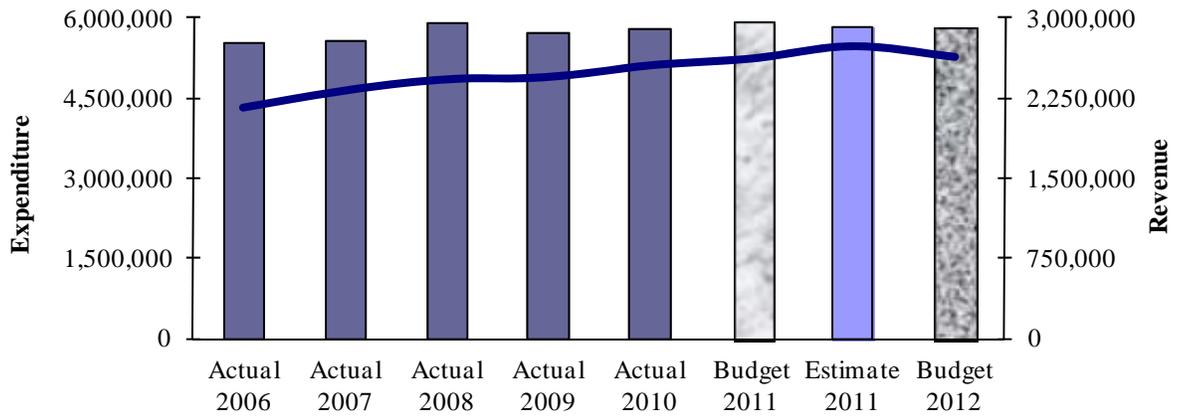
- Received \$287,100 from successful grant submittals through Arapahoe County Open Space for Duncan Park and Riverside planning projects in 2010-2011.
- Continued to research feasibility of expansion at Pirates Cove Family Aquatic Park.

City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services
Fund General

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	2,158,892	2,322,079	2,429,237	2,450,380	2,562,333	2,627,380	2,745,233	2,643,481
Percent Change		7.56%	4.61%	0.87%	4.57%	2.54%	4.49%	-3.71%
Expenditures								
Personnel	3,802,690	3,780,406	3,889,609	4,019,981	3,987,048	3,945,209	3,795,104	3,805,307
Commodities	461,370	475,922	568,595	452,088	468,530	503,359	508,955	528,268
Contractual	1,174,095	1,168,581	1,347,729	1,163,962	1,260,628	1,423,299	1,416,351	1,401,377
Capital	95,950	141,186	110,516	91,936	95,603	97,648	103,348	99,473
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	5,534,105	5,566,095	5,916,449	5,727,967	5,811,809	5,969,515	5,823,758	5,834,425
Percent Change		0.58%	6.29%	-3.19%	1.46%	2.71%	-2.44%	0.18%
Employees FTE	38.190	39.199	38.410	37.910	37.872	36.589	38.819	35.399
Percent Change FTE		2.642%	-2.013%	-1.302%	-0.100%	-3.389%	6.095%	-8.811%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Administration

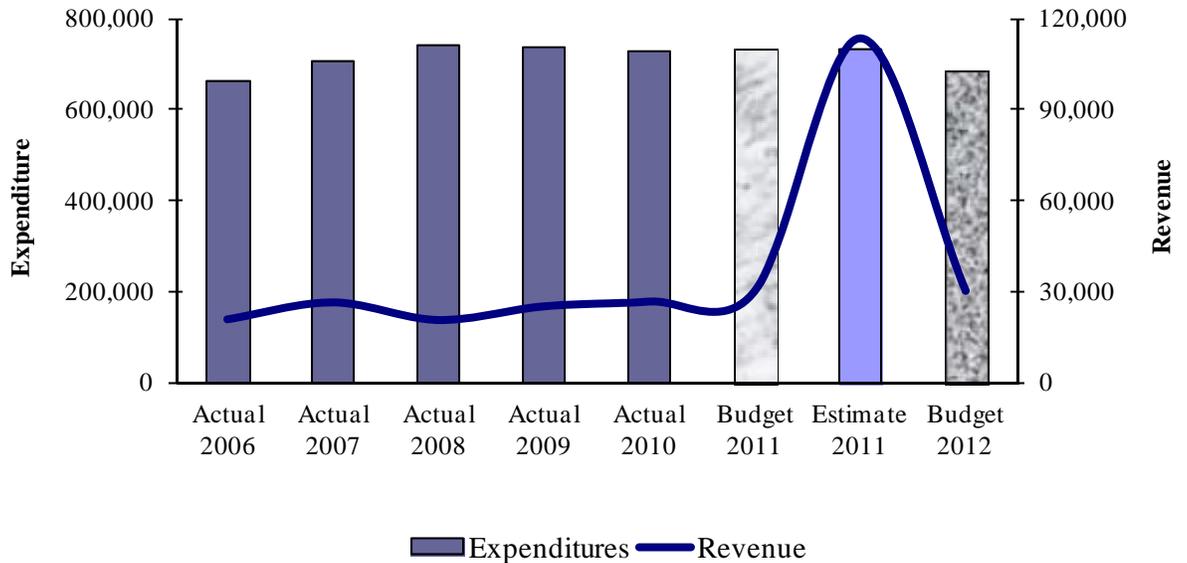
Account 02.1301

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	20,610	26,190	20,396	24,891	26,472	29,885	113,262	30,000
Percent Change		27.07%	-22.12%	22.04%	6.35%	12.89%	278.99%	-73.51%
Expenditures								
Personnel	471,469	480,731	506,384	513,183	510,794	503,534	500,005	488,817
Commodities	45,523	40,715	46,620	36,497	29,420	40,444	39,350	41,550
Contractual	124,657	159,757	167,093	166,087	165,057	167,725	171,315	136,613
Capital	22,041	23,925	22,041	22,041	22,041	22,041	22,041	22,041
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	663,690	705,128	742,138	737,808	727,312	733,744	732,711	689,021
Percent Change		6.24%	5.25%	-0.58%	-1.42%	0.88%	-0.14%	-5.96%

Employees FTE	4.000	4.000	4.000	4.000	3.969	3.939	4.925	4.000
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.762%	25.032%	-18.782%



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 operations, short/long term planning and	Parks & Recreation Master Plan implementation.

City of Englewood, Colorado Budget 2012

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>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>	Continuing of Departmental Recycling program established 08. Green pages programs added to Activity Guide 2010. Malley Recreation Center eliminated use of Styrofoam in 2010. Englewood Community garden developed 2010. Communities Putting Prevention to Work grant added two additional Community Gardens at local schools in 2011.
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	8. Business outreach occurs through facility discounts, partnerships and marketing opportunities.	Business sponsor & advertising opportunities Rec Rewards program est. 2009
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>	Park Master Plan est. 2006 - revision scheduled for 2011 Aggressive grant funding applications annually

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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 Shelters:

\$55 per shelter reservation, under 100, for 5 hours, \$10 each additional hour.

\$90 per shelter reservation for 100 – 199, for 5 hours, \$10 each additional hour.

\$185 per shelter reservation for 200 or more, for 5 hours, \$15 each additional hour.

Bellevue #1

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

\$110 per shelter reservation for 100 – 199, for 5 hours, \$10 each additional hour.

\$220 per shelter reservation for 200 or more, for 5 hours, \$15 each additional hour.

Date Last Changed 2010

Previous Fee Schedule Shelter:

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

\$80 per shelter reservation for 100 – 199, for 5 hours, \$10 each additional hour.

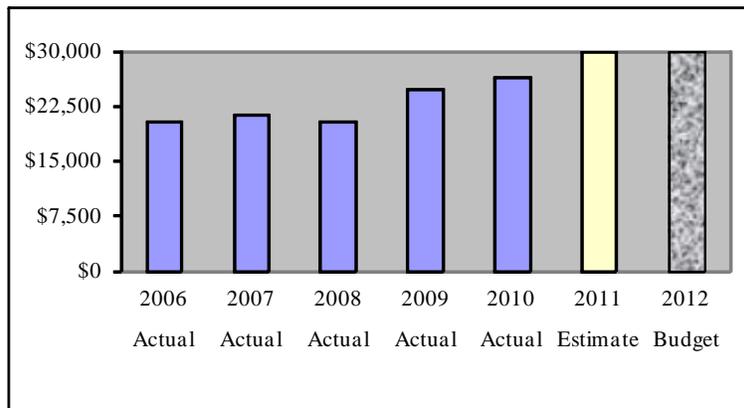
\$135 per shelter reservation for 200 or more, for 5 hours, \$13 each additional hour.

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
Actual	2006	20,446	-16.99%
Actual	2007	21,190	3.64%
Actual	2008	20,441	-3.53%
Actual	2009	24,856	21.60%
Actual	2010	26,472	6.50%
Estimate	2011	30,000	13.33%
Budget	2012	30,000	0.00%



City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

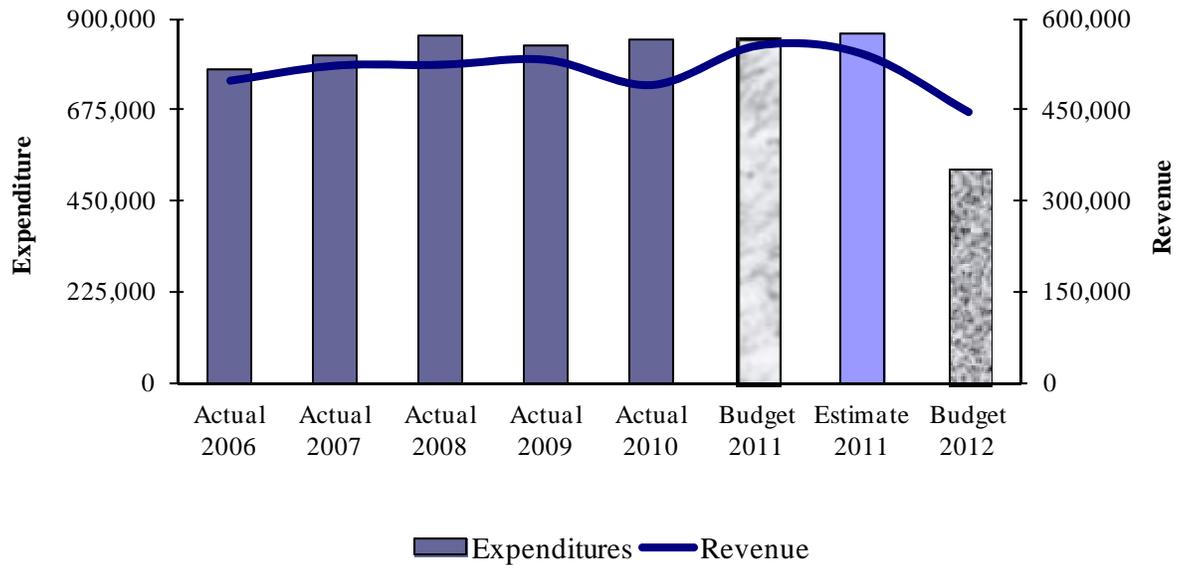
Division Recreation Center

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	497,161	522,194	523,402	531,629	490,058	555,120	541,100	445,400
Percent Change		5.04%	0.23%	1.57%	-7.82%	13.28%	-2.53%	-17.69%
Expenditures								
Personnel	557,768	583,158	610,386	615,270	623,405	603,897	625,510	337,624
Commodities	29,190	37,293	34,371	40,335	38,815	44,345	46,325	10,600
Contractual	188,878	188,149	212,704	176,440	184,817	206,104	189,100	181,975
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	775,836	808,600	857,461	832,045	847,037	854,346	860,935	530,199
Percent Change		4.22%	6.04%	-2.96%	1.80%	0.86%	0.77%	-38.42%
Employees FTE	7.160	6.269	6.580	6.580	6.529	6.479	6.481	5.160
Percent Change FTE		-12.444%	4.961%	0.000%	-0.769%	-0.775%	0.039%	-20.386%



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"> 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. Numerous funding options include Silver Sneakers program, conservation Trust Fund, Admission and program fees, corporate fees, 	Regular meetings with Public Works to discuss facility maintenance and custodial issues.

City of Englewood, Colorado Budget 2012

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
	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, 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.	Rec Rewards program. Business mail piece (ERC) 10. Special event sponsorship opportunities.
A City that provides diverse cultural, recreational and entertainment opportunities	9. The recreation center provides individual, group, and family opportunities through scheduled programming and individual participation	Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

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
Discount Card - 25 admissions	53.00	65.00	77.00	93.00
Combo Discount Card - 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
Discount Card - 30 admissions	53.00	65.00	77.00	93.00
Combo Discount Card - 30 admissions with towel	63.00	75.00	87.00	103.00

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

Projection Method Estimate based on previous usage.

Comments 2010 discount cards no increase, but reduced admissions to 30

City of Englewood, Colorado Budget 2012

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 Court admissions to the Recreation Center.

Fee Schedule

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

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

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

Date Last Changed 2010

Previous Fee Schedule

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

Formula Method N/A

Projection Method N/A

Comments Combined with other programs into one account in 2004

City of Englewood, Colorado Budget 2012

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	\$22	
	Gym	\$70	
	½ Gym	\$35	
	Pool	\$44	includes one guard for 25 people
		\$55	includes two guards for 50 people
		\$66	includes three guards for 75 people
	Full Center	\$360	available only during non-business hours, exclusive use of the entire Center
	Pool Party Room	\$33	
	Rec Zone Room	\$70	1 hour rental
		\$130	2 hours rental
		\$200	3 hours rental

Date Last Changed 2010

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

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

Projection Method N/A

Comments Combined with other programs into one account in 2004

City of Englewood, Colorado Budget 2012

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	Annual Pass		Six Month Pass		Corporate Pass
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$312	\$204	\$173	\$126	100 visits \$308 300 visits \$885
Non-Resident	\$384	\$324	\$210	\$192	500 visits \$1450 700 visits \$1995 900 visits \$2538 1000 visits \$2800
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
3+ Members		50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$35 for youth or \$30 for youth with resident discount			

Date Last Changed 2010

Previous Fee Schedule	Annual Pass		Six Month Pass		Corporate Pass
	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
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
3+ Members		50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$30 for youth or \$25 for youth with resident discount			

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

Projection Method 2%

Comments 1987 was the first year that Annual and Corporate passes were sold. Combined with other programs into one account in 2004. 10% inc in 2010. Added annual pass discounts to improve sales and increased 160 annual pass holders for 2011.

City of Englewood, Colorado **Budget 2012**

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.

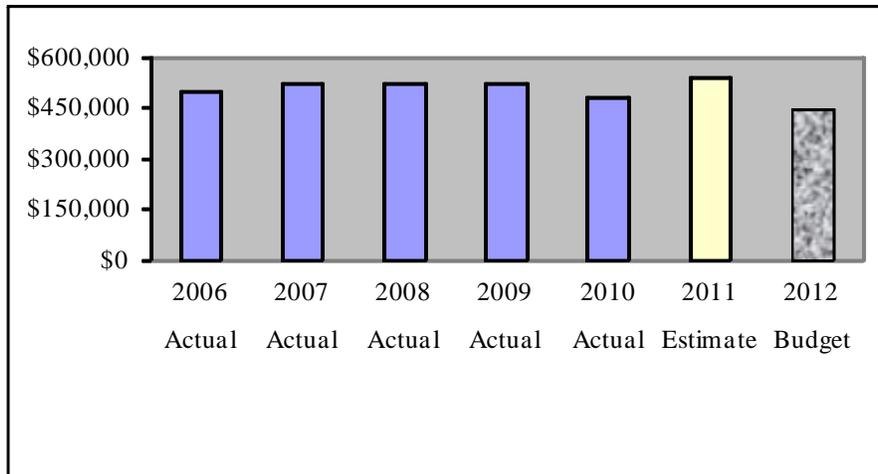
Previous Fee Schedule Various, see previous schedules.

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.

	Year	Amount	% Change
Actual	2006	496,961	0.67%
Actual	2007	522,104	5.06%
Actual	2008	522,240	0.03%
Actual	2009	518,880	-0.64%
Actual	2010	482,242	-7.06%
Estimate	2011	541,100	12.20%
Budget	2012	445,400	-17.69%



City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Malley Senior Recreation Center

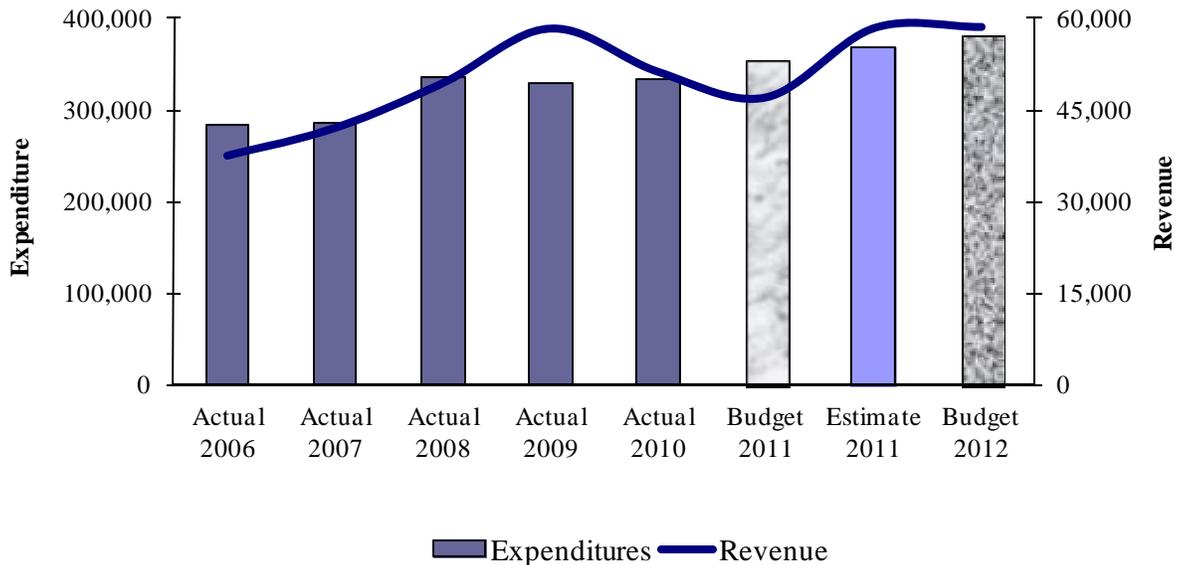
Account 02.1303

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	37,395	41,971	49,361	58,383	51,211	47,000	58,410	58,620
Percent Change		12.24%	17.61%	18.28%	-12.28%	-8.22%	24.28%	0.36%
Expenditures								
Personnel	213,984	213,997	255,336	258,097	264,309	278,348	292,619	307,742
Commodities	8,422	10,190	11,397	8,345	8,655	11,601	11,450	11,450
Contractual	59,675	61,926	69,016	62,174	61,635	65,533	63,562	63,670
Capital	1,232	-	972	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	283,313	286,113	336,721	328,616	334,599	355,482	367,631	382,862
Percent Change		0.99%	17.69%	-2.41%	1.82%	6.24%	3.42%	4.14%

Employees FTE	2,780	2,780	2,500	2,500	2,481	2,462	3,940	3,000
Percent Change FTE		0.000%	-10.072%	0.000%	-0.769%	-0.775%	60.063%	-23.858%



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. 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 programs, areas for socialization, senior	Aggressive programming and special events Recycle program

City of Englewood, Colorado Budget 2012

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
	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 and special event sponsorship opportunities
A City that provides diverse cultural, recreational and entertainment opportunities	10. Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc. Funding and partnerships occur with local businesses, Cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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.

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 Budget 2012

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 **Budget 2012**

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account 02.1303.33001

Revenue Item Education

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Fitness

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account 02.1303.33001

Revenue Item One Day Trips / Excursions

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Other Malley Programs

Authorization Approved program

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

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

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

Other – Fees included are parking permits and 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 **Budget 2012**

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account 02.1303.33001

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.

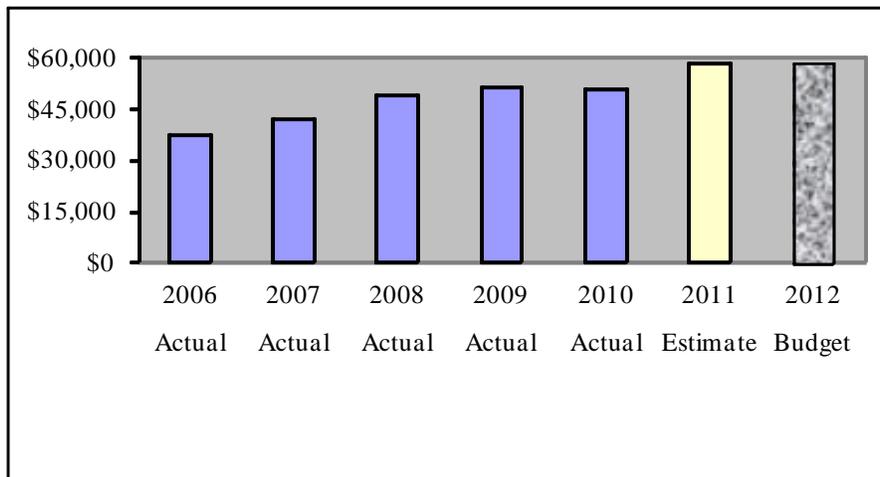
Previous Fee Schedule Various, see previous schedules.

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.

	<u>Year</u>	<u>Amount</u>	<u>% Change</u>
Actual	2006	37,395	-9.91%
Actual	2007	41,971	12.24%
Actual	2008	49,361	17.61%
Actual	2009	51,353	4.04%
Actual	2010	51,211	-0.28%
Estimate	2011	58,410	14.06%
Budget	2012	58,620	0.36%



City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Recreation Programs

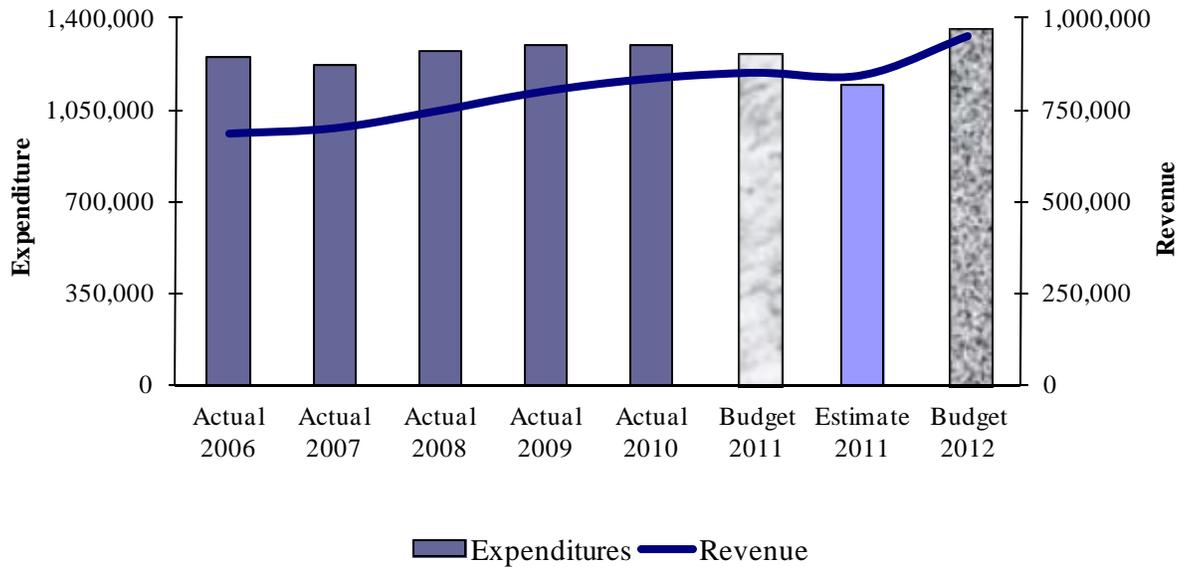
Account 02.1304

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	687,176	702,054	750,271	803,359	837,442	853,419	846,648	953,648
Percent Change		2.17%	6.87%	7.08%	4.24%	1.91%	-0.79%	12.64%
Expenditures								
Personnel	991,590	954,373	1,008,759	1,039,639	1,034,787	1,033,718	914,737	1,108,288
Commodities	94,638	105,239	98,700	96,903	90,173	77,827	75,823	97,661
Contractual	166,114	158,182	169,626	162,043	171,869	156,675	157,660	167,192
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,252,342	1,217,794	1,277,085	1,298,585	1,296,829	1,268,220	1,148,220	1,373,141
Percent Change		-2.76%	4.87%	1.68%	-0.14%	-2.21%	-9.46%	19.59%

Employees FTE	7.000	8.920	8.580	8.580	8.514	8.448	8.205	8.000
Percent Change FTE		27.429%	-3.812%	0.000%	-0.769%	-0.775%	-2.875%	-2.500%



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"> Assets include program supplies and equipment. Funding options include SCFD, donations, sponsorships, etc. 	SCFD grant application/annual reports Train operation in 09
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> All activities, youth, adult, senior and family programs provide a safe and healthy environment for participation and social 	

City of Englewood, Colorado Budget 2012

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
	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 / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

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

Formula Method A combination of the above fees

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Volleyball - Adult

Authorization Approved Program

Description League and clinic fees

Fee Schedule

	<u>11 Weeks</u>	<u>6 Players</u>	<u>7 Weeks Outdoor League</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>6 Players</u>	<u>7 Weeks Outdoor League</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 **Budget 2012**

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account 02.1304.33001

Revenue Item Youth Sports 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 \$65 - \$75 depending sport

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 **\$6 to \$15** per class depending on length and type of class.

Personal training sessions range from **\$28 to \$56 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 **Budget 2012**

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 **\$16 to \$400** per class depending on length and type of class.

Date Last Changed 2010

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

Formula Method Combination of the above fees.

Projection Method N/A

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

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 **Budget 2012**

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.

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

Date Last Changed 2010

Previous Fee Schedule		<u>Resident</u>	<u>Non-Resident</u>
	Regular Hours	\$26/day	\$33/day
	2 nd 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 Budget 2012

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>
<u>Summer</u>			
Men's Fast Pitch	\$755	\$8	\$14
Men's Slow Pitch	\$360	\$8	\$14
Co-Ed Slow Pitch	\$360	\$8	\$14
<u>Fall</u>			
Slow Pitch	\$360	\$8	\$14

Date Last Changed 2010

Previous Fee Schedule

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

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

Projection Method N/A

Comments Combined with other programs into one account in 2004. 5% team 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 **Budget 2012**

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		<u>Resident</u>	<u>Non-Resident</u>
	Young American	\$60	\$68

Date Last Changed 2010

Previous Fee Schedule		<u>Resident</u>	<u>Non-Resident</u>
	Young American	\$50	\$57

Formula Method Combination of the above fees

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Aquatics

Authorization Approved Program

Description Various swim activities.

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

Date Last Changed 2010

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

Formula Method Fee X number of participants.

Projection Method N/A

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

City of Englewood, Colorado **Budget 2012**

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.

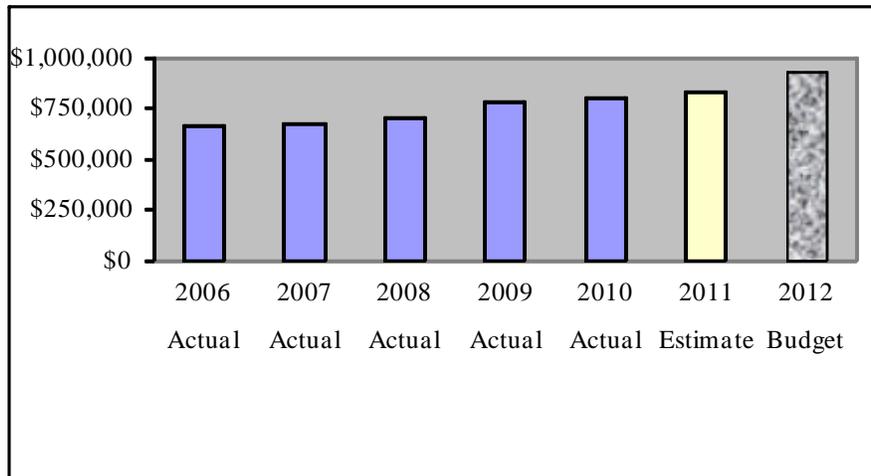
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

Comments Total of all Englewood Recreation Programs into one account in 2004.

	Year	Amount	% Change
Actual	2006	663,529	4.37%
Actual	2007	676,396	1.94%
Actual	2008	704,888	4.21%
Actual	2009	778,739	10.48%
Actual	2010	796,954	2.34%
Estimate	2011	830,648	4.23%
Budget	2012	935,648	12.64%



City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Parks

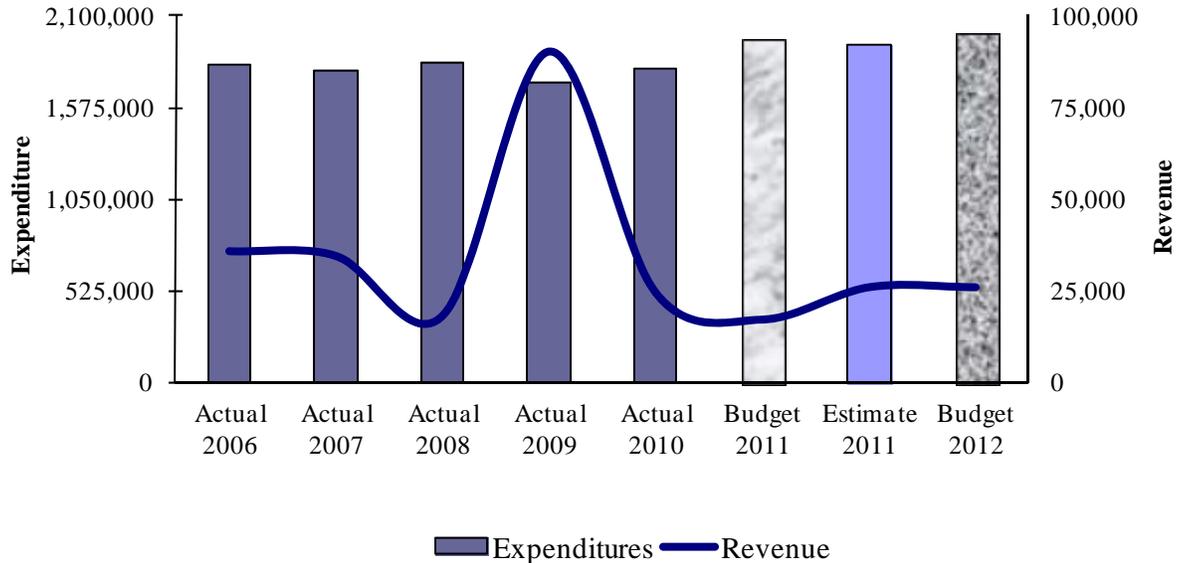
Account 02.1305

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	35,681	34,383	17,979	90,348	24,274	16,956	25,813	25,813
Percent Change		-3.64%	-47.71%	402.52%	-73.13%	-30.15%	52.24%	0.00%
Expenditures								
Personnel	1,125,251	1,075,998	1,026,156	1,069,911	1,065,421	1,065,530	1,022,485	1,044,862
Commodities	101,525	103,801	161,696	92,214	97,867	133,832	133,832	165,832
Contractual	521,692	490,222	550,297	490,973	562,647	700,112	699,712	721,955
Capital	68,267	116,106	90,746	69,895	73,562	75,607	75,607	77,432
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,816,735	1,786,127	1,828,895	1,722,993	1,799,497	1,975,081	1,931,636	2,010,081
Percent Change		-1.68%	2.39%	-5.79%	4.44%	9.76%	-2.20%	4.06%

Employees FTE	17,000	16,500	16,000	15,500	15,381	14,277	14,283	13,500
Percent Change FTE		-2.941%	-3.030%	-3.125%	-0.769%	-7.177%	0.039%	-5.479%



Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Parks Master Plan implementation 2. Tree pruning and flower programs 	1.-2. Open Space Funding from Arapahoe County
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> 3. Median maintenance 4. Weed mowing 5. Graffiti removal 6. Snow removal 	4. - 9. General Fund/Parks Budget expenses. Establishment of tree nursery.

City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Parks

Account 02.1305

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	7. Athletic field maintenance	
	8. Turf & landscape maintenance and renovations	
	9. Tree planting 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 th of July program, Jr. Golf Program, City Picnic, FunFest, etc	Adjust parks staff scheduling

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Pirates Cove

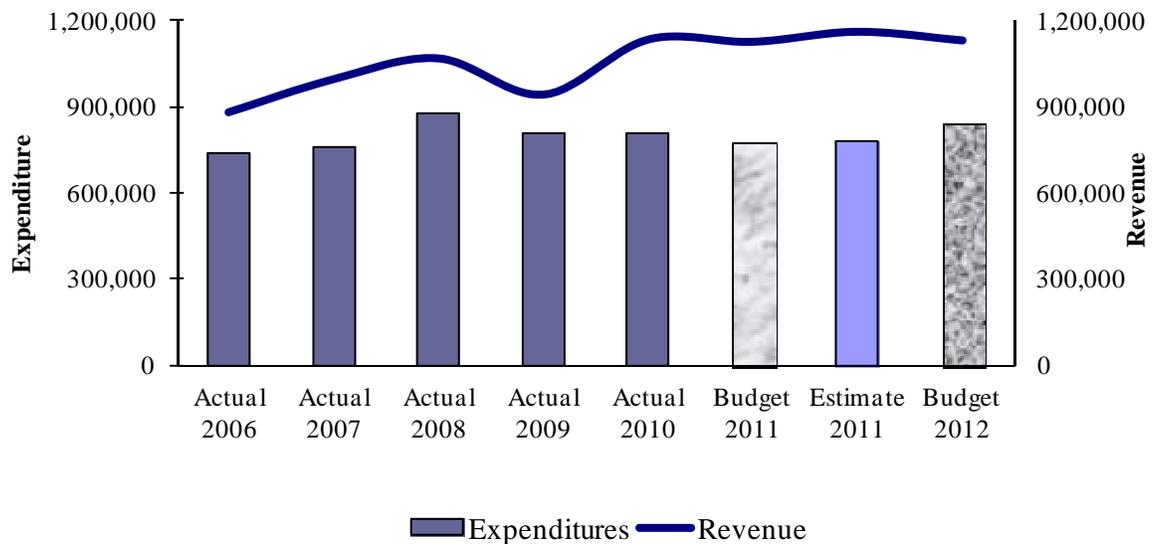
Account 02.1308

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

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	880,869	995,287	1,067,828	941,770	1,132,876	1,125,000	1,160,000	1,130,000
Percent Change		12.99%	7.29%	-11.81%	20.29%	-0.70%	3.11%	-2.59%
Expenditures								
Personnel	442,628	472,149	482,588	523,881	488,332	460,182	439,748	517,974
Commodities	182,072	178,684	215,811	177,794	203,600	195,310	202,175	201,175
Contractual	113,079	110,345	178,993	106,245	114,603	127,150	135,002	129,972
Capital	4,410	1,155	(3,243)	-	-	-	5,700	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	742,189	762,333	874,149	807,920	806,535	782,642	782,625	849,121
Percent Change		2.71%	14.67%	-7.58%	-0.17%	-2.96%	0.00%	8.50%

Employees FTE	0.250	0.730	0.750	0.750	0.998	0.985	0.985	1.739
Percent Change FTE		192.000%	2.740%	0.000%	33.077%	-1.349%	0.049%	76.510%



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"> Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount. Funding for the facility is derived from fees and charges, concessions, rentals, Conservation Trust Fund, special events, 	CEM expanded annual maintenance program Additional R&M budget \$ 10

City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Division Pirates Cove

Account 02.1308

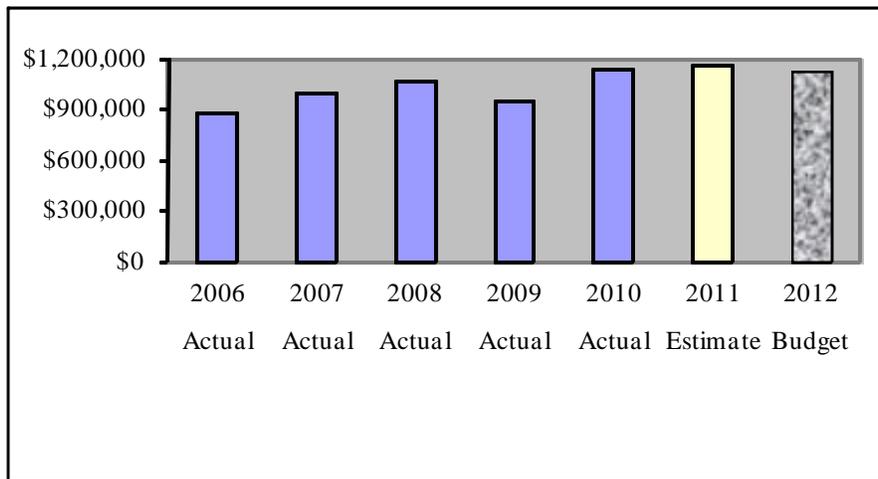
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	sponsorships, etc.	
A safe, clean, healthy and attractive City	3. The facility is extremely attractive and inviting 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, Monthly Trainings and Vigilant Assertiveness Training VAT 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 /	2006	2007	2008	2009	2010	2011	2012
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

City of Englewood, Colorado **Budget 2012**

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
Actual	2006	880,869	1.93%
Actual	2007	995,287	12.99%
Actual	2008	1,067,828	7.29%
Actual	2009	941,770	-11.81%
Actual	2010	1,132,876	20.29%
Estimate	2011	1,160,000	2.39%
Budget	2012	1,130,000	-2.59%



City of Englewood, Colorado Budget 2012

Department Parks and Recreation Services

Fund General

Revenue Item Pirates Cove Aquatic Facility

Account 02.1308.33001

Pirates Cove Fee Schedule-Current

Program		Current Fee Schedule	Program		Current Fee Schedule
Youth Learn to Swim	Resident: Non-Resident:	\$38 - 52/Session \$49 - 52/Session	Youth General Admission	Resident: Non-Resident:	\$6.00 \$7.50
Pool Rentals	Up to 250 guests Resident: Non-Resident:	\$975/2 Hours \$975/2 Hours	Adult General Admission	Resident: Non-Resident:	\$7.00 \$8.75
	Over 250 guests	Add \$3.50/person			
Swim Team	Resident: Non-Resident:	\$65.00 \$76.00	Youth Discount Cards	Resident: Non-Resident:	\$55.50/10 Visits \$67.50/10 Visits
Aqua Exercise	Resident: Non-Resident:	\$40/Session \$50/Session	Adult Discount Cards	Resident: Non-Resident:	\$67.50/10 Visits \$78.50/10 Visits
Youth Season Pass	Resident: Non-Resident:	\$104 \$131	Adult Season Pass	Resident: Non-Resident:	\$125 \$157
Family Season Pass: 2 in Family	Resident Non-Resident	\$184 \$230	Family Season Pass: 3+ in Family	Resident Non-Resident	\$263 \$329
Group Rate / Day Care	Resident Non-Resident	\$5.50 \$6.75			

Pirates Cove Fee Schedule-Previous

Program		Previous Fee Schedule	Program		Previous Fee Schedule
Youth Learn to Swim	Resident: Non-Resident:	\$36 - 52/Session \$46 - 52/Session	Youth General Admission	Resident: Non-Resident:	\$5.75 \$7.00
Pool Rentals	Up to 250 guests Resident: Non-Resident:	\$925/2 Hours \$925/2 Hours	Adult General Admission	Resident: Non-Resident:	\$6.75 \$8.25
	Over 250 guests	Add \$2.50/person			
Swim Team	Resident: Non-Resident:	\$62.00 \$72.00	Youth Discount Cards	Resident: Non-Resident:	\$52.50/10 Visits \$62.50/10 Visits
Aqua Exercise	Resident: Non-Resident:	\$38/Session \$48/Session	Adult Discount Cards	Resident: Non-Resident:	\$62.50/10 Visits \$74.50/10 Visits
Youth Season Pass	Resident: Non-Resident:	\$99 \$125	Adult Season Pass	Resident: Non-Resident:	\$119 \$149
Family Season Pass: 2 in Family	Resident Non-Resident	\$175 \$219	Family Season Pass: 3+ in Family	Resident Non-Resident	\$250 \$313
Group Rate / Day Care	Resident Non-Resident	\$5.25 \$6.25			

City of Englewood, Colorado **Budget 2012**

Department General Government

Fund General

Division Contingency

Account 02.0901

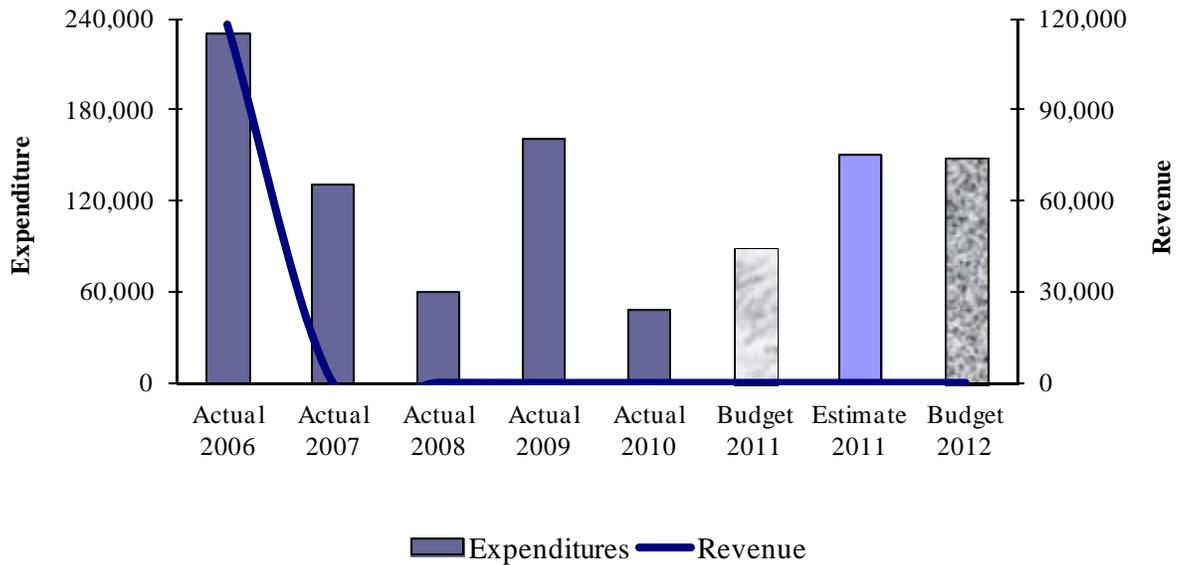
Description The Contingency division accounts for unforeseen and unbudgeted events as well as to pay amounts due to employees leaving the City.

The 2012 Budget amount represents the following:

Amount for unforeseen event(s)	\$ 150,000
Total	\$ 150,000

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	117,998	-	-	-	-	-	-	-
Percent Change		-100.00%	---	---	---	---	---	---
Expenditures								
Personnel	72,520	115,683	49,201	37,725	10,267	87,000	146,404	146,404
Commodities	1,219	-	1,990	-	-	-	-	-
Contractual	156,953	15,242	8,568	122,852	35,983	3,000	3,596	3,596
Capital	-	-	-	-	1,889	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	230,692	130,925	59,759	160,577	48,139	90,000	150,000	150,000
Percent Change		-43.25%	-54.36%	168.71%	-70.02%	86.96%	66.67%	0.00%
Employees FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percent Change FTE		---	---	---	---	---	---	---



City of Englewood, Colorado Budget 2012

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.

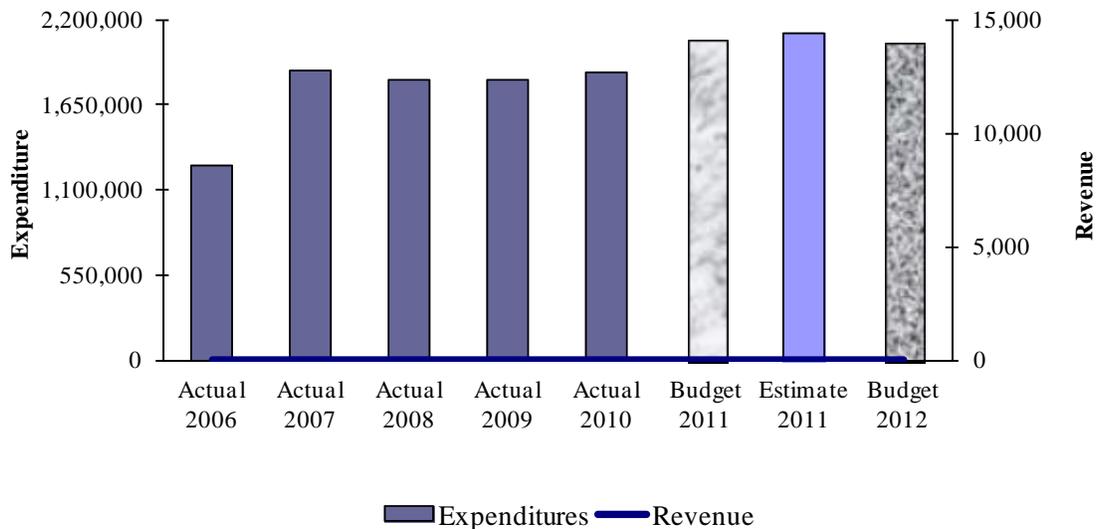
The debt service payments are for the following contractual obligations:

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
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	
Computer Equipment								
Leases	178,967	178,967	-	-	56,665	113,332	113,332	113,331
Security/Phone								
Equipment Lease	-	-	-	-	-	151,416	152,946	152,947
Fire Trucks Lease	-	-	118,393	118,393	118,393	118,393	118,393	118,393
Qualified Energy								
Conservation Bonds						-	34,378	87,068
Civic Center COPS	965,578	1,575,732	1,575,850	1,571,752	1,570,706	1,577,000	1,577,000	1,574,000
Totals	\$ 1,259,608	\$ 1,869,762	\$ 1,809,306	\$ 1,805,208	\$ 1,860,827	\$ 2,075,204	\$ 2,111,112	\$ 2,060,739

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	5,550	3,000	4,850	4,400	3,949	7,000	7,000	7,000
Capital	-	-	-	-	-	-	-	-
Debt Service	1,254,058	1,866,762	1,804,456	1,800,808	1,856,878	2,068,204	2,104,112	2,053,739
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,259,608	1,869,762	1,809,306	1,805,208	1,860,827	2,075,204	2,111,112	2,060,739
Percent Change		48.44%	-3.23%	-0.23%	3.08%	11.52%	1.73%	-2.39%

Employees FTE	NA	NA	NA	NA	NA	NA	NA	NA
Percent Change FTE		---	---	---	---	---	---	---



City of Englewood, Colorado Budget 2012

Department General Government

Fund General

Division Debt Service

Account 02.1401

Certificates of Participation, Series 2005 Refunding

Civic Center Project

Year	Englewood Environmental Foundation, Inc.					Qualified Energy Conservation Bonds - 2010				
	Total Debt Service	Rate	Principal	Interest	Total	Rate	Principal	Interest	Credit	Total
2012	2,053,236	3.625	955,000	611,497	1,566,497	5.410	58,069	72,163	(43,164)	87,068
2013	1,998,533	3.750	990,000	575,625	1,565,625	5.410	62,206	68,939	(41,242)	89,903
2014	1,852,897	4.000	1,025,000	536,563	1,561,563	5.410	66,511	65,487	(39,182)	92,815
2015	1,856,316	4.500	1,070,000	491,988	1,561,988	5.410	70,988	61,799	(36,980)	95,807
2016	1,791,491	4.250	1,115,000	444,219	1,559,219	5.410	75,644	57,864	(34,629)	98,879
2017	1,794,739	4.500	1,165,000	394,313	1,559,313	5.410	80,483	53,675	(32,125)	102,033
2018	1,680,922	4.500	1,220,000	340,650	1,560,650	5.410	85,513	49,219	(29,461)	105,272
2019	1,683,112	4.500	1,275,000	284,513	1,559,513	5.410	90,741	44,488	(26,630)	108,599
2020	1,678,026	4.500	1,325,000	226,012	1,551,012	5.410	96,171	39,470	(23,627)	112,014
2021	1,685,446	4.500	1,390,000	164,925	1,554,925	5.410	101,813	34,153	(20,445)	115,521
2022	1,690,034	4.500	1,455,000	100,912	1,555,912	5.410	107,672	28,528	(17,078)	119,122
2023	1,686,904	4.500	1,515,000	34,087	1,549,087	5.410	113,755	22,580	(13,517)	122,817
2024	141,612		-	-	-	5.410	120,070	16,299	(9,757)	126,612
2025	145,509		-	-	-	5.410	126,627	9,671	(5,789)	130,509
2026	115,117		-	-	-	5.410	99,039	2,684	(1,606)	100,117
2027	15,000		-	-	-		-	-	-	-
2028	15,000		-	-	-		-	-	-	-
2029	15,000		-	-	-		-	-	-	-
2030-2065	526,250		-	-	-		-	-	-	-
Totals	22,425,144		14,500,000	4,205,304	18,705,304		1,355,302	627,019	(375,233)	1,607,088

2007 Capital Lease - Two Fire Trucks

2010 Capital Lease-Security/Phone/Deicer Equipment

Year	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2012	4.240	92,282	26,111	118,393	3.87	138,536	14,411	152,947
2013	4.240	96,195	22,198	118,393	3.87	143,949	8,998	152,947
2014	4.240	100,274	18,119	118,393	3.87	60,904	4,222	65,126
2015	4.240	104,526	13,867	118,393	3.87	63,285	1,843	65,128
2016	4.240	108,957	9,436	118,393		-	-	-
2017	4.240	113,577	4,816	118,393		-	-	-
Totals		615,811	94,547	710,358		406,674	29,474	436,148

1997 Ground Sublease

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

2010 Capital Lease-Computer Equipment

Year	Rate	Principal	Interest	Total
2012	4.60	107,075	6,256	113,331
2013	4.60	55,391	1,274	56,665
Totals		162,466	7,530	169,996

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.

City of Englewood, Colorado **Budget 2012**

Department General Government

Fund General

Division Debt Service

Account 02.1401

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.

Note payable Note payable to Colorado Brownfields Revolving Loan Fund, in the original principal amount of \$733,011, used for financing the environmental remediation of a new park location in the City, dated August 6, 2001, principal and interest due annually through 2011, with interest at 2%.

Capital Lease On April 20, 2007, the City entered into a capital lease agreement for two fire trucks. Lease payments are due in annual installments beginning March 1, 2008 through March 1, 2017, with interest at 4.24%. The total principal and interest due over the lease term is \$1,183,930.

On April 7, 2010, the City entered into an equipment lease/purchase agreement for the replacement of City computers. The semi-annual lease payment installments begin on October 1, 2010 and conclude on April 1, 2013, with interest at 4.6%. The total principal and interest due over the lease term is \$314,455.72.

On November 2, 2010, the City entered into an equipment lease/purchase agreement for the following pieces of equipment: Voice over Internet Protocol (VoIP) phone system upgrade, snow removal deicing equipment and video surveillance equipment. The semi-annual lease payment installments begin May 2, 2011 and end on November 2, 2015, with interest at 3.87%. The total principal and interest due over the lease term is \$589,093.92.

Qualified Energy Conservation Bonds (QECCB) The City issued Qualified Energy Conservation Bonds in 2010. The original principal and interest amount of \$1,641,466 dated August 19, 2010. Principal and interest are due quarterly with an interest rate of 5.41%. The interest payments are partially offset by credits from the Federal Government under Section 1112 of the American Recovery and Reinvestment Act of 2009, "Section 54D" that authorizes states and political subdivisions to issue qualified energy conservation bonds "QECCBs". Proceeds will be used for qualified energy conservation purposes.

Ground Lease A ground lease is a long-term (usually 99 year) lease of land only; such a lease typically involves commercial property, and any improvements built by the tenant usually revert to the landlord.

Selbe Lease On December 8, 1997, the City entered into a ground sublease with Cinderlak 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 Budget 2012

Department General Government

Fund General

Revenue Item Transfers In (Out)

Account 02.1501

Description This division accounts for transfers to the General Fund from other funds and transfers from the General Fund to other funds.

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
<u>Other Financing Sources-Transfers In</u>								
Donors Fund	-	-	-	30,000	-	-	-	-
Special Assessment & Surplus Fund	18,956	15,324	-	-	-	-	-	-
Paving District 38 Fund	-	11,843	-	-	-	-	-	-
Neighborhood Stabilization Program Fund	-	-	-	-	47,052	750,000	755,763	-
Public Improvement Fund	279,030	2,815,030	1,813,789	348,456	747,956	471,815	534,112	486,739
Water Fund	-	-	-	-	-	2,450	-	-
Golf Course Fund	-	-	-	100,000	-	3,393	-	-
Central Services Fund	-	-	100,000	50,000	-	100,000	100,000	-
ServiCenter Fund	66,714	60,000	60,000	-	200,000	105,278	100,000	100,000
Capital Equipment Replacement Fund	570,000	-	-	-	446,477	-	-	-
Risk Management Fund	-	-	-	-	450,000	546,000	546,000	720,000
Employee Benefits Fund	-	-	-	500,000	200,000	200,000	200,000	-
EEF	15,500	-	-	-	-	-	-	-
EMRF	-	-	599,143	611,837	105,125	325,000	325,000	663,046
LEWWTP Fund	-	-	-	-	-	15,268	-	-
Total Other Sources	950,200	2,902,197	2,572,932	1,640,293	2,196,610	2,519,204	2,560,875	1,969,785
Percent Change		205.43%	-11.35%	-36.25%	33.92%	14.69%	1.65%	-23.08%

***** Eligible expenditures from the General Fund Parks and Recreation Programs to be transferred to CTF**

Other Financing Uses-Transfers Out

Donors' Fund	-	11,876	-	-	-	-	-	-
Malley Center Trust Fund	13,500	-	-	-	-	-	-	-
Neighborhood Stabilization Program Fund	-	-	-	-	750,000	-	52,815	-
Public Improvement Fund	-	550,000	408,915	177,011	-	-	-	-
EURA	50,000	-	-	-	-	-	-	-
EMRF	100,000	-	-	800,000	-	-	-	-
Total Other Uses	163,500	561,876	408,915	977,011	750,000	-	52,815	-
Percent Change		243.66%	-27.22%	138.93%	-23.24%	-100.00%	---	-100.00%

Net Other Financing

Sources (Uses) of

Funds	786,700	2,340,321	2,164,017	663,282	1,446,610	2,519,204	2,508,060	1,969,785
Percent Change	72.07%	197.49%	-7.53%	-69.35%	118.10%	74.15%	-0.44%	-21.46%

City of Englewood, Colorado **Budget 2012**

Department General Government

Fund General

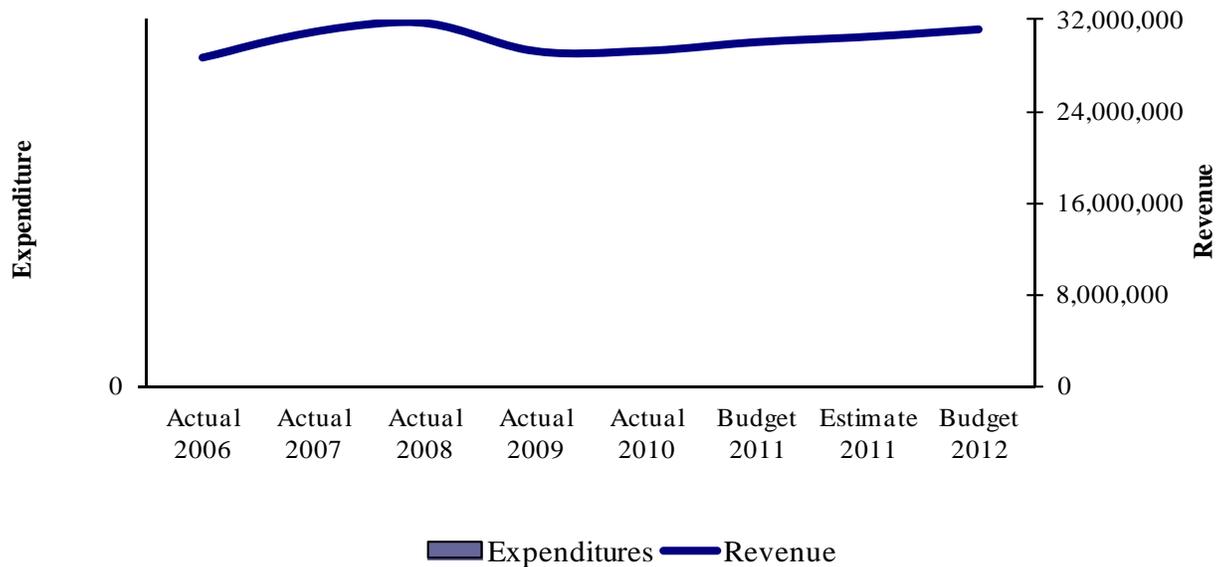
Revenue Item General Revenue

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	28,644,136	30,882,711	31,668,023	29,206,461	29,230,835	29,998,677	30,464,361	31,109,579
Percent Change		7.82%	2.54%	-7.77%	0.08%	2.63%	1.55%	2.12%
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Employees FTE	NA	NA						
Percent Change FTE		---	---	---	---	---	---	---



City of Englewood, Colorado **Budget 2012**

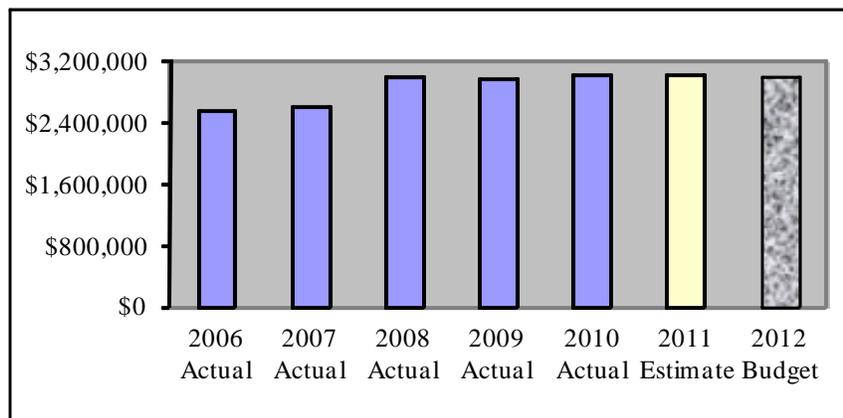
Department	General Government
Fund	General
Revenue Item	General Property Tax
Account	02.9999.31101
Authorization	EMC Article X Finance Administration Part I Budget Paragraph 89 Certification of Tax Levy
Description	Ad valorem tax on all real property within municipal boundaries and all tangible personal property within municipal boundaries not exempted by 39-3-1-1 CRS, as amended.
Fee Schedule	5.880 mills
Date Last Changed	1992
Previous Fee Schedule	5.419 mills
Formula Method	Certified Assessed Valuation X Mill Levy / 1,000 less allowance for abatements and refunds = Revenue \$418,913,060 X 5.880 mills / 1,000 - \$38,208.79 = \$2,425,000

Projection Method Historical

Comments Assessed valuation is dependent on Arapahoe County Assessor's Office. The value for assessment of residential real property is a percentage of actual value which is determined each year by the Colorado General Assembly. The value for assessment for all other property is 29%. Valuations are calculated every other year by the County Assessor.

The timing of the Arapahoe County Property Tax collection is typically based on the amount due. If the tax amount is less than \$25, the total amount due is paid no later than April 30. If the tax amount is greater than \$25, the taxpayer may make two payments. The first payment is due no later than February 28. The second payment is due no later than June 15. If the taxpayer pays their tax in one total amount, the payment is due no later than April 30.

	Year	Amount	% Change
Actual	2006	2,559,369	2.63%
Actual	2007	2,623,118	2.49%
Actual	2008	2,995,990	14.21%
Actual	2009	2,971,303	-0.82%
Actual	2010	3,020,884	1.67%
Estimate	2011	3,017,000	-0.13%
Budget	2012	2,880,000	-4.54%



City of Englewood, Colorado **Budget 2012**

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

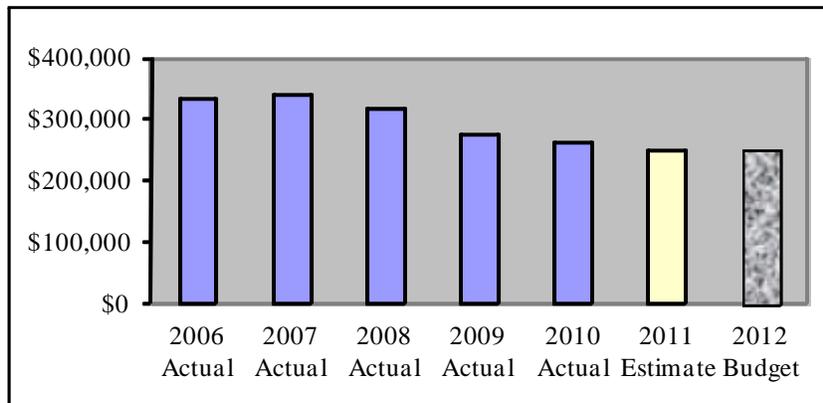
Previous Fee Schedule NA

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.

	Year	Amount	% Change
Actual	2006	333,018	-0.52%
Actual	2007	341,423	2.52%
Actual	2008	316,242	-7.38%
Actual	2009	276,414	-12.59%
Actual	2010	263,434	-4.70%
Estimate	2011	250,000	-5.10%
Budget	2012	250,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department General Government

Fund General

Revenue Item Retail Sales Tax

Account 02.9999.31301

Authorization EMC 4-4-4-2

Description The tax on the retail transfer or rental of tangible personal property.

Fee Schedule 3.5%

Date Last Changed 1987 Effective 1-1-1988

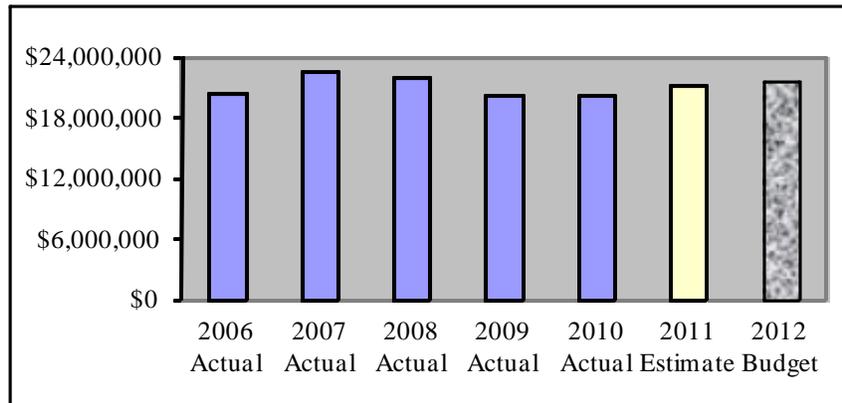
Previous Fee Schedule 3.0%

Formula Method Taxable sales X 3.5% = Revenue

Projection Method Projections of sales tax revenue are based on a linear regression formula utilizing historical data of collections, factored by local data for Englewood

Comments Economic conditions will largely determine revenue: The more new cars registered the higher the revenue. The tax is based on a sliding scale with the larger amounts being paid in the first years of ownership and dwindling to a minimum. The tax is also dependent upon the type of vehicle.

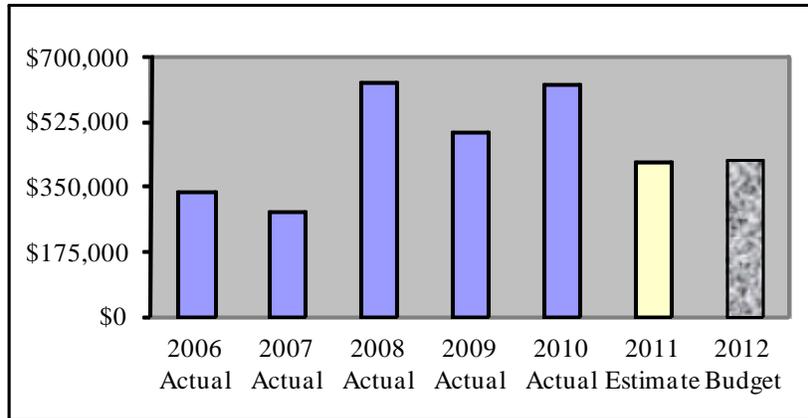
	Year	Amount	% Change
Actual	2006	20,349,366	-1.41%
Actual	2007	22,473,038	10.44%
Actual	2008	21,984,771	-2.17%
Actual	2009	20,128,106	-8.45%
Actual	2010	20,241,769	0.56%
Estimate	2011	21,224,160	4.85%
Budget	2012	21,690,643	2.20%



City of Englewood, Colorado **Budget 2012**

Department	General Government
Fund	General
Revenue Item	Use Tax
Account	02.9999.31302
Authorization	EMC 4-4-5-3
Description	The tax on the use, consumption or storage of tangible personal property purchased at retail from sources outside of Englewood corporate limits.
Fee Schedule	3.5%
Date Last Changed	1987 Effective 1-1-1988
Previous Fee Schedule	3.0%
Formula Method	Purchases X 3.5% = Revenue
Projection Method	Estimate calculated by evaluating economic conditions and local business conditions. Audit activity is also taken into account.
Comments	N/A

	Year	Amount	% Change
Actual	2006	338,891	37.77%
Actual	2007	280,782	-17.15%
Actual	2008	632,996	125.44%
Actual	2009	496,553	-21.56%
Actual	2010	624,746	25.82%
Estimate	2011	416,160	-33.39%
Budget	2012	424,483	2.00%



City of Englewood, Colorado **Budget 2012**

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

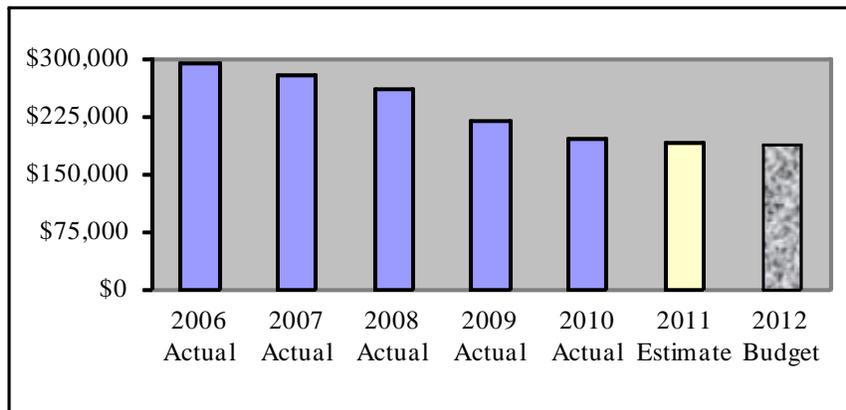
Previous Fee Schedule State tax of 10 mills per pack.

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.

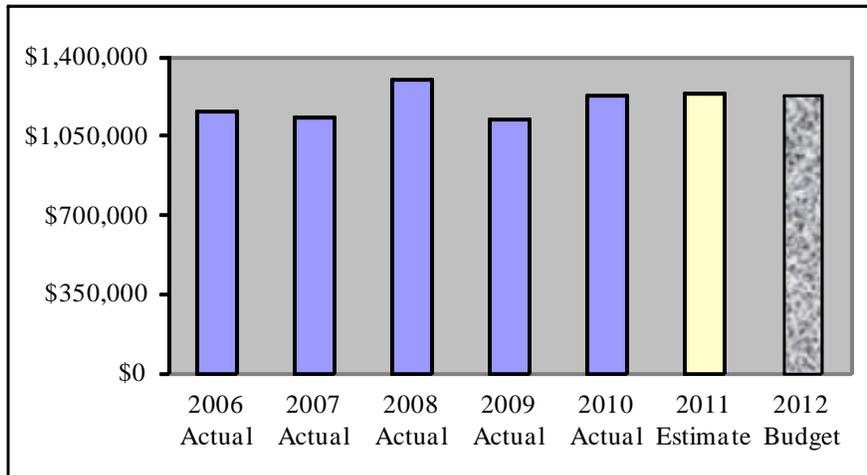
	Year	Amount	% Change
Actual	2006	293,777	-6.36%
Actual	2007	278,785	-5.10%
Actual	2008	261,743	-6.11%
Actual	2009	218,449	-16.54%
Actual	2010	196,320	-10.13%
Estimate	2011	190,000	-3.22%
Budget	2012	190,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department	General Government
Fund	General
Revenue Item	Public Service Franchise Tax
Account	02.9999.31501
Authorization	Ordinance No. 14, Series of 1988
Description	Franchise tax levied on Xcel Energy (formerly Public Service Company of Colorado)
Fee Schedule	3% of gross revenues derived from the sale of electric energy and gaseous fuel.
Date Last Changed	N/A
Previous Fee Schedule	N/A
Formula Method	Sales X 3%
Projection Method	Estimate, since this varies with weather conditions and utility rates.
Comments	N/A

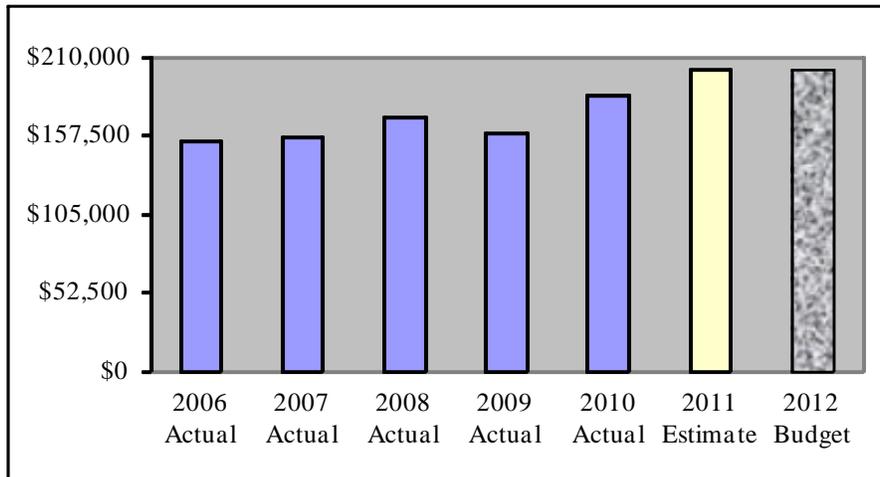
	Year	Amount	% Change
Actual	2006	1,159,815	-0.83%
Actual	2007	1,133,578	-2.26%
Actual	2008	1,299,146	14.61%
Actual	2009	1,123,751	-13.50%
Actual	2010	1,230,496	9.50%
Estimate	2011	1,236,000	0.45%
Budget	2012	1,236,000	0.00%



City of Englewood, Colorado **Budget 2012**

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.

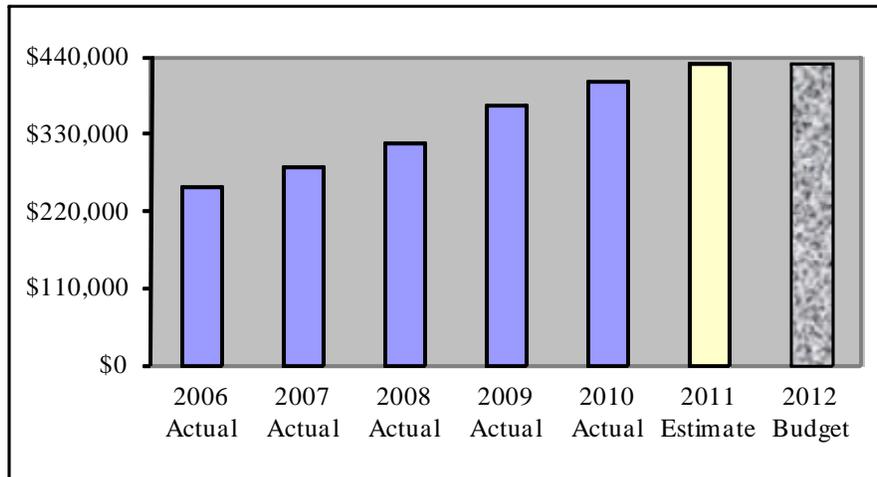
	Year	Amount	% Change
Actual	2006	153,622	9.02%
Actual	2007	156,049	1.58%
Actual	2008	169,061	8.34%
Actual	2009	158,881	-6.02%
Actual	2010	184,732	16.27%
Estimate	2011	201,477	9.06%
Budget	2012	201,477	0.00%



City of Englewood, Colorado **Budget 2012**

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.

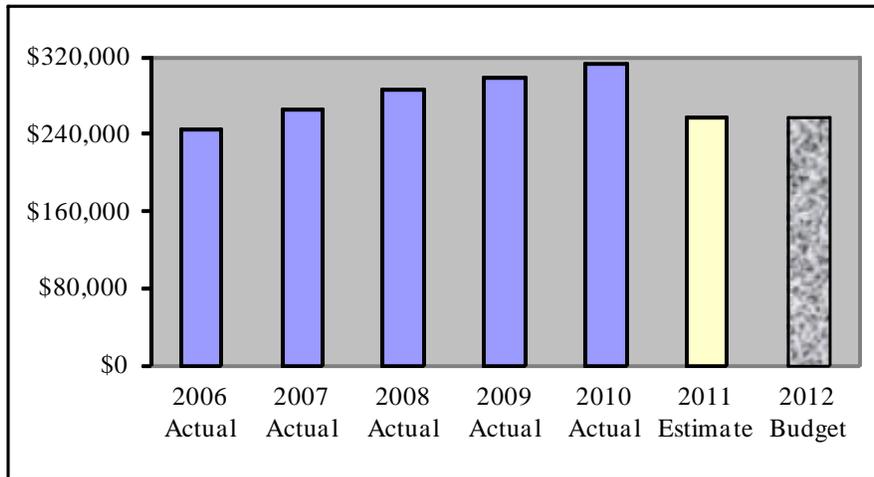
	Year	Amount	% Change
Actual	2006	255,542	13.13%
Actual	2007	282,106	10.40%
Actual	2008	316,587	12.22%
Actual	2009	369,410	16.69%
Actual	2010	403,736	9.29%
Estimate	2011	430,409	6.61%
Budget	2012	430,409	0.00%



City of Englewood, Colorado **Budget 2012**

Department General Government
Fund General
Revenue Item **Cable TV Permit Fee**
Account **02.9999.31505**
Authorization Contract
Description Permit fee on cable television services.
Fee Schedule 5% of gross revenues of cable television.
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method Estimated revenues X 5%
Projection Method Estimate based on previous collections.
Comments Originated in 1980. Current permit grantee is AT&T Broadband.

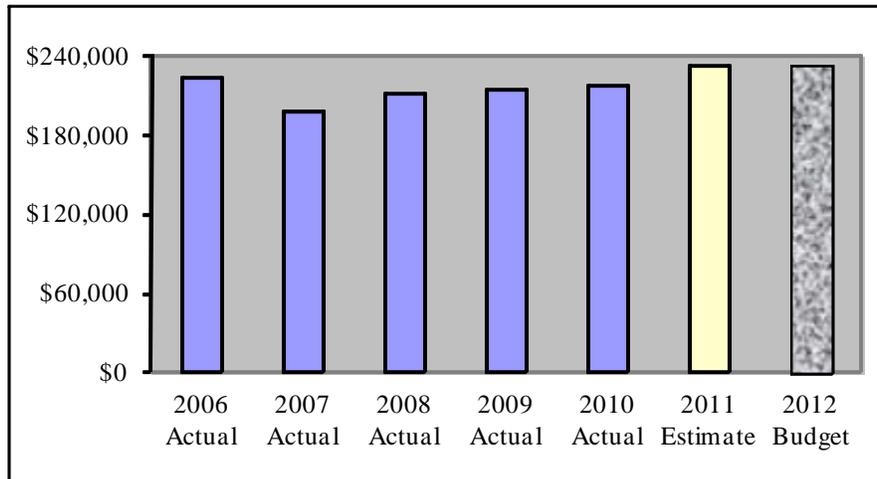
	Year	Amount	% Change
Actual	2006	245,149	8.35%
Actual	2007	264,946	8.08%
Actual	2008	285,169	7.63%
Actual	2009	298,646	4.73%
Actual	2010	312,167	4.53%
Estimate	2011	257,500	-17.51%
Budget	2012	257,500	0.00%



City of Englewood, Colorado **Budget 2012**

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.

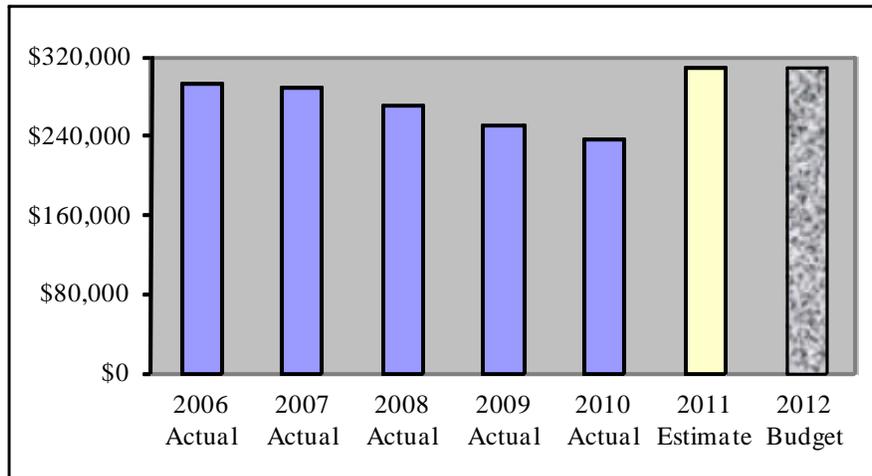
	Year	Amount	% Change
Actual	2006	223,698	16.73%
Actual	2007	198,845	-11.11%
Actual	2008	211,948	6.59%
Actual	2009	215,405	1.63%
Actual	2010	217,750	1.09%
Estimate	2011	233,552	7.26%
Budget	2012	233,552	0.00%



City of Englewood, Colorado **Budget 2012**

Department General Government
Fund General
Revenue Item **Waste Transfer Surcharge**
Account **02.9999.31507**
Authorization EMC 4-7-3
Description Surcharge on disposal of trash at a waste transfer site.
Fee Schedule \$.20 on each cubic yard of trash.
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method \$.20 / cubic yard of trash
Projection Method Estimate based on previous collections.
Comments Enacted by Ordinance #25, Series of 1987: effective 5/23/87.

	Year	Amount	% Change
Actual	2006	292,705	-4.83%
Actual	2007	289,101	-1.23%
Actual	2008	271,033	-6.25%
Actual	2009	250,671	-7.51%
Actual	2010	235,869	-5.90%
Estimate	2011	309,000	31.00%
Budget	2012	662,000	114.24%



City of Englewood, Colorado **Budget 2012**

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 Tax		No of Licenses		Budget
	2010/2011	2011	2010	2012	
Beer and Wine	\$ 450.00	2	3	\$ 900	
Club	\$ 450.00	2	2	\$ 900	
Hotel/Restaurant	\$ 650.00	30	29	\$ 19,500	
Retail Liquor & Drug Store	\$ 300.00	14	13	\$ 4,200	
Tavern	\$ 650.00	8	8	\$ 5,200	
3.2 Beer Off Premise	\$ 300.00	17	18	\$ 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	\$ -	
Totals		73	73	\$ 35,800	

Date Last Changed N/A

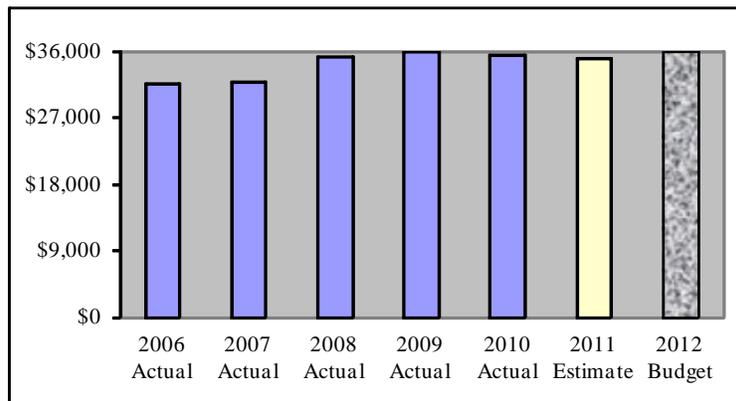
Previous Fee Schedule N/A

Formula Method Number of licenses X License Fee.

Projection Method Estimate.

Comments Enacted 1980

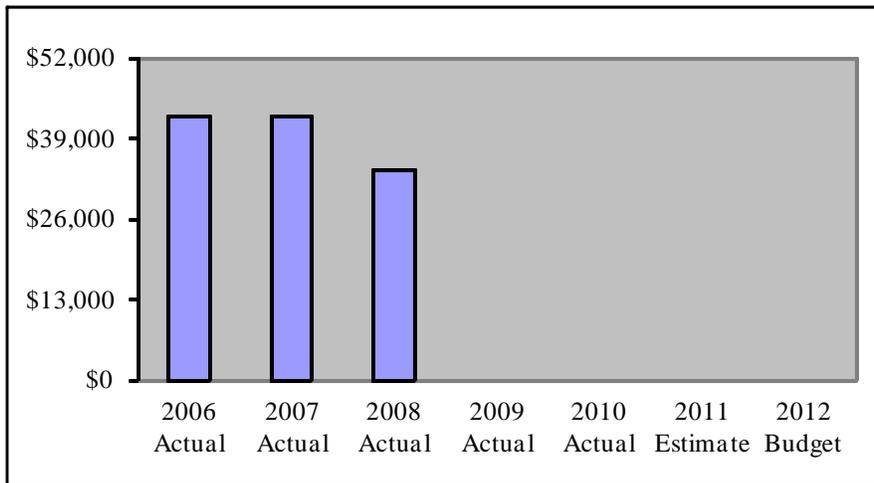
	Year	Amount	% Change
Actual	2006	31,468	-5.33%
Actual	2007	31,760	0.93%
Actual	2008	35,272	11.06%
Actual	2009	35,847	1.63%
Actual	2010	35,440	-1.14%
Estimate	2011	35,000	-1.24%
Budget	2012	36,000	2.86%



City of Englewood, Colorado **Budget 2012**

Department	General Government
Fund	General
Revenue Item	Denver Metro Major League Baseball Stadium District Tax
Account	02.9999.32566
Authorization	Colorado State Statute 32-14-104 – 32-14-133
Description	Re-payment of taxes collected above the required debt service.
Fee Schedule	N/A
Date Last Changed	N/A
Previous Fee Schedule	N/A
Formula Method	N/A
Projection Method	N/A
Comments	The repayment of taxes collected in excess of debt services ended in 2008.

	Year	Amount	% Change
Actual	2006	42,514	-16.67%
Actual	2007	42,514	0.00%
Actual	2008	34,011	-20.00%
Actual	2009	0	-100.00%
Actual	2010	0	--
Estimate	2011	0	--
Budget	2012	0	--



City of Englewood, Colorado **Budget 2012**

Department General Government

Fund General

Revenue Item Intergovernmental Charges for Services

Account 02.9999.33202

Authorization Policy

Description Charges to the Water & Sewer funds for services provided by General Fund departments.

Fee Schedule The value of the indirect costs benefiting non-general fund departments completed each year during the budget process.

Date Last Changed N/A

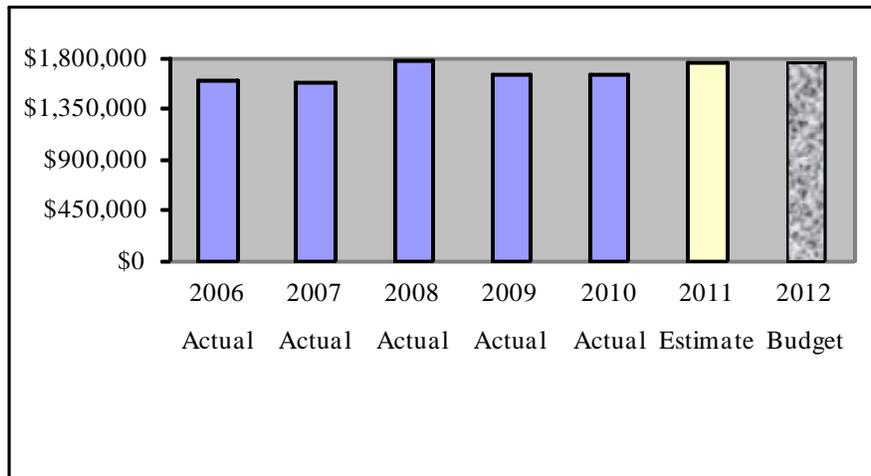
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate until study complete.

Comments A study is conducted by consultants every other year. Intergovernmental Charges for Services to the Water and Sewer Funds are based on this study.

	Year	Amount	% Change
Actual	2006	1,588,657	-0.33%
Actual	2007	1,570,882	-1.12%
Actual	2008	1,781,482	13.41%
Actual	2009	1,646,559	-7.57%
Actual	2010	1,658,455	0.72%
Estimate	2011	1,760,492	6.15%
Budget	2012	1,760,492	0.00%



City of Englewood, Colorado **Budget 2012**

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

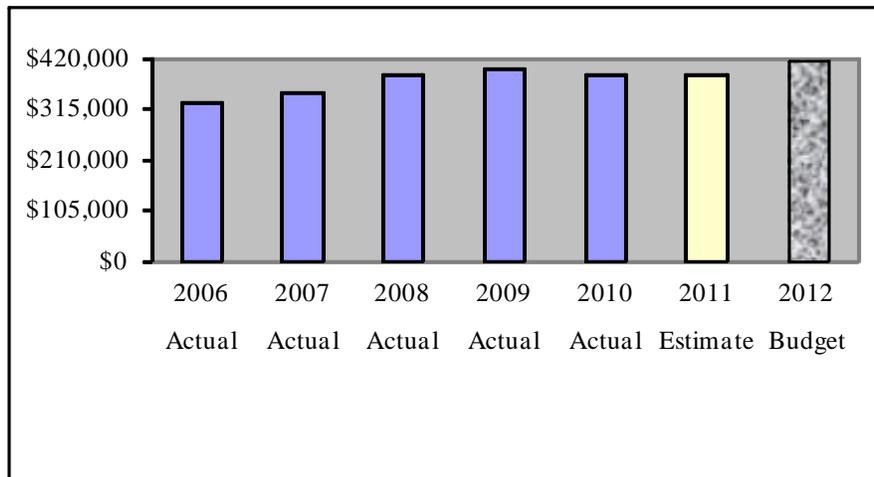
Previous Fee Schedule N/A

Formula Method Proposed Budget Operating Costs X 3%

Projection Method N/A

Comments

	Year	Amount	% Change
Actual	2006	328,307	1.63%
Actual	2007	346,082	5.41%
Actual	2008	385,688	11.44%
Actual	2009	395,508	2.55%
Actual	2010	383,612	-3.01%
Estimate	2011	386,384	0.72%
Budget	2012	415,771	7.61%



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.

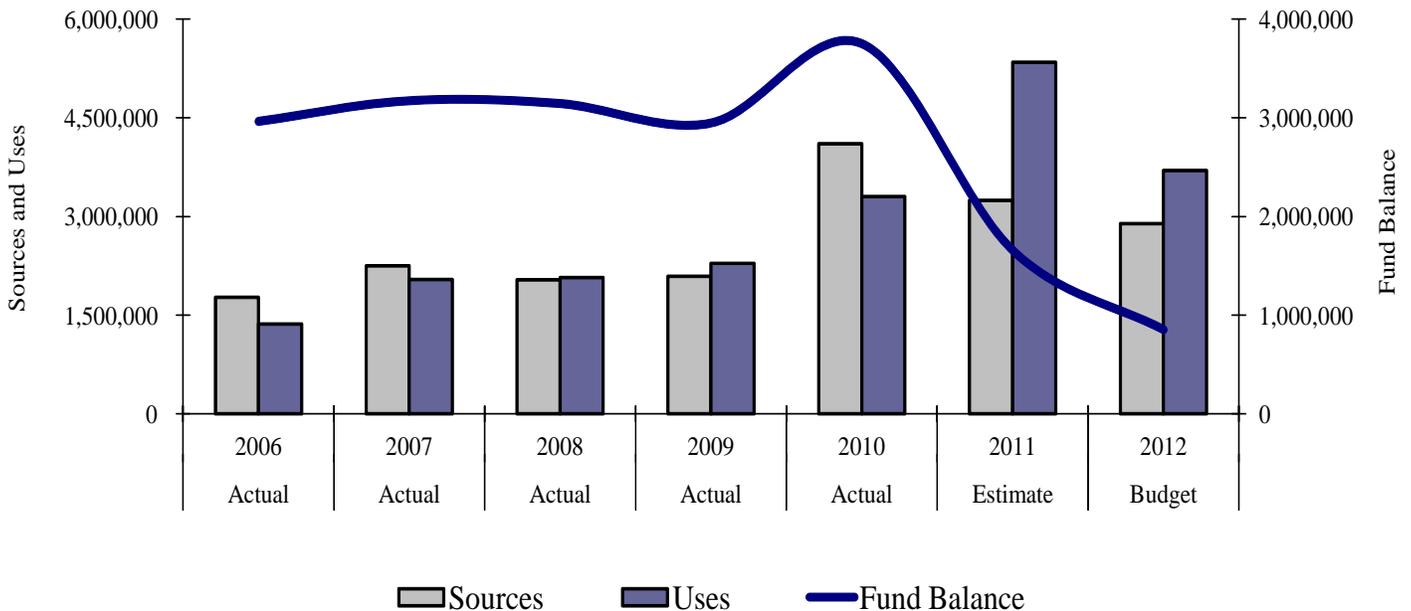
Neighborhood Stabilization Program Fund – Accounts for the federal grant awarded to acquire, rehabilitate and resale approximately twenty foreclosed residential properties.

City of Englewood, Colorado **Budget 2012**

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, Open Space Fund and Neighborhood Stabilization Program Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ 2,560,206	\$ 2,964,034	\$ 3,174,608	\$ 3,144,456	\$ 2,947,345	\$ 1,305,209	\$ 3,752,345	\$ 1,657,895
Sources of Funds								
Total Revenue	1,741,674	2,239,241	1,879,376	2,091,432	3,355,991	3,893,379	3,123,636	2,821,936
Other Financing Sources	26,287	11,876	158,000	-	750,000	70,000	122,815	70,000
Total Sources of Funds	1,767,961	2,251,117	2,037,376	2,091,432	4,105,991	3,963,379	3,246,451	2,891,936
Uses of Funds								
Total Expenditures	1,345,177	2,025,220	2,067,528	2,207,086	3,253,939	4,075,884	4,585,138	2,942,339
Other Financing Uses	18,956	15,323	-	81,457	47,052	-	755,763	755,763
Total Uses of Funds	1,364,133	2,040,543	2,067,528	2,288,543	3,300,991	4,075,884	5,340,901	3,698,102
Net Sources (Uses) of Funds	403,828	210,574	(30,152)	(197,111)	805,000	(112,505)	(2,094,450)	(806,166)
Ending Fund Balance	\$ 2,964,034	\$ 3,174,608	\$ 3,144,456	\$ 2,947,345	\$ 3,752,345	\$ 1,192,704	\$ 1,657,895	\$ 851,729
Fund Balance Percentage Change	53.34%	7.10%	-0.95%	-6.27%	27.31%	-59.53%	-55.82%	-48.63%
Funds Designated For:								
Project Completion	-	1,281,654	1,383,940	1,527,238	1,653,593	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 2,964,034	\$ 1,892,954	\$ 1,760,516	\$ 1,420,107	\$ 2,098,752	\$ 1,192,704	\$ 1,657,895	\$ 851,729



City of Englewood, Colorado Budget 2012

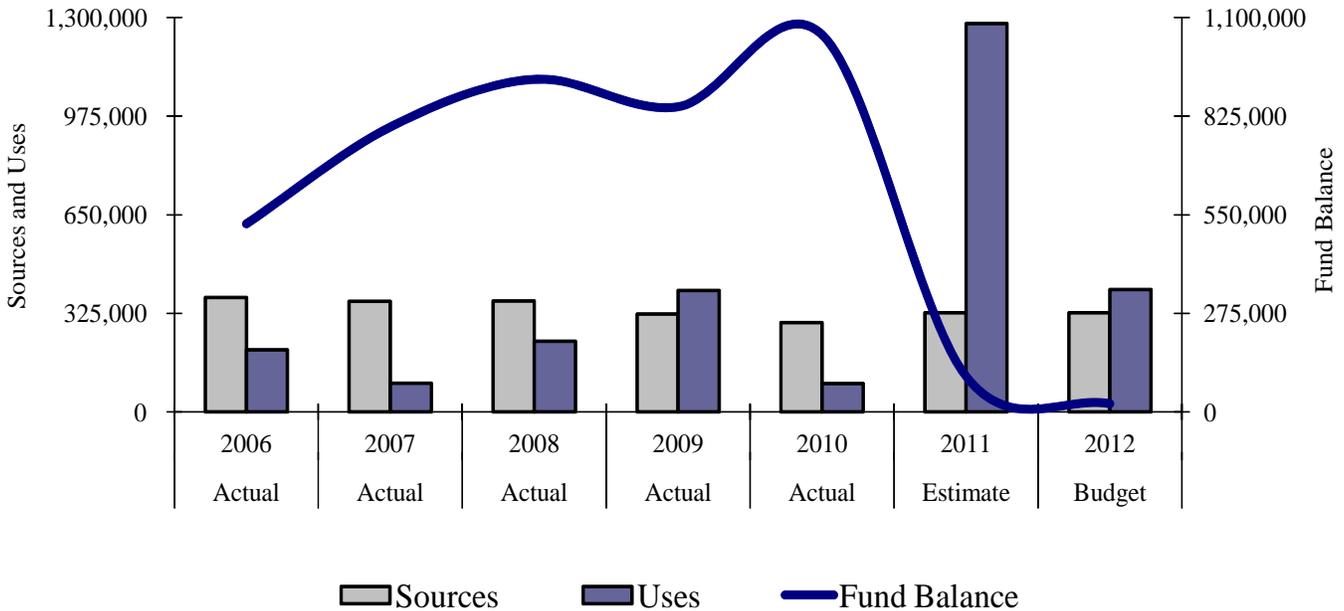
Department Parks and Recreation

Fund Conservation Trust

CONSERVATION TRUST FUND (CTF)

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 352,032	\$ 524,630	\$ 794,841	\$ 927,981	\$ 851,312	\$ 276,856	\$ 1,052,255	\$ 98,916
Sources of Funds								
Revenue								
Intergovernmental	356,925	327,051	325,505	302,403	285,885	312,000	312,000	312,000
Net Investment Income	20,168	37,356	40,129	20,778	8,366	15,000	15,000	15,000
Total Revenue	377,093	364,407	365,634	323,181	294,251	327,000	327,000	327,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	377,093	364,407	365,634	323,181	294,251	327,000	327,000	327,000
Uses of Funds								
Expenditures								
Cultural and Recreation	204,495	94,196	232,494	399,850	93,308	484,000	1,280,339	403,500
Total Expenditures	204,495	94,196	232,494	399,850	93,308	484,000	1,280,339	403,500
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	204,495	94,196	232,494	399,850	93,308	484,000	1,280,339	403,500
Net Sources (Uses) of Funds	172,598	270,211	133,140	(76,669)	200,943	(157,000)	(953,339)	(76,500)
Ending Fund Balance	\$ 524,630	\$ 794,841	\$ 927,981	\$ 851,312	\$ 1,052,255	\$ 119,856	\$ 98,916	\$ 22,416
Fund Balance Percentage Change	49.03%	51.51%	16.75%	-8.26%	23.60%	-56.71%	-56.71%	-77.34%
Funds Designated For:								
Project Completion		383,100	519,362	587,731	796,339	-	-	-
Council approval		-	-	-	-	-	-	-
Unappropriated Funds	\$ 524,630	\$ 411,741	\$ 408,619	\$ 263,581	\$ 255,916	\$ 119,856	\$ 98,916	\$ 22,416



City of Englewood, Colorado **Budget 2012**

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

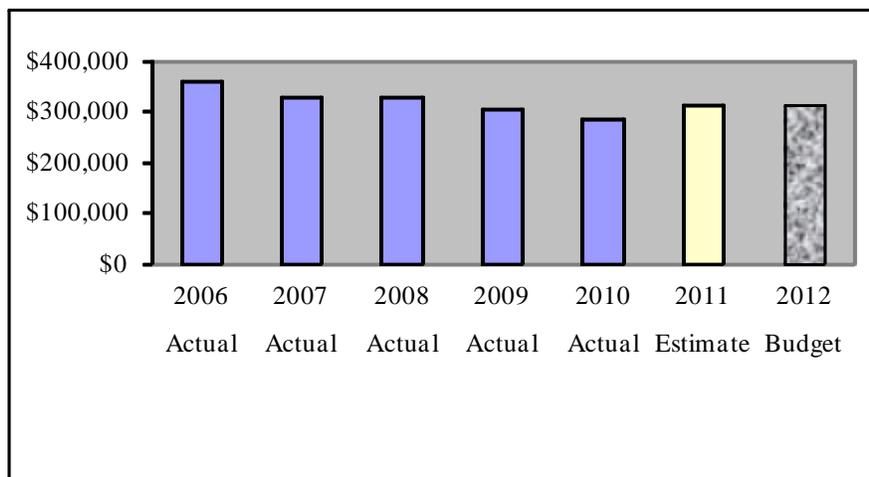
Previous Fee Schedule N/A

Formula Method Based on historical trends.

Projection Method No increase is foreseen.

Comments N/A

	Year	Amount	% Change
Actual	2006	356,925	21.02%
Actual	2007	327,051	-8.37%
Actual	2008	325,505	-0.47%
Actual	2009	302,403	-7.10%
Actual	2010	285,885	-5.46%
Estimate	2011	312,000	9.13%
Budget	2012	312,000	0.00%



City of Englewood, Colorado Budget 2012

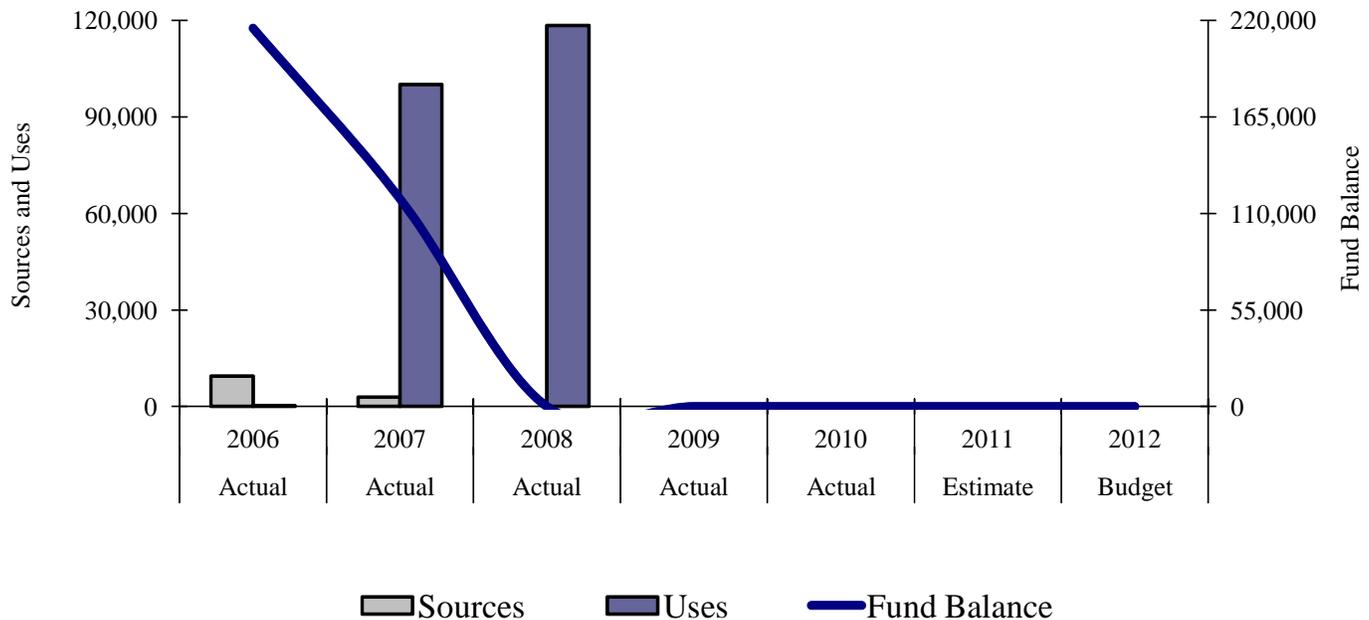
Department Community Development
Fund Commercial Revolving Loan

COMMERCIAL REVOLVING LOAN FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 206,203	\$ 215,454	\$ 118,366	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Net Investment Income	9,451	2,912	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	9,451	2,912	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	9,451	2,912	-	-	-	-	-	-
Uses of Funds								
Expenditures								
General Government	200	100,000	118,366	-	-	-	-	-
Total Expenditures	200	100,000	118,366	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	200	100,000	118,366	-	-	-	-	-
Net Sources (Uses) of Funds	9,251	(97,088)	(118,366)	-	-	-	-	-
Ending Fund Balance	\$ 215,454	\$ 118,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	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 **Budget 2012**

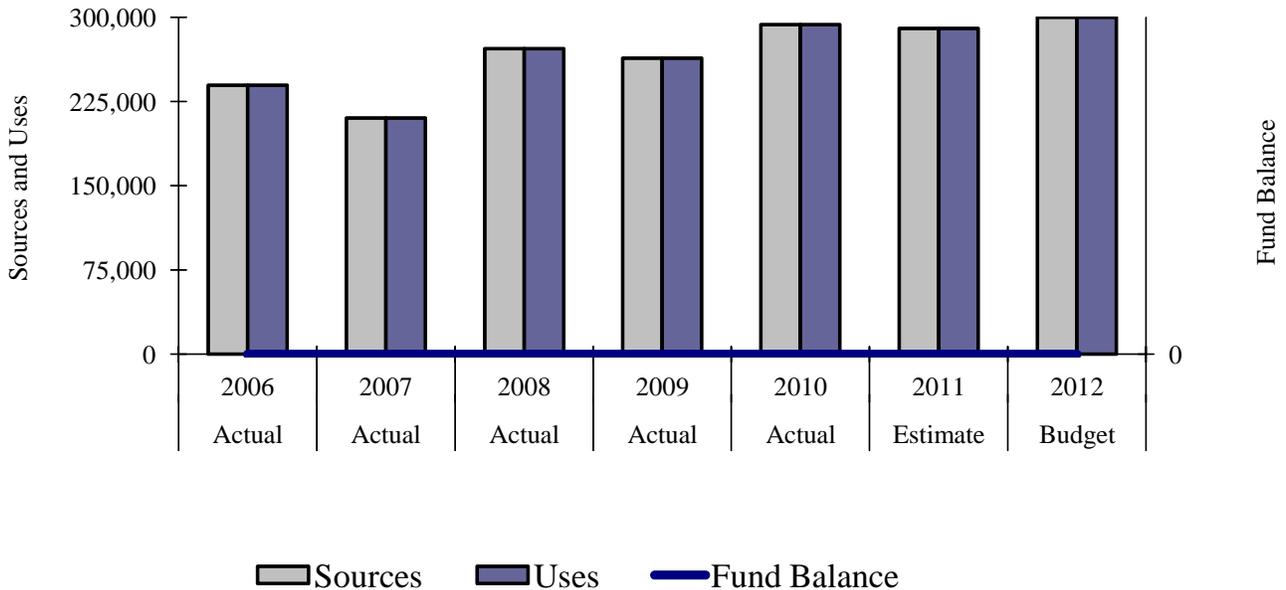
Department Community Development

Fund Community Development

COMMUNITY DEVELOPMENT FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
<i>Beginning Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Sources of Funds</i>								
<i>Revenue</i>								
Intergovernmental	239,506	210,309	272,031	263,535	293,499	220,000	220,000	230,000
Miscellaneous	-	-	-	-	-	-	-	-
Total Revenue	239,506	210,309	272,031	263,535	293,499	220,000	220,000	230,000
Other Financing Sources	-	-	-	-	-	70,000	70,000	70,000
Total Sources of Funds	239,506	210,309	272,031	263,535	293,499	290,000	290,000	300,000
<i>Uses of Funds</i>								
<i>Expenditures</i>								
General Government	239,506	210,309	272,031	263,535	293,499	290,000	290,000	300,000
Total Expenditures	239,506	210,309	272,031	263,535	293,499	290,000	290,000	300,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	239,506	210,309	272,031	263,535	293,499	290,000	290,000	300,000
<i>Net Sources (Uses) of Funds</i>	-	-	-	-	-	-	-	-
<i>Ending Fund Balance</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



City of Englewood, Colorado **Budget 2012**

Department Community Development

Fund Community Development

Revenue Item Local Grant

Account 06.0801.32551

Authorization Ordinance #10, Series of 2008 Intergovernmental Agreement (IGA) with the Regional Transportation District (RTD).

Description Agreement with the RTD to fund the operation of a limited shuttle bus service in downtown Englewood. Service Area includes Englewood light rail station on the west and Swedish Medical Center/Craig Hospital to the east.

Fee Schedule Estimated fare equivalent \$50,000

Date Last Changed 2011

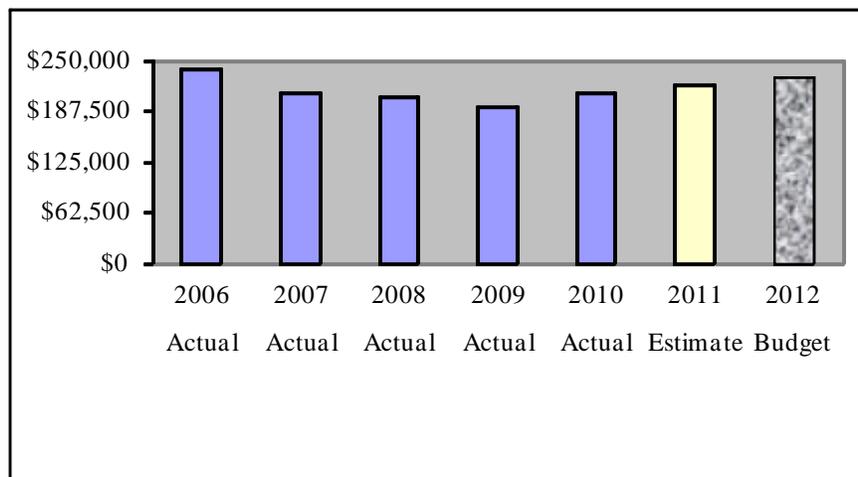
Previous Fee Schedule Estimated fare equivalent \$57,000

Formula Method The IGA with RTD provides the City for the reimbursement of shuttle operations costs less an amount equal to the local fares that would have been collected had the shuttle operated as a fare service rather than free service (fare equivalent). This estimated fare equivalent amount is based on an annual survey conducted by RTD. The survey is typically administered in October of each year.

Projection Method RTD Survey Results

Comments The City contracts with First Transit for art Shuttle operations.

	Year	Amount	% Change
Actual	2006	239,506	13.76%
Actual	2007	208,334	-13.02%
Actual	2008	204,825	-1.68%
Actual	2009	192,822	-5.86%
Actual	2010	209,392	8.59%
Estimate	2011	220,000	5.07%
Budget	2012	230,000	4.55%



City of Englewood, Colorado **Budget 2012**

Department Multiple
Fund Donors'

DONORS' FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006	2007	2008	2009	2010	2011	2011	2012
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Adopted Budget
Beginning Fund Balance	\$ 334,086	\$269,732	\$237,727	\$155,818	\$115,917	\$ 71,633	\$167,852	\$101,072
Sources of Funds								
Program Revenue								
General Government								
City Council		1,824	2,750	2,192	523	1,000	1,000	-
Community Development	20,234	17,276	-	-	-	-	-	-
Safety Services	82,568	77,899						
Fire			498	294	159	1,000	1,000	1,000
Police			48,040	46,361	84,950	35,000	45,000	45,000
Cultural and Recreation								
Parks & Recreation	32,972	32,992	32,349	29,704	25,372	35,000	35,000	35,000
Library	22,190	18,241	15,943	18,108	23,850	12,000	10,000	10,500
Total Program Revenue	157,964	148,232	99,580	96,659	134,854	84,000	92,000	91,500
Net Investment Income	16,444	16,256	10,815	2,885	1,165	5,000	5,000	5,000
Total Revenue	174,408	164,488	110,395	99,544	136,019	89,000	97,000	96,500
Other Financing Sources	-	11,876	-	-	-	-	-	-
Total Sources of Funds	174,408	176,364	110,395	99,544	136,019	89,000	97,000	96,500
Uses of Funds								
Program Expenditures								
General Government								
City Council	-	907	2,447	2,770	521	1,700	780	780
Community Development	30,853	36,599	-	-	-	-	-	-
Safety Services	146,637	86,891						
Fire			-	636	672	2,500	2,500	2,500
Police			132,963	53,485	42,362	70,000	100,000	110,000
Cultural and Recreation								
Parks & Recreation	42,724	56,436	39,670	64,623	22,122	45,000	50,000	50,000
Library Services	18,548	27,536	17,224	17,931	18,407	12,000	10,500	9,500
Total Uses of Funds	238,762	208,369	192,304	139,445	84,084	131,200	163,780	172,780
Net Sources (Uses) of Funds	(64,354)	(32,005)	(81,909)	(39,901)	51,935	(42,200)	(66,780)	(76,280)
Ending Fund Balance	\$ 269,732	\$237,727	\$155,818	\$115,917	\$167,852	\$ 29,433	\$101,072	\$ 24,792
Fund Balance Percentage Change	-19.26%	-11.87%	-34.46%	-25.61%	44.80%	-82.46%	243.40%	-75.47%

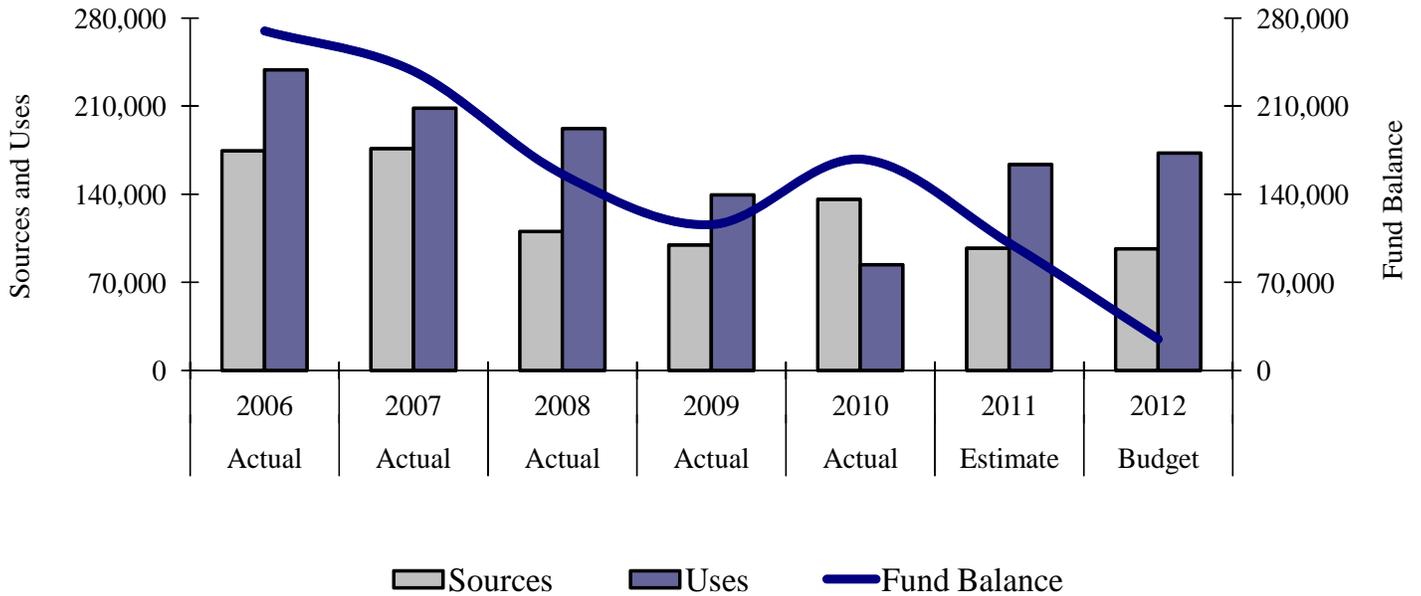
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City of Englewood, Colorado **Budget 2012**

Department Multiple
Fund Donors'

Continued from previous page

	<i>2006 Actual</i>	<i>2007 Actual</i>	<i>2008 Actual</i>	<i>2009 Actual</i>	<i>2010 Actual</i>	<i>2011 Adopted Budget</i>	<i>2011 Estimated Actual</i>	<i>2012 Adopted Budget</i>
<u>Ending Fund Balance Allocation</u>								
General Government								
Community Development	\$ 7,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Council	-	958	1,317	762	771	150	1,014	284
Subtotal	7,366	958	1,317	762	771	150	1,014	284
Safety Services	158,280							
Fire		4,910	3,864	3,598	3,113	910	1,706	290
Police		154,597	78,440	72,867	116,231	8,873	64,693	2,894
Cultural and Recreation								
Parks & Recreation	83,909	65,283	60,924	27,009	30,495	9,443	16,403	2,215
Library Services	20,177	11,979	11,273	11,681	17,242	10,057	17,256	19,109
Subtotal	104,086	77,262	72,197	38,690	47,737	19,500	33,659	21,324
Total	\$ 269,732	\$ 237,727	\$ 155,818	\$ 115,917	\$ 167,852	\$ 29,433	\$ 101,072	\$ 24,792



City of Englewood, Colorado Budget 2012

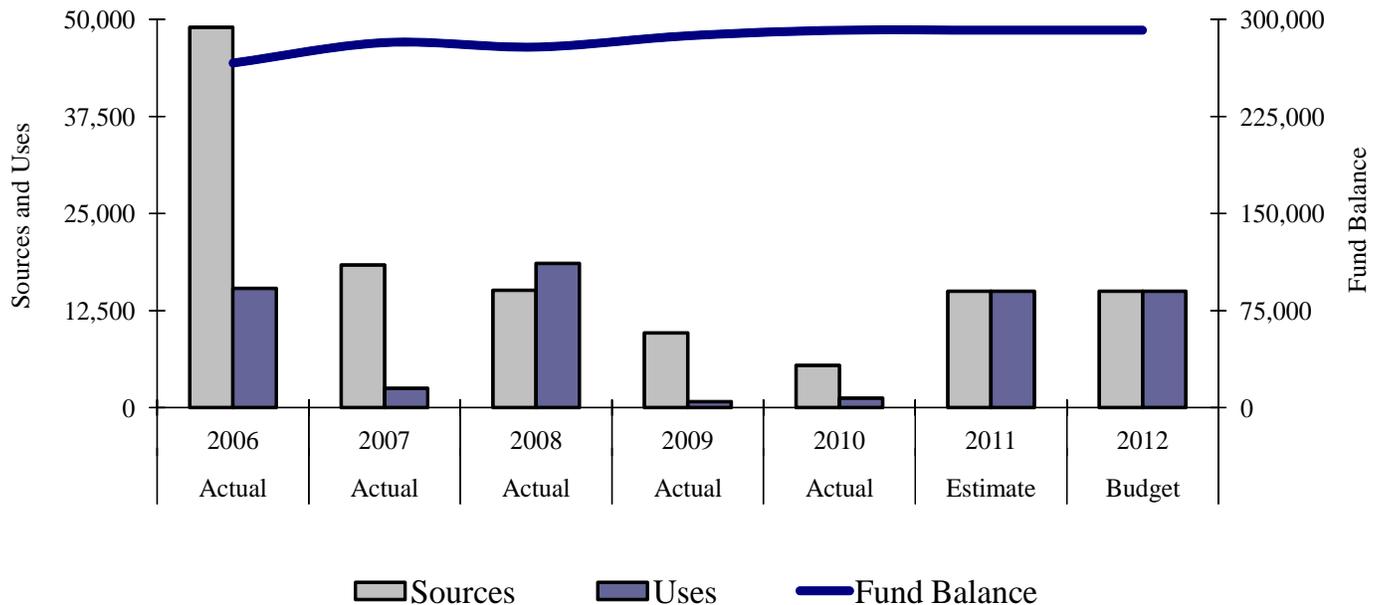
Department Parks and Recreation

Fund Malley Center Trust

MALLEY CENTER TRUST FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ 232,568	\$ 266,216	\$ 282,087	\$ 278,586	\$ 287,432	\$ 257,432	\$ 291,667	\$ 291,667
Sources of Funds								
Revenue								
Net investment income	12,022	16,223	13,659	6,062	2,847	16,000	10,000	10,000
Contributions	23,461	2,140	1,430	3,574	2,618	4,000	5,000	5,000
Total Revenue	35,483	18,363	15,089	9,636	5,465	20,000	15,000	15,000
Other Financing Sources	13,500	-	-	-	-	-	-	-
Total Sources of Funds	48,983	18,363	15,089	9,636	5,465	20,000	15,000	15,000
Uses of Funds								
Expenditures								
Culture and recreation	15,335	2,492	18,590	790	-	50,000	15,000	15,000
Capital outlay	-	-	-	-	1,230	-	-	-
Total Expenditures	15,335	2,492	18,590	790	1,230	50,000	15,000	15,000
Other Financing Uses	-							
Total Uses of Funds	15,335	2,492	18,590	790	1,230	50,000	15,000	15,000
Net Sources (Uses) of Funds	33,648	15,871	(3,501)	8,846	4,235	(30,000)	-	-
Ending Fund Balance	\$ 266,216	\$ 282,087	\$ 278,586	\$ 287,432	\$ 291,667	\$ 227,432	\$ 291,667	\$ 291,667
Fund Balance Percentage Change	14.47%	5.96%	-1.24%	3.18%	1.47%	-20.87%		0.00%



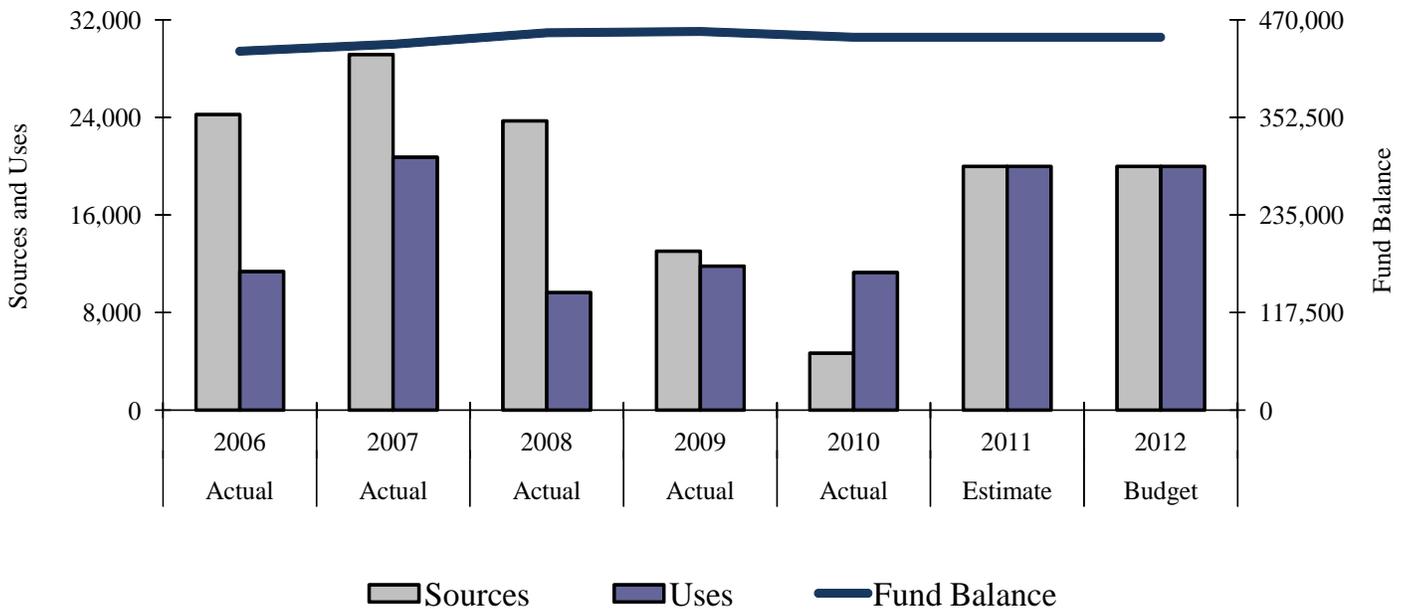
City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation
Fund Parks and Recreation Trust

PARKS & RECREATION TRUST FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Adopted Budget	2011 Estimated Actual	2012 Adopted Budget
Beginning Fund Balance	\$ 419,346	\$ 432,219	\$ 440,641	\$ 454,700	\$ 455,943	\$ 450,943	\$ 449,303	\$ 449,303
Sources of Funds								
Revenue								
Rental Income	-	-	-	-	-	-	-	-
Charges for services	1,425	-	-	-	-	2,000	-	-
Net investment income	19,048	25,624	21,510	9,775	4,460	20,000	10,000	10,000
Contributions	3,758	3,540	895	3,272	200	3,000	10,000	10,000
Other	-	-	1,300	-	-	-	-	-
Total Revenue	24,231	29,164	23,705	13,047	4,660	25,000	20,000	20,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	24,231	29,164	23,705	13,047	4,660	25,000	20,000	20,000
Uses of Funds								
Expenditures								
Culture & Recreation	11,358	20,742	9,646	11,804	11,300	30,000	20,000	20,000
Total Expenditures	11,358	20,742	9,646	11,804	11,300	30,000	20,000	20,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	11,358	20,742	9,646	11,804	11,300	30,000	20,000	20,000
Net Sources (Uses) of Funds	12,873	8,422	14,059	1,243	(6,640)	(5,000)	-	-
Ending Fund Balance	\$ 432,219	\$ 440,641	\$ 454,700	\$ 455,943	\$ 449,303	\$ 445,943	\$ 449,303	\$ 449,303
Fund Balance Percentage Change	3.07%	1.95%	3.19%	0.27%	-1.46%	-0.75%		0.00%



City of Englewood, Colorado **Budget 2012**

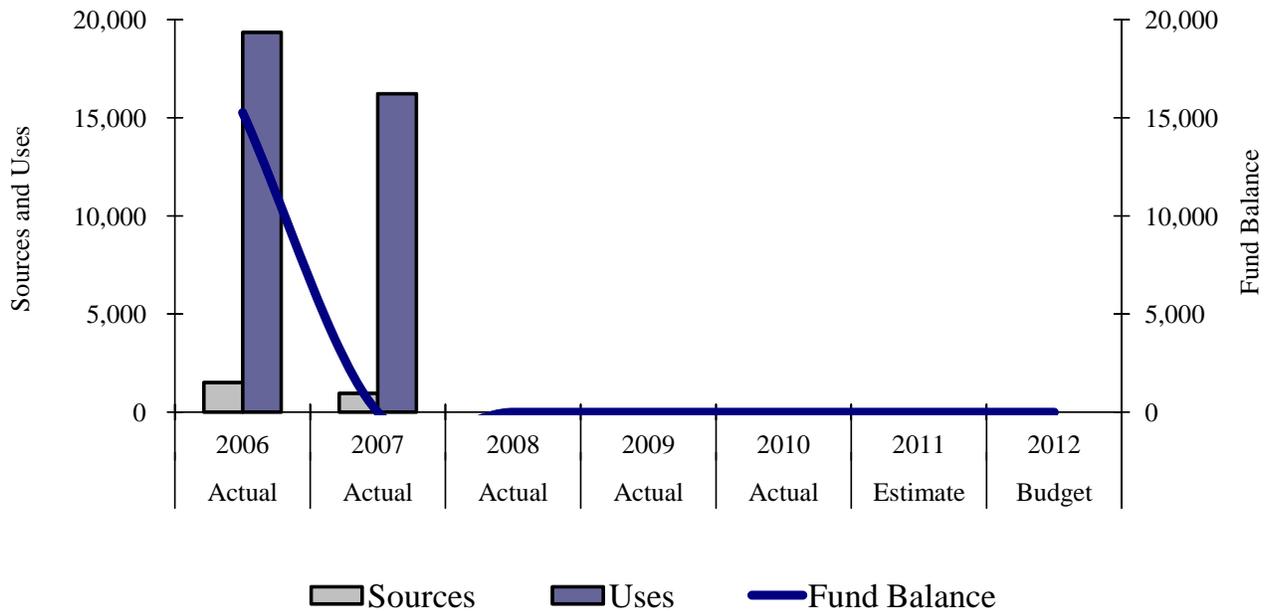
Department Finance and Administrative Services

Fund Special Assessment and Surplus Fund

SPECIAL ASSESSMENT & SURPLUS FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 33,122	\$ 15,271	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Assessments	-	-	-	-	-	-	-	-
Interest on Assessments	-	-	-	-	-	-	-	-
Interest	1,505	952	-	-	-	-	-	-
Total Revenue	1,505	952	-	-	-	-	-	-
Total Sources of Funds	1,505	952	-	-	-	-	-	-
Uses of Funds								
Expenditures								
Miscellaneous	400	900	-	-	-	-	-	-
Total Expenditures	400	900	-	-	-	-	-	-
Other Financing Uses	18,956	15,323	-	-	-	-	-	-
Total Uses of Funds	19,356	16,223	-	-	-	-	-	-
Net Sources (Uses) of Funds	(17,851)	(15,271)	-	-	-	-	-	-
Ending Fund Balance	\$ 15,271	\$ -	\$ -	\$ -				
Fund Balance Percentage Change	-53.89%	-100.00%						



City of Englewood, Colorado Budget 2012

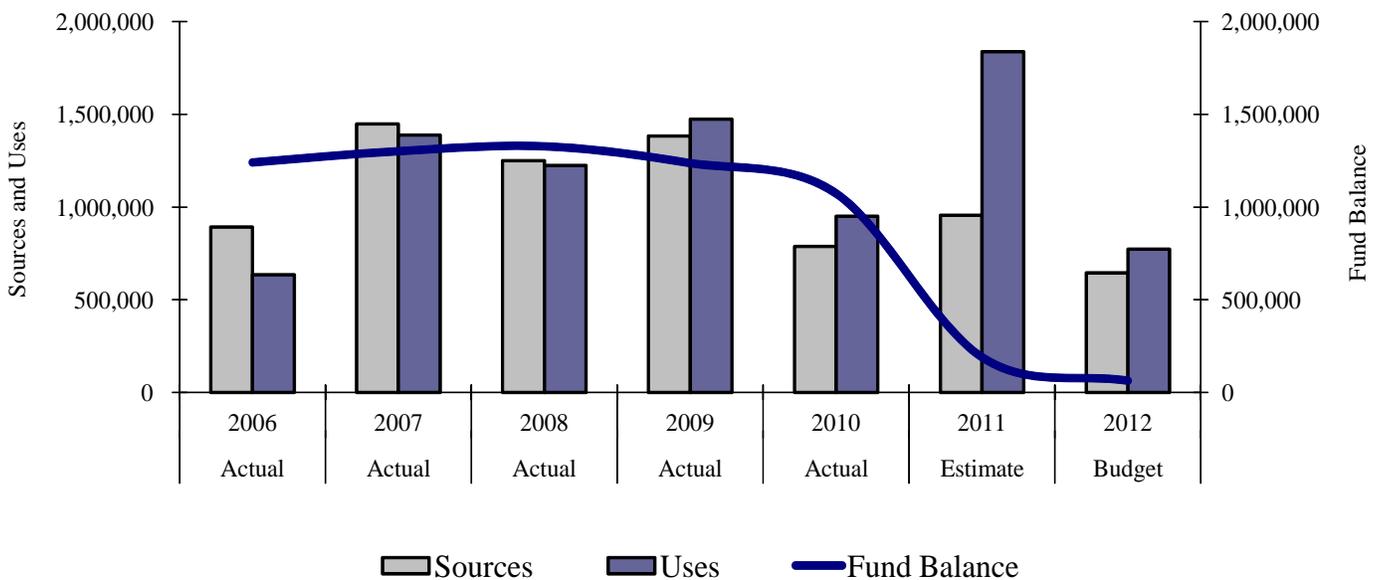
Department Parks and Recreation

Fund Open Space Fund

OPEN SPACE FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 982,849	\$ 1,240,512	\$ 1,300,946	\$ 1,327,371	\$ 1,236,741	\$ 248,345	\$ 1,072,979	\$ 190,551
Sources of Funds								
Revenue								
Intergovernmental								
County Shareback	832,478	733,539	663,148	583,642	614,153	640,000	640,000	640,000
County Grant	-	538,594	382,852	785,015	163,865	-	311,200	-
State Grant	-	73,000	-	-	-	-	-	-
Local Grant	-	33,748	-	-	-	-	-	-
Total Intergovernmental	832,478	1,378,881	1,046,000	1,368,657	778,018	640,000	951,200	640,000
Miscellaneous	47,519	69,765	46,522	13,832	9,373	5,000	5,000	5,000
Total Revenue	879,997	1,448,646	1,092,522	1,382,489	787,391	645,000	956,200	645,000
Other Financing Sources	12,787	-	158,000	-	-	-	-	-
Total Sources of Funds	892,784	1,448,646	1,250,522	1,382,489	787,391	645,000	956,200	645,000
Uses of Funds								
Expenditures								
Cultural and Recreation	635,121	1,388,212	1,224,097	1,391,662	951,153	523,305	1,838,628	772,000
Total Expenditures	635,121	1,388,212	1,224,097	1,391,662	951,153	523,305	1,838,628	772,000
Other Financing Uses	-	-	-	81,457	-	-	-	-
Total Uses of Funds	635,121	1,388,212	1,224,097	1,473,119	951,153	523,305	1,838,628	772,000
Net Sources (Uses) of Funds	257,663	60,434	26,425	(90,630)	(163,762)	121,695	(882,428)	(127,000)
Ending Fund Balance	\$ 1,240,512	\$ 1,300,946	\$ 1,327,371	\$ 1,236,741	\$ 1,072,979	\$ 370,040	\$ 190,551	\$ 63,551
Fund Balance Percentage Chang	26.22%	4.87%	2.03%	-6.83%	-13.24%	-65.51%	-48.51%	-66.65%
Funds Designated For:								
Project Completion		898,554	864,578	939,507	857,254	-	-	-
Council approval		-	-	-	-	-	-	-
Unappropriated Funds	\$ 1,240,512	\$ 402,392	\$ 462,793	\$ 297,234	\$ 215,725	\$ 370,040	\$ 190,551	\$ 63,551



City of Englewood, Colorado **Budget 2012**

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

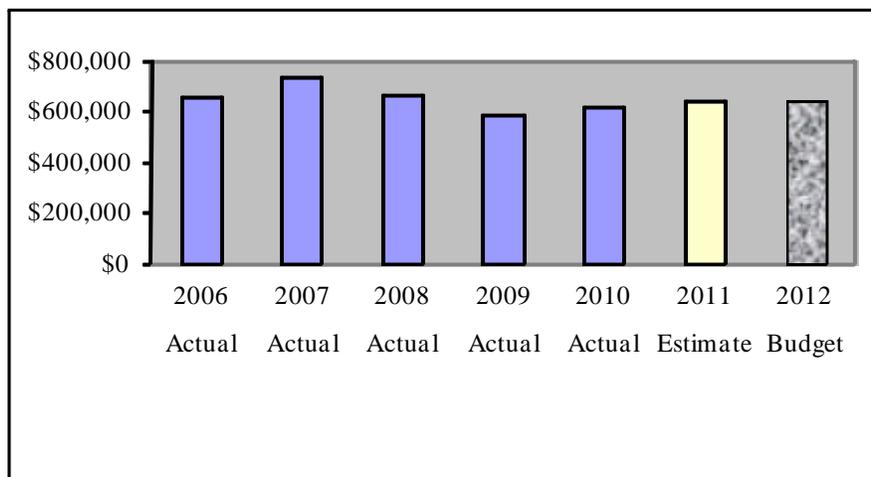
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate

Comments N/A

	Year	Amount	% Change
Actual	2006	656,254	-10.16%
Actual	2007	733,539	11.78%
Actual	2008	663,148	-9.60%
Actual	2009	583,642	-11.99%
Actual	2010	614,153	5.23%
Estimate	2011	640,000	4.21%
Budget	2012	640,000	0.00%



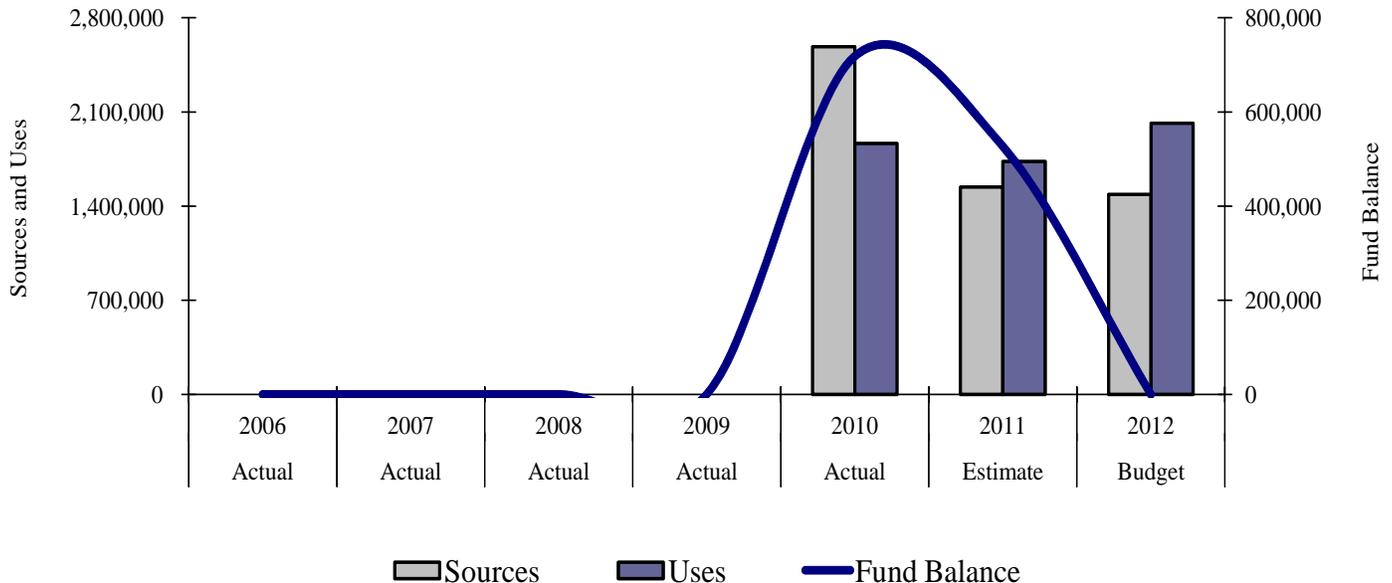
City of Englewood, Colorado Budget 2012

Department Community Development
Fund Neighborhood Stabilization Program

NEIGHBORHOOD STABILIZATION PROGRAM FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 718,289	\$ 526,386
Sources of Funds								
Revenue								
Intergovernmental								
Federal Grant Pass Through					1,546,842	1,253,379	-	-
Total Intergovernmental	-	-	-	-	1,546,842	1,253,379	-	-
Charges for Services					75,600			
Program Revenue					210,000	1,314,000	1,488,436	1,488,436
Net Investment Income					2,264	-	-	-
Total Revenue	-	-	-	-	1,834,706	2,567,379	1,488,436	1,488,436
Other Financing Sources					750,000	-	52,815	-
Total Sources of Funds	-	-	-	-	2,584,706	2,567,379	1,541,251	1,488,436
Uses of Funds								
Expenditures								
Program					1,819,365	2,567,379	977,391	1,259,059
Total Expenditures	-	-	-	-	1,819,365	2,567,379	977,391	1,259,059
Other Financing Uses					47,052	-	755,763	755,763
Total Uses of Funds	-	-	-	-	1,866,417	2,567,379	1,733,154	2,014,822
Net Sources (Uses) of Funds	-	-	-	-	718,289	-	(191,903)	(526,386)
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 718,289	\$ -	\$ 526,386	\$ -
Fund Balance Percentage Change						-100.00%		-100.00%
Funds Designated For:								
Project Completion							-	-
Council approval							-	-
Unappropriated Funds	\$ -	\$ -	\$ -	\$ -	\$ 718,289	\$ -	\$ 526,386	\$ -



Debt Service Fund

Debt Service Fund accounts for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

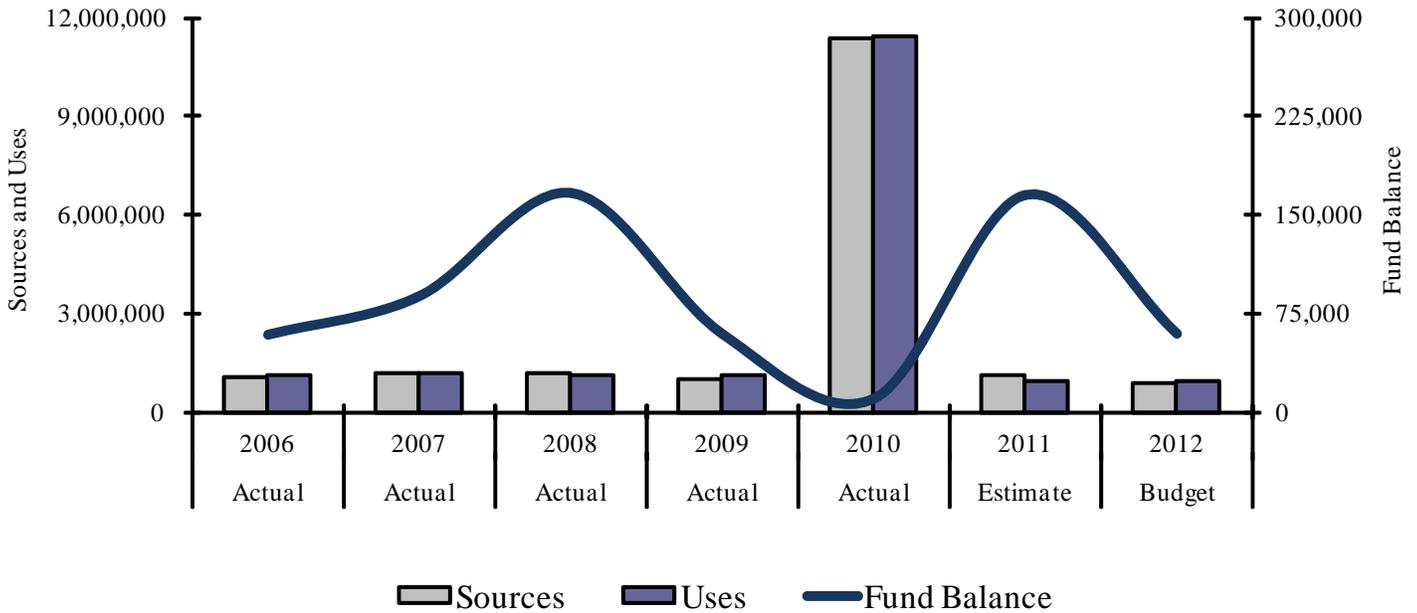
General Obligation Bonds Fund – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.

City of Englewood, Colorado **Budget 2012**

Debt Service Funds

General Obligation Bond, Paving Districts 35, 38 and Concrete Replacement District 1995
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ 90,216	\$ 58,283	\$ 87,630	\$ 166,137	\$ 58,665	\$ 8,670	\$ 9,616	\$ 164,656
Sources of Funds								
Total Revenue	1,080,160	1,175,717	1,187,153	998,102	1,049,772	1,094,000	1,099,253	853,500
Other Financing Sources	-	-	-	-	10,316,477	-	-	-
Total Sources of Funds	1,080,160	1,175,717	1,187,153	998,102	11,366,249	1,094,000	1,099,253	853,500
Uses of Funds								
Total Expenditures	1,112,093	1,134,526	1,108,646	1,105,574	1,098,821	1,089,748	944,213	959,200
Other Financing Uses	-	11,844	-	-	10,316,477	-	-	-
Total Uses of Funds	1,112,093	1,146,370	1,108,646	1,105,574	11,415,298	1,089,748	944,213	959,200
Net Sources (Uses) of Funds	(31,933)	29,347	78,507	(107,472)	(49,049)	4,252	155,040	(105,700)
Ending Fund Balance	\$ 58,283	\$ 87,630	\$ 166,137	\$ 58,665	\$ 9,616	\$ 12,922	\$ 164,656	\$ 58,956
Fund Balance Percentage Change	309.33%	50.35%	89.59%	-64.69%	-83.61%	-77.97%	1612.31%	356.25%



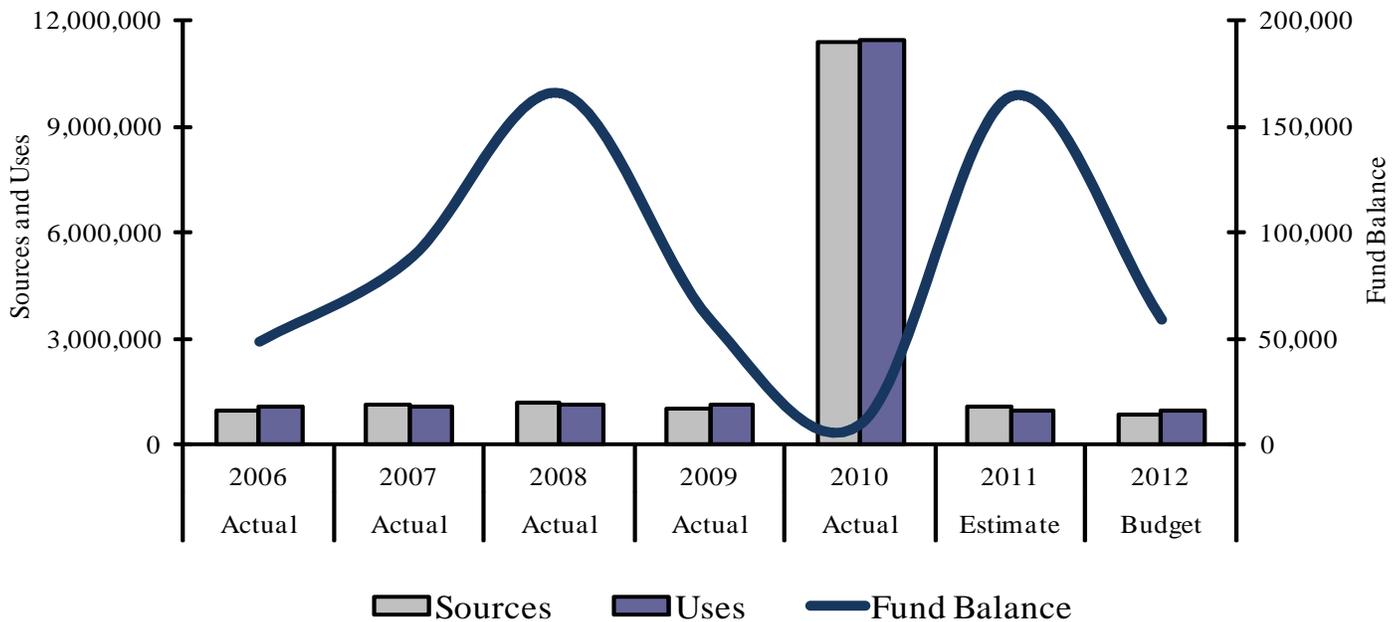
City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General Obligation Bond

GENERAL OBLIGATION BOND FUND Statement of Fund Sources, Uses and Changes in Fund Balances

	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ 119,638	\$ 48,541	\$ 87,630	\$ 166,137	\$ 58,665	\$ 8,670	\$ 9,616	\$ 164,656
Sources of Funds								
Revenues								
Property Tax	965,831	1,104,289	1,167,492	985,399	1,046,715	1,090,000	1,090,000	850,000
Net Investment Income	25,986	31,857	19,661	12,703	3,057	4,000	9,253	3,500
Total Revenues	991,817	1,136,146	1,187,153	998,102	1,049,772	1,094,000	1,099,253	853,500
Other Financing Sources	-	-	-	-	10,316,477	-	-	-
Total Sources of Funds	991,817	1,136,146	1,187,153	998,102	11,366,249	1,094,000	1,099,253	853,500
Uses of Funds								
Expenditures								
Debt Service								
Principal	500,000	545,000	565,000	585,000	780,000	615,000	615,000	655,000
Interest	548,518	540,306	531,335	510,120	308,055	463,648	314,913	289,900
Other	14,396	11,751	12,311	10,454	10,766	11,100	14,300	14,300
Total Expenditures	1,062,914	1,097,057	1,108,646	1,105,574	1,098,821	1,089,748	944,213	959,200
Other Financing Uses	-	-	-	-	10,316,477	-	-	-
Total Uses of Funds	1,062,914	1,097,057	1,108,646	1,105,574	11,415,298	1,089,748	944,213	959,200
Net Sources(Uses) of Funds	(71,097)	39,089	78,507	(107,472)	(49,049)	4,252	155,040	(105,700)
Ending Fund Balance	\$ 48,541	\$ 87,630	\$ 166,137	\$ 58,665	\$ 9,616	\$ 12,922	\$ 164,656	\$ 58,956
Fund Balance Percentage Change	-59.43%	80.53%	89.59%	-64.69%	-83.61%	49.04%	49.04%	49.04%
Debt Service Mill Levy	2.220	2.520	2.930	1.947	2.031	2.130	2.130	1.741



City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services

Fund General Obligation Bond

Schedules of Debt Service Requirements

Year	Total Debt Service	General Obligation Bonds, Series 2010			
		Rate	Principal	Interest	Total
2012	944,900	2.000	280,000	276,213	556,213
2013	945,613	2.000	675,000	270,613	945,613
2014	1,092,113	2.000	835,000	257,113	1,092,113
2015	1,095,412	2.000	855,000	240,412	1,095,412
2016	1,093,312	2.000	870,000	223,312	1,093,312
2017	1,095,912	2.250	890,000	205,912	1,095,912
2018	1,090,888	2.750	905,000	185,888	1,090,888
2019	1,096,000	3.000	935,000	161,000	1,096,000
2020	1,097,950	3.000	965,000	132,950	1,097,950
2021	1,089,000	4.000	985,000	104,000	1,089,000
2022	1,089,600	4.000	1,025,000	64,600	1,089,600
2023	613,600	4.000	590,000	23,600	613,600
Totals	<u>\$ 11,955,613</u>		<u>\$ 9,810,000</u>	<u>\$ 2,145,613</u>	<u>\$ 11,955,613</u>

Year	General Obligation Bonds, Series 2002 (Refunded)			
	Rate	Principal	Interest	Total
2012	3.650	375,000	13,687	388,687
Totals		<u>\$ 375,000</u>	<u>\$ 13,687</u>	<u>\$ 388,687</u>

General Obligation Bonds

The City has issued general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the City. The City is authorized to levy an ad valorem tax to pay the principal and interest on these bonds.

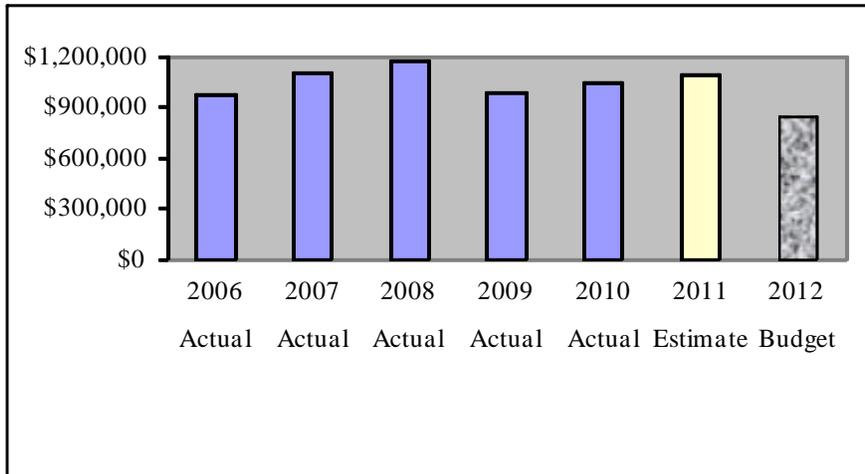
General Obligation Refunding Bonds, Series 2010. On October 19, 2010, the City issued \$9,985,000 of General Obligation Refunding Bonds, to provide resources to purchase U.S. Treasury, Certificates and Notes that were placed in an irrevocable trust for the purpose of generating resources for future debt service payments of \$4,000,000 of Series 2001 and \$5,255,000 of Series 2002 General Obligation Bonds representing all outstanding bonds maturing on or after December 1, 2012. As a result, the refunded bonds are considered to be defeased and their liability has been removed from the statement of net assets. The 2010 bonds bear interest at 2.0% to 4.0% and consist of serial bonds maturing yearly on December 1 through 2023. Bonds maturing on or after December 1, 2021 are subject to redemption at the option of the City. Interest is payable semiannually on June 1 and December 1. This refunding is estimated to save taxpayers approximately \$467,000 over the life of the bonds

In 2001, the voters of the City of Englewood approved the issuance of \$12.8 million in general obligation bonds for improvements to the Malley Center, Recreation Center, and construction of the Pirates Cove Water Park.

City of Englewood, Colorado **Budget 2012**

Department Finance and Administrative Services
Fund General Obligation Bond
Revenue Item **General Property Tax – Debt Service Levy**
Account **20.1401.31101**
Authorization Bond Covenant, Ordinance 73, Series of 2003
Description Property taxes for General Obligation Bonds Levy
Fee Schedule 1.741 Mills
Date Last Changed 2011
Previous Fee Schedule 2.130 Mills
Formula Method Mill levy set by City Council annually. Certified Assessed Valuation X Mill Levy.
Projection Method Debt service schedule.
Comments Mill levy based on assessed valuation divided by total requirements for payment of bond principal and interest

	Year	Amount	% Change
Actual	2006	965,831	-6.06%
Actual	2007	1,104,289	14.34%
Actual	2008	1,167,492	5.72%
Actual	2009	983,174	-15.79%
Actual	2010	1,043,229	6.11%
Estimate	2011	1,090,000	4.48%
Budget	2012	850,000	-22.02%



City of Englewood, Colorado **Budget 2012**

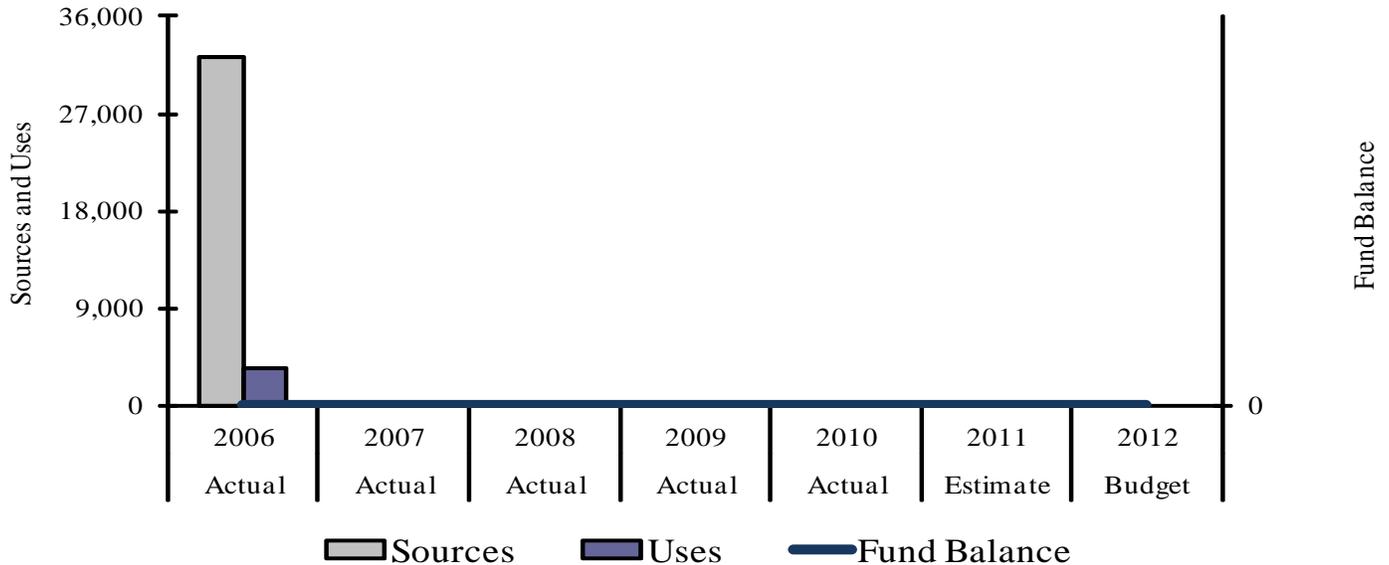
Department Finance and Administrative Services

Fund Paving District #35 - Navajo

PAVING DISTRICT # 35 - NAVAJO

Statement of Fund Sources, Uses and Changes in Fund Balances

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ (28,918)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenues								
Assessments	29,233	-	-	-	-	-	-	-
Interest on assessments	1,937	-	-	-	-	-	-	-
Net Investment Income	1,075	-	-	-	-	-	-	-
Total Revenues	32,245	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	32,245	-	-	-	-	-	-	-
Uses of Funds								
Expenditures								
Debt Service	2,915	-	-	-	-	-	-	-
Other	412	-	-	-	-	-	-	-
Total Expenditures	3,327	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	3,327	-	-	-	-	-	-	-
Net Sources(Uses) of Funds	28,918	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	-100.00%							



City of Englewood, Colorado **Budget 2012**

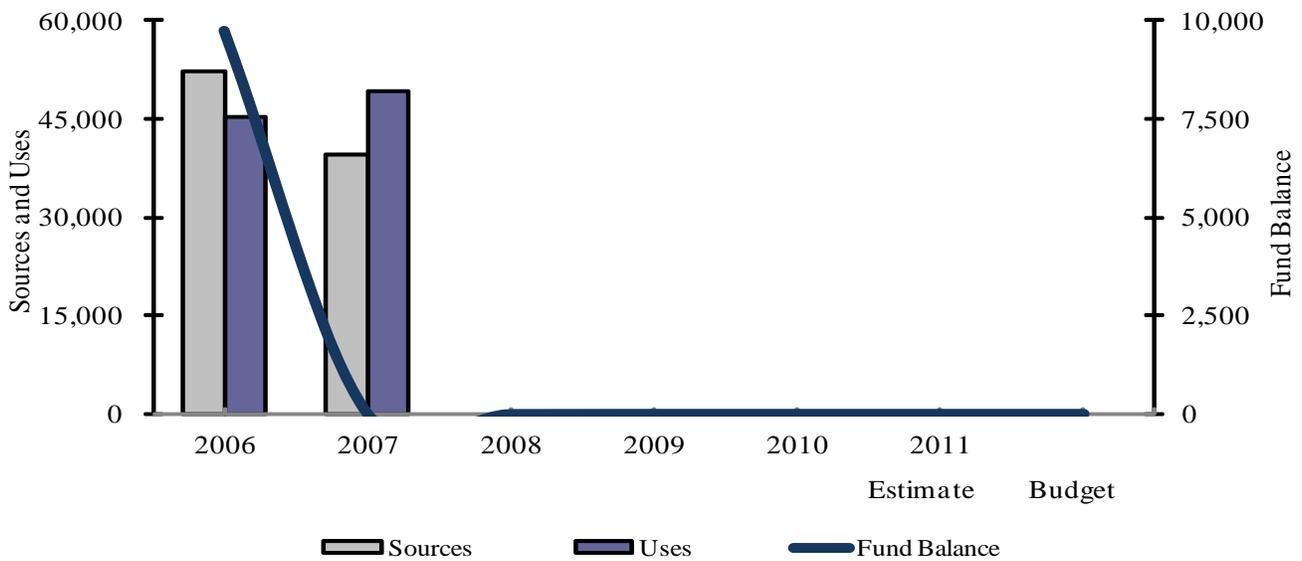
Department Finance and Administrative Services

Fund Paving District #38

PAVING DISTRICT # 38

Statement of Fund Sources, Uses and Changes in Fund Balances

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 2,751	\$ 9,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenues								
Assessments	40,333	31,922	-	-	-	-	-	-
Interest on assessments	11,095	7,182	-	-	-	-	-	-
Interest on investments	948	467	-	-	-	-	-	-
Total Revenues	52,376	39,571	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	52,376	39,571	-	-	-	-	-	-
Uses of Funds								
Expenditures								
Debt Service								
Principal	41,000	36,000	-	-	-	-	-	-
Interest	3,771	980	-	-	-	-	-	-
Other	614	489	-	-	-	-	-	-
Total Expenditures	45,385	37,469	-	-	-	-	-	-
Other Financing Uses	-	11,844	-	-	-	-	-	-
Total Uses of Funds	45,385	49,313	-	-	-	-	-	-
Net Sources(Uses) of Funds	6,991	(9,742)	-	-	-	-	-	-
Ending Fund Balance	\$ 9,742	\$ -	\$ -	\$ -				
Fund Balance Percentage Change	254.13%	-100.00%						



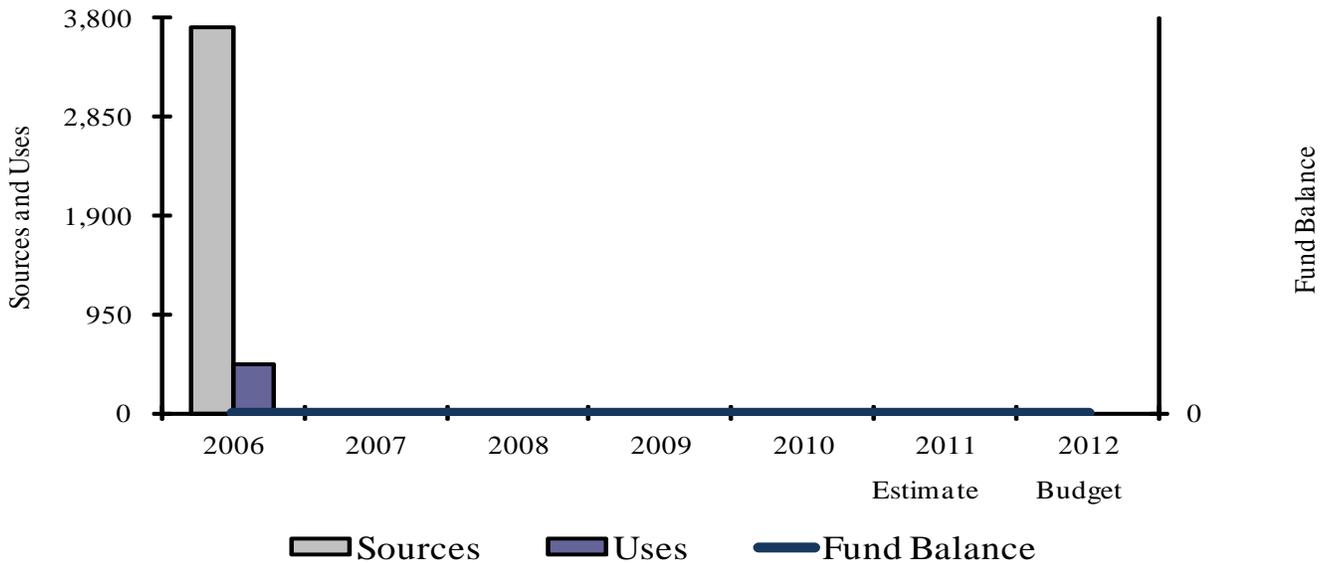
City of Englewood, Colorado **Budget 2012**

Department Finance and Administrative Services

Fund Concrete Replacement District 1995

CONCRETE REPLACEMENT DISTRICT 1995
Statement of Fund Sources, Uses and Changes in Fund Balances

	2006	2007	2008	2009	2010	2011	2011	2012
	Actual	Actual	Actual	Actual	Actual	Adopted	Estimated	Adopted
						Budget	Actual	Budget
Beginning Fund Balance	\$ (3,255)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenues								
Assessments	3,381	-	-	-	-	-	-	-
Interest on assessments	224	-	-	-	-	-	-	-
Net Investment Income	117	-	-	-	-	-	-	-
Total Revenues	3,722	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	3,722	-	-	-	-	-	-	-
Uses of Funds								
Expenditures								
Debt Service	300	-	-	-	-	-	-	-
Other	167	-	-	-	-	-	-	-
Total Expenditures	467	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	467	-	-	-	-	-	-	-
Net Sources(Uses) of Funds	3,255	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	-100.00%							





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Capital Projects Funds

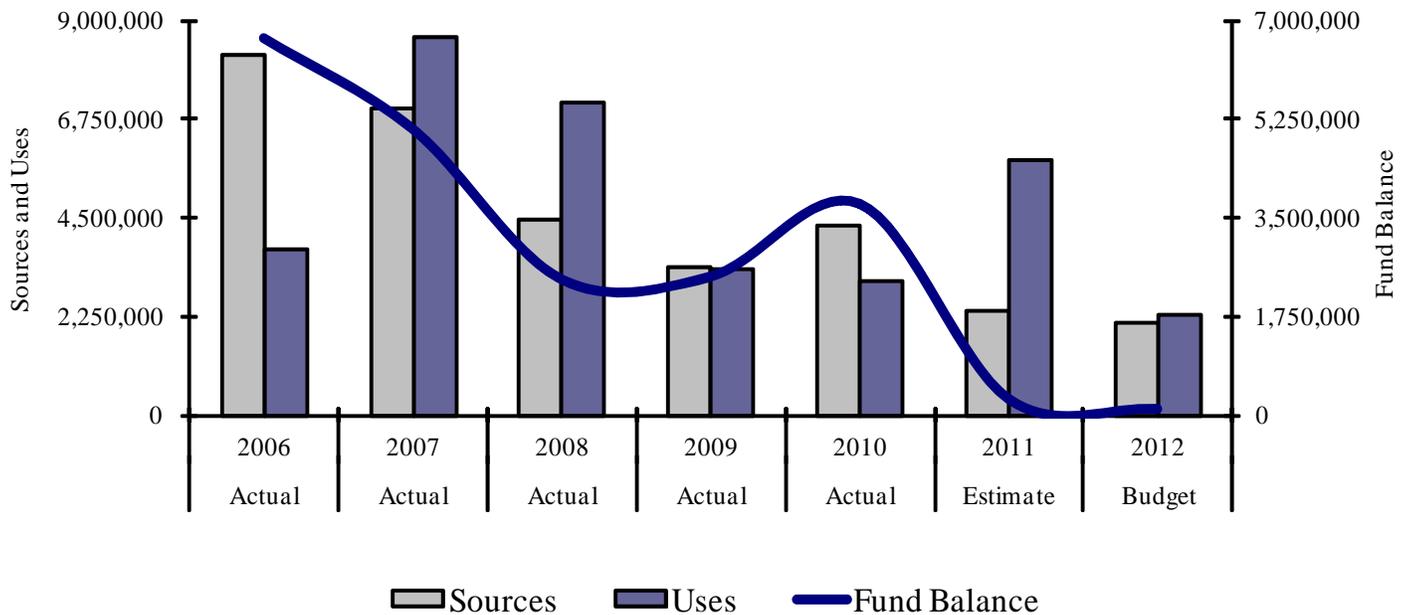
Capital Projects Funds account for financial resources to be used for the acquisition and/or construction of major capital facilities (other than those financed by proprietary funds).

Public Improvement Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes 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 Budget 2012
Capital Projects Funds
 Public Improvement Fund and Capital Projects Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 2,285,965	\$ 6,685,467	\$ 5,073,662	\$ 2,405,610	\$ 2,456,408	\$ 609,032	\$ 3,748,195	\$ 287,543
Sources of Funds								
Total Revenue	7,319,251	4,974,750	3,581,164	3,028,361	2,022,462	1,730,500	1,935,234	1,809,000
Other Financing Sources	877,726	2,035,205	865,450	337,838	2,311,017	425,000	425,000	285,000
Total Sources of Funds	8,196,977	7,009,955	4,446,614	3,366,199	4,333,479	2,155,500	2,360,234	2,094,000
Uses of Funds								
Total Expenditures	2,627,932	4,321,525	4,686,342	2,887,575	2,122,616	1,850,039	4,861,774	1,503,781
Other Financing Uses	1,169,543	4,300,235	2,428,324	427,826	919,076	896,815	959,112	771,739
Total Uses of Funds	3,797,475	8,621,760	7,114,666	3,315,401	3,041,692	2,746,854	5,820,886	2,275,520
Net Sources (Uses) of Funds	4,399,502	(1,611,805)	(2,668,052)	50,798	1,291,787	(591,354)	(3,460,652)	(181,520)
Ending Fund Balance	\$ 6,685,467	\$ 5,073,662	\$ 2,405,610	\$ 2,456,408	\$ 3,748,195	\$ 17,678	\$ 287,543	\$ 106,023
Fund Balance Percentage Change		-24.11%	-52.59%	2.11%	52.59%	-99.53%	1526.58%	-63.13%
Funds Designated For:								
Project Completion	2,750,772	4,491,115	2,017,325	1,941,867	3,066,775	-	-	-
Council approval	4,036,066	1,500,066	-	-	-	-	-	-
Unappropriated Funds	\$ (101,371)	\$ (917,519)	\$ 388,285	\$ 514,541	\$ 681,420	\$ 17,678	\$ 287,543	\$ 106,023



City of Englewood, Colorado Budget 2012

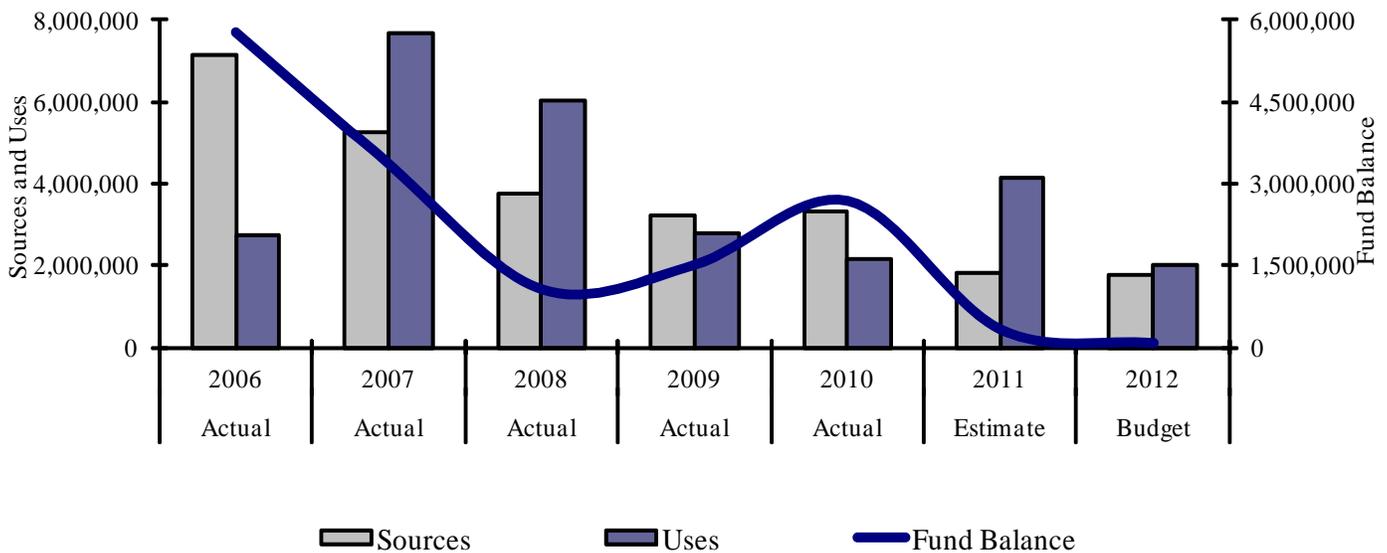
Department Finance and Administrative Services

Fund Public Improvement

PUBLIC IMPROVEMENT FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 1,359,568	\$ 5,773,194	\$ 3,359,169	\$ 1,067,525	\$ 1,515,399	\$ 496,666	\$ 2,686,457	\$ 329,782
Sources of Funds								
Revenue								
Vehicle Use Tax	1,239,648	1,440,089	1,252,178	993,597	926,715	1,000,000	1,000,000	1,000,000
Building Use Tax	849,507	1,968,380	769,078	402,273	545,987	400,000	550,000	550,000
Road and Bridge	203,845	189,531	197,943	200,990	192,109	191,000	191,570	184,000
Intergovernmental	223,729	863,531	991,800	1,118,133	56,121	-	-	-
Other	4,638,850	269,028	64,325	269,226	12,634	17,000	71,164	20,000
Total Revenue	7,155,579	4,730,559	3,275,324	2,984,219	1,733,566	1,608,000	1,812,734	1,754,000
Other Financing Sources	-	550,000	483,915	258,468	1,576,423	-	-	-
Total Sources of Funds	7,155,579	5,280,559	3,759,239	3,242,687	3,309,989	1,608,000	1,812,734	1,754,000
Uses of Funds								
Expenditures								
Capital Outlay	1,585,197	3,394,349	3,697,559	2,366,987	1,340,975	1,199,000	3,210,297	1,229,000
Other Financing Uses	1,156,756	4,300,235	2,353,324	427,826	797,956	896,815	959,112	771,739
Total Uses of Funds	2,741,953	7,694,584	6,050,883	2,794,813	2,138,931	2,095,815	4,169,409	2,000,739
Net Sources (Uses) of Funds	4,413,626	(2,414,025)	(2,291,644)	447,874	1,171,058	(487,815)	(2,356,675)	(246,739)
Ending Fund Balance	\$ 5,773,194	\$ 3,359,169	\$ 1,067,525	\$ 1,515,399	\$ 2,686,457	\$ 8,851	\$ 329,782	\$ 83,043
Fund Balance Percentage Change	324.63%	-41.81%	-68.22%	41.95%	77.28%	-98.22%		-74.82%
Funds Designated For:								
Project Completion	1,904,145	3,137,223	1,046,408	1,178,202	2,066,337	-	-	-
Council approval	4,036,066	1,500,066	-	-	-	-	-	-
Unappropriated Funds	\$ (167,017)	\$ (1,278,120)	\$ 21,117	\$ 337,197	\$ 620,120	\$ 8,851	\$ 329,782	\$ 83,043



City of Englewood, Colorado **Budget 2012**

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 0.743 mills

Date Last Changed 2011

Previous Fee Schedule 0.74 mills

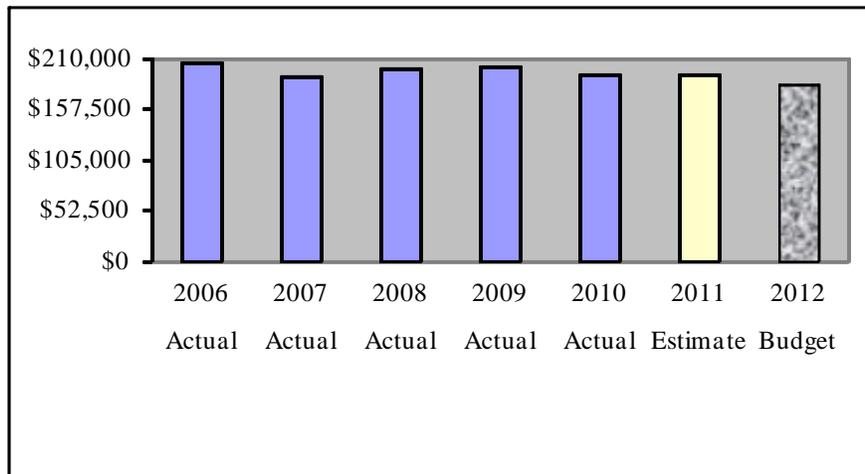
Formula Method The property tax mill levy is established by resolution of the Arapahoe County Board of County Commissioners. (Projected expenditures by County Engineer vs. projected total property valuation by the County Assessor.)

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.

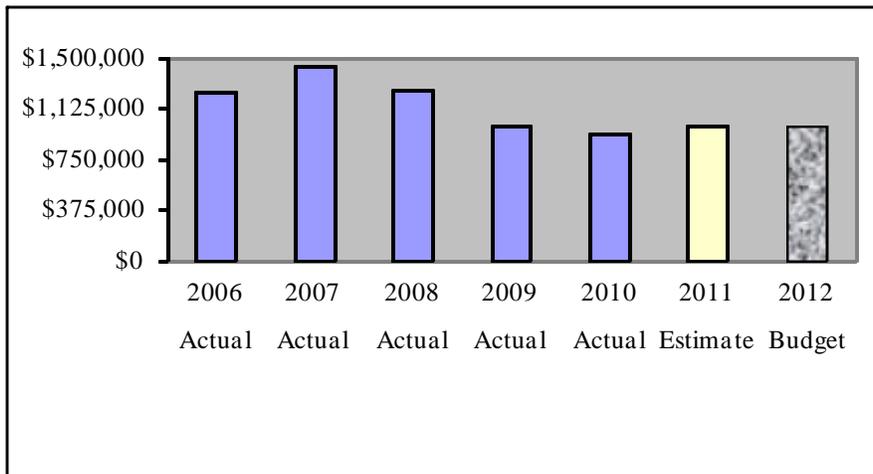
	Year	Amount	% Change
Actual	2006	203,845	9.77%
Actual	2007	189,530	-7.02%
Actual	2008	197,743	4.33%
Actual	2009	200,990	1.64%
Actual	2010	192,109	-4.42%
Estimate	2011	191,570	-0.28%
Budget	2012	184,000	-3.95%



City of Englewood, Colorado **Budget 2012**

Department	Finance and Administrative Services
Fund	Public Improvement
Revenue Item	Vehicle Use Tax
Account	30.9999.31303
Authorization	EMC 4-4-5
Description	A tax levied on motor vehicles purchased by Englewood residents from dealers outside of the City.
Fee Schedule	3.5%
Date Last Changed	1987 - Effective 1/1/88
Previous Fee Schedule	3.0%
Formula Method	N/A
Projection Method	Projection based on a percentage change over the preceding year's collections. The percentage change is determined by evaluating economic conditions and local business conditions.
Comments	This tax is collected by the County Clerk and paid to the City monthly about the 15th of each month.

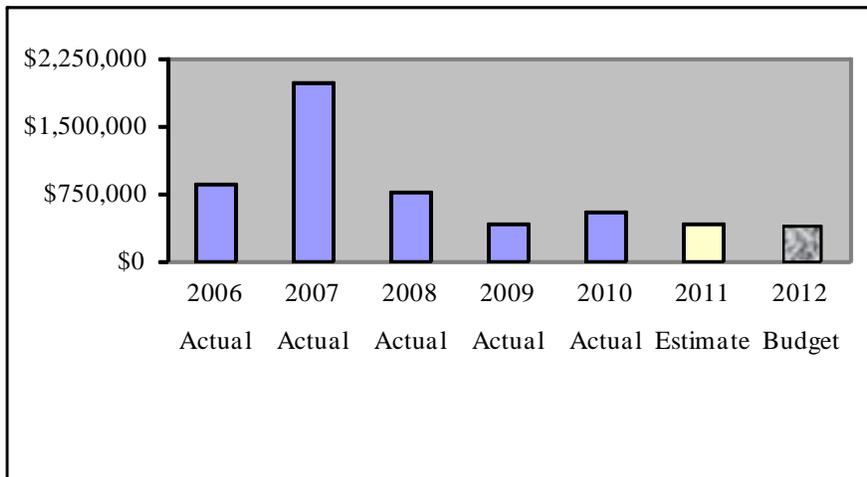
	Year	Amount	% Change
Actual	2006	1,239,648	-4.25%
Actual	2007	1,440,089	16.17%
Actual	2008	1,252,178	-13.05%
Actual	2009	993,597	-20.65%
Actual	2010	926,715	-6.73%
Estimate	2011	1,000,000	7.91%
Budget	2012	1,000,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department	Finance and Administrative Services
Fund	Public Improvement
Revenue Item	Building Use Tax
Account	30.9999.31304
Authorization	EMC 4-4-5
Description	A tax levied on the value of building materials used in construction projects within the City.
Fee Schedule	3.5%
Date Last Changed	1987 - Effective 1/1/88
Previous Fee Schedule	3.0%
Formula Method	Estimated valuation of projects X 50% X 3.5%
Projection Method	Projections are based on an estimate of building activity expected for the budget year.
Comments	The redevelopment at City Center has not proceeded according to the original schedule.

	Year	Amount	% Change
Actual	2006	849,507	-1.59%
Actual	2007	1,968,381	131.71%
Actual	2008	769,079	-60.93%
Actual	2009	402,273	-47.69%
Actual	2010	545,987	35.73%
Estimate	2011	400,000	-26.74%
Budget	2012	400,000	0.00%



City of Englewood, Colorado Budget 2012

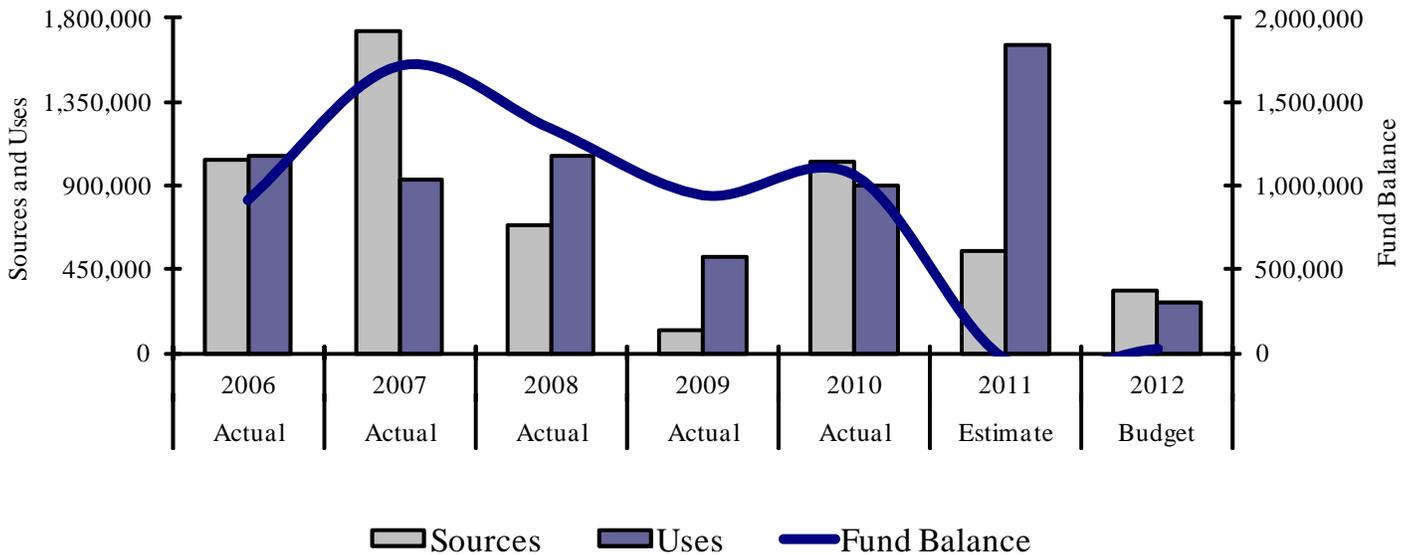
Department Finance and Administrative Services

Fund Capital Projects

CAPITAL PROJECTS FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 926,397	\$ 912,273	\$ 1,714,493	\$ 1,338,085	\$ 941,009	\$ 112,366	\$ 1,061,738	\$ (42,239)
Sources of Funds								
Revenue								
Other	163,672	244,191	305,840	44,142	288,896	122,500	122,500	55,000
Total Revenue	163,672	244,191	305,840	44,142	288,896	122,500	122,500	55,000
Other Financing Sources	877,726	1,485,205	381,535	79,370	734,594	425,000	425,000	285,000
Total Sources of Funds	1,041,398	1,729,396	687,375	123,512	1,023,490	547,500	547,500	340,000
Uses of Funds								
Expenditures								
Capital Outlay	1,042,735	927,176	988,783	520,588	781,641	651,039	1,651,477	274,781
Other Financing Uses	12,787	-	75,000	-	121,120	-	-	-
Total Uses of Funds	1,055,522	927,176	1,063,783	520,588	902,761	651,039	1,651,477	274,781
Net Sources (Uses) of Funds	(14,124)	802,220	(376,408)	(397,076)	120,729	(103,539)	(1,103,977)	65,219
Ending Fund Balance	\$ 912,273	\$ 1,714,493	\$ 1,338,085	\$ 941,009	\$ 1,061,738	\$ 8,827	\$ (42,239)	\$ 22,980
Fund Balance Percentage Change	-1.52%	87.94%	-21.95%	-29.67%	12.83%	-99.17%	-578.52%	-154.40%
Funds Designated For:								
Project Completion	846,627	1,353,892	970,917	763,665	1,000,438	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 65,646	\$ 360,601	\$ 367,168	\$ 177,344	\$ 61,300	\$ 8,827	\$ (42,239)	\$ 22,980



Major Revenue Source

The Capital Projects Fund receives its financing based on available resources from the General Fund and/or the Public Improvement Fund. Additional funding is received from the Utility Enterprise Funds for their share of the capital required to maintain the City's information technology's infrastructure.

ENTERPRISE FUNDS

Enterprise Funds account for operations that: (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the City Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

Water Fund – Accounts for revenues and expenses associated with providing water services to City of Englewood residents.

Sewer Fund – Accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.

Storm Drainage Fund – Accounts for revenues and expenses associated with maintaining the City’s storm drainage system.

Golf Course Fund – Accounts for revenues and expenses associated with the operations of the Broken Tee Englewood Golf Course.

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

Housing Rehabilitation Fund – Accounts for revenues and expenses associated with the City’s housing rehabilitation program.

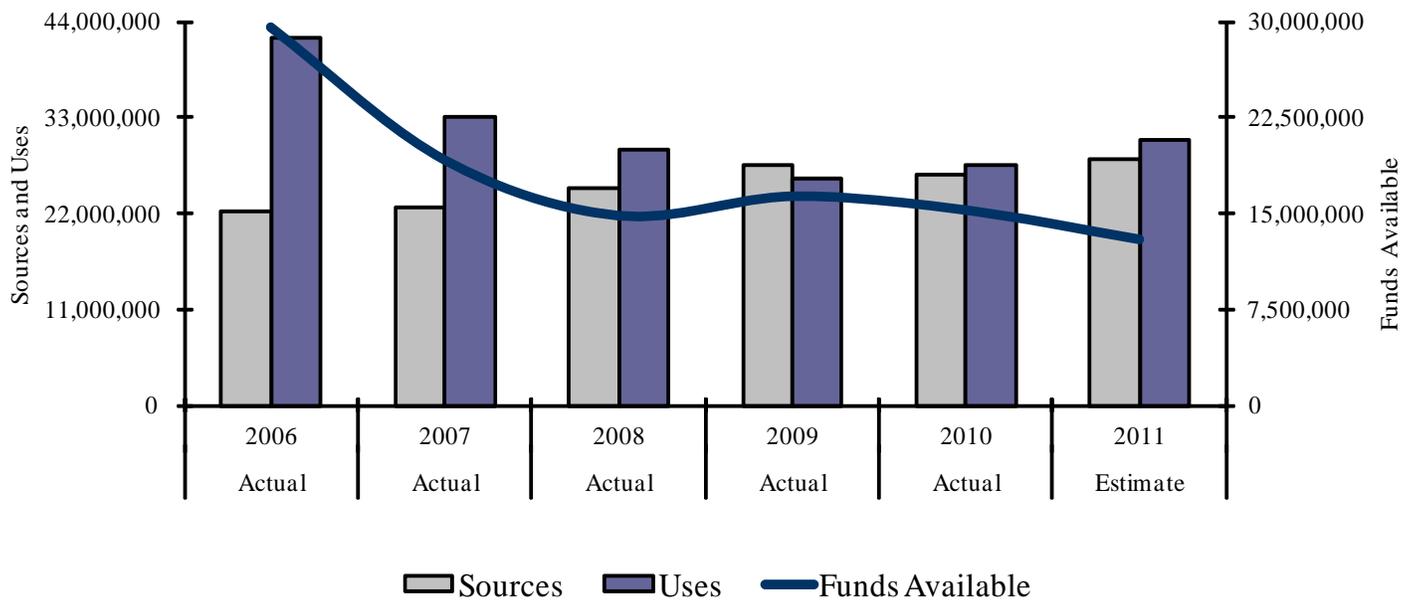
City of Englewood, Colorado Budget 2012

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

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$ 49,445,481	\$ 29,505,486	\$ 19,157,633	\$ 14,801,967	\$ 16,312,500	\$ 11,132,751	\$ 15,236,543	\$ 12,954,871
Sources of Funds								
Total Revenue	21,713,992	21,658,878	24,285,918	24,605,842	26,429,869	27,534,051	28,108,092	28,171,318
Other Financing Sources	416,606	1,111,247	652,805	2,864,774	50,000	-	-	14,000,000
Total Sources of Funds	22,130,598	22,770,125	24,938,723	27,470,616	26,479,869	27,534,051	28,108,092	42,171,318
Uses of Funds								
Total Expenditures	42,070,593	33,117,978	29,294,389	25,860,083	27,555,826	30,864,364	30,389,764	36,151,691
Other Financing Uses	-	-	-	100,000	-	-	-	-
Total Uses of Funds	42,070,593	33,117,978	29,294,389	25,960,083	27,555,826	30,864,364	30,389,764	36,151,691
Net Sources (Uses) of Funds	(19,939,995)	(10,347,853)	(4,355,666)	1,510,533	(1,075,957)	(3,330,313)	(2,281,672)	6,019,627
Ending Funds Available	\$ 29,505,486	\$ 19,157,633	\$ 14,801,967	\$ 16,312,500	\$ 15,236,543	\$ 7,802,438	\$ 12,954,871	\$ 18,974,498
Funds Available Percentage Change		-35.07%	-22.74%	10.20%	-6.60%	-48.79%	66.04%	46.47%



City of Englewood, Colorado Budget 2012

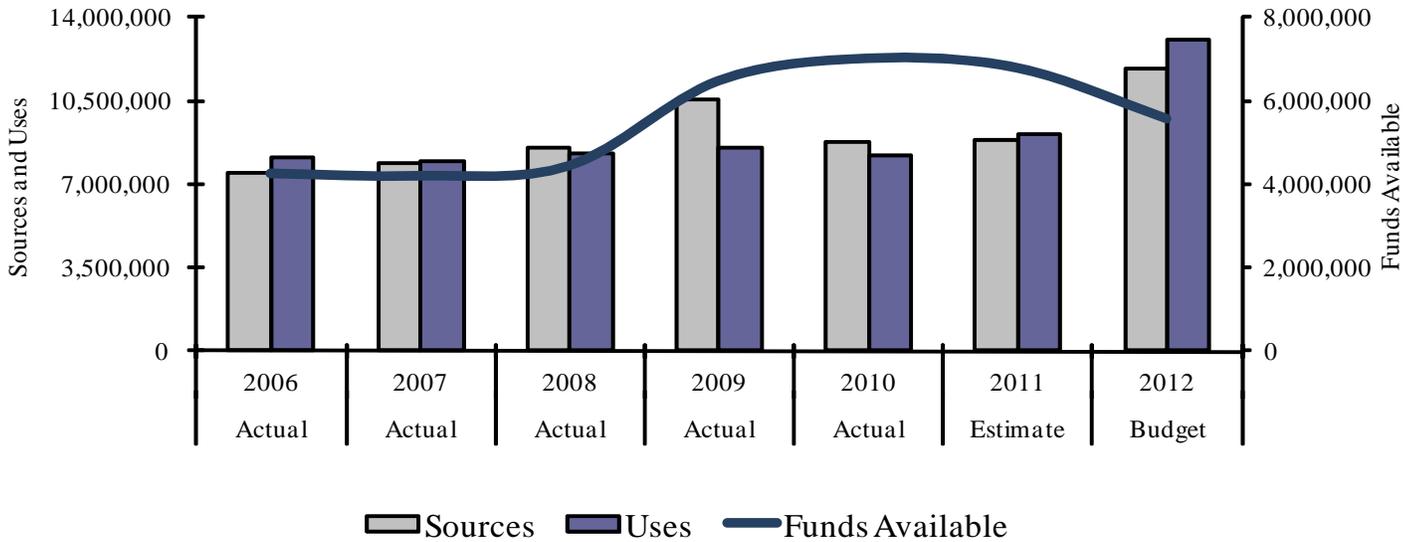
Department Utilities

Fund Water

WATER FUND

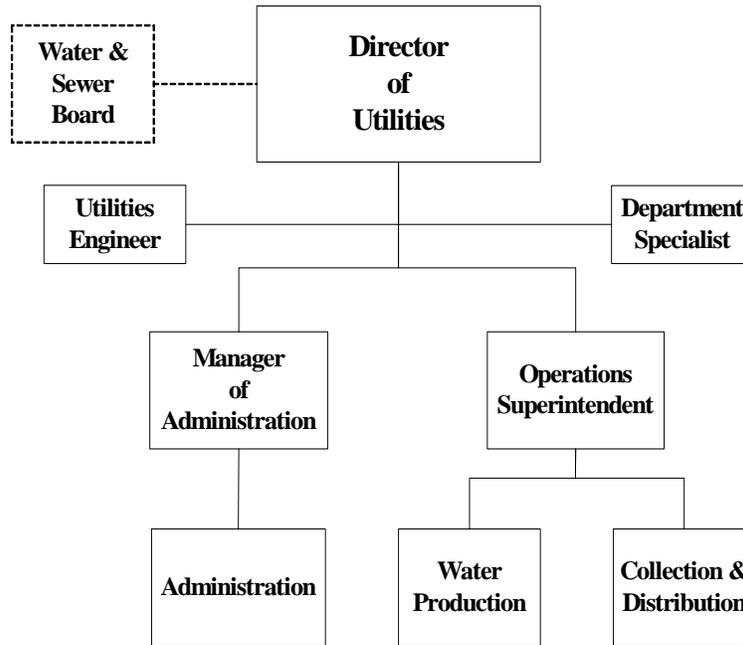
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$4,920,133	\$4,281,914	\$4,224,593	\$4,467,524	\$6,507,421	\$5,127,886	\$ 7,045,894	\$ 6,818,223
Sources of Funds								
Operating Revenues								
Charges for Services	5,340,002	5,456,092	5,923,560	5,610,944	6,491,573	6,299,982	6,739,892	6,739,892
Raw water sales	1,731,390	1,883,483	1,969,543	2,074,975	2,024,963	1,700,000	1,850,000	1,850,000
City ditch revenue	40,252	35,327	51,038	54,465	38,914	40,000	40,000	40,000
Water meter sales	31,711	27,873	25,027	21,190	21,434	30,000	21,000	21,000
Total Operating Revenues	7,143,355	7,402,775	7,969,168	7,761,574	8,576,884	8,069,982	8,650,892	8,650,892
Nonoperating revenues	329,673	448,968	516,725	169,005	150,744	227,646	177,265	166,488
System development fees	23,949	37,059	55,293	9,256	16,960	20,000	15,000	15,000
Other Financing Sources	-	-	-	2,615,000	-	-	-	3,000,000
Total Sources of Funds	7,496,977	7,888,802	8,541,186	10,554,835	8,744,588	8,317,628	8,843,157	11,832,380
Uses of Funds								
Operating Expenses								
Operating Costs	6,244,594	6,082,067	6,385,393	6,234,068	6,204,171	6,571,283	6,437,372	6,745,021
Total Operating Expenses	6,244,594	6,082,067	6,385,393	6,234,068	6,204,171	6,571,283	6,437,372	6,745,021
Capital outlay	540,325	507,940	560,626	874,637	526,935	1,237,472	1,158,407	4,824,613
Debt Service - Principal	800,891	827,442	845,276	865,852	898,686	925,634	925,634	958,954
Debt Service - Interest	549,386	528,674	506,960	540,381	576,323	549,415	549,415	521,077
Total Uses of Funds	8,135,196	7,946,123	8,298,255	8,514,938	8,206,115	9,283,804	9,070,828	13,049,665
Net Sources(Uses) of Funds	(638,219)	(57,321)	242,931	2,039,897	538,473	(966,176)	(227,671)	(1,217,285)
Ending Funds Available	\$4,281,914	\$4,224,593	\$4,467,524	\$6,507,421	\$7,045,894	\$4,161,710	\$ 6,818,223	\$ 5,600,938
Funds Available Percentage Chang	-12.97%	-1.34%	5.75%	45.66%	8.27%	-40.93%	63.83%	-17.85%



City of Englewood, Colorado **Budget 2012**

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
---	---

- | | |
|--|--|
| <ul style="list-style-type: none"> • UV Disinfection System Planning • Aging Water Main Replacements | <ul style="list-style-type: none"> • UV Design, Begin construction. • Continue aging water main replacement. |
|--|--|

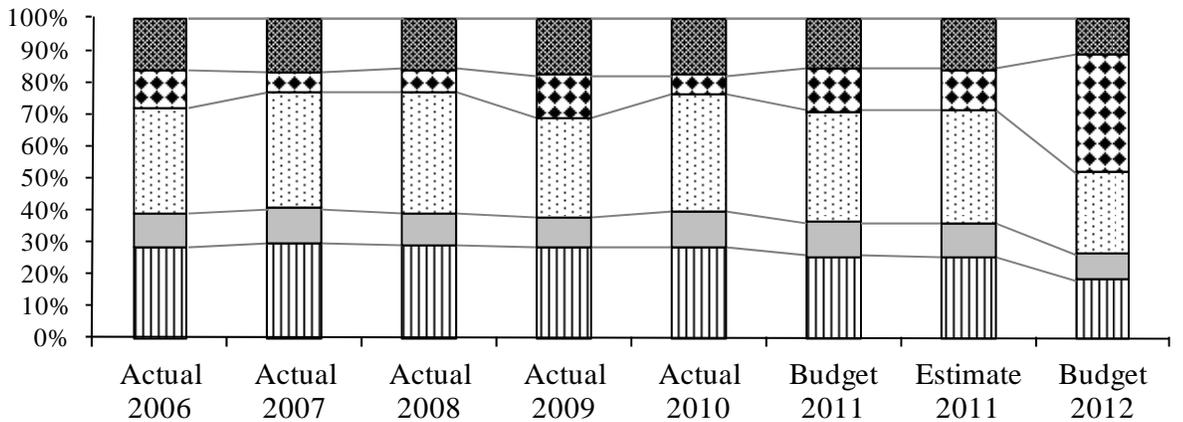
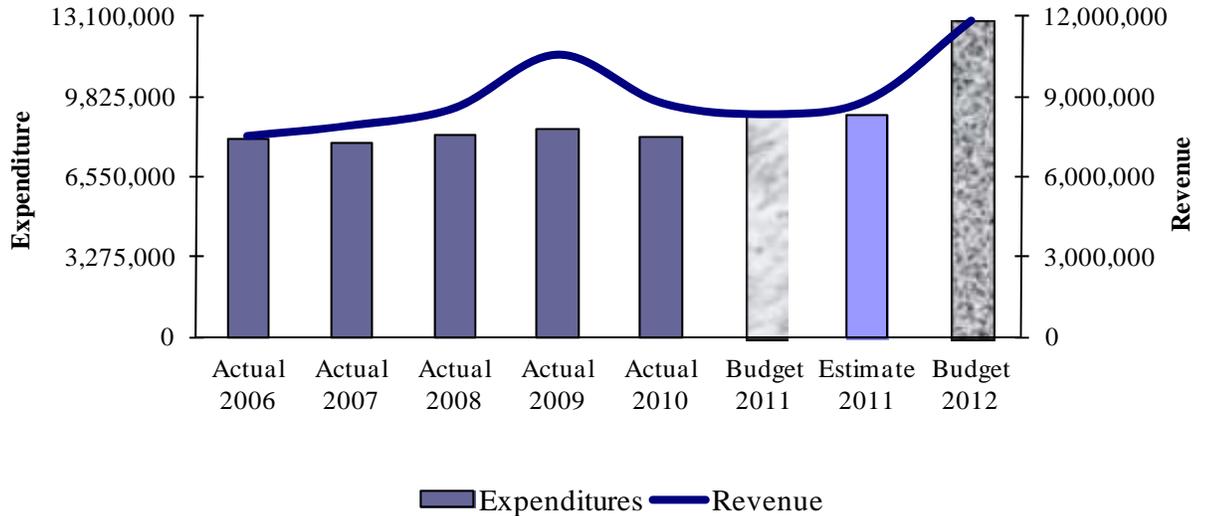
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
---	--

- | | |
|--|---|
| <ul style="list-style-type: none"> • Remainder of W. Union Ave. water main lining. • Paint & Rehab 200,000 gal Sherman Tank Exterior • Pipe City Ditch at Several Locations | <ul style="list-style-type: none"> • City Ditch piped in several locations. • Finished painting & rehab of Sherman Tank. • Piped two blocks of S. Pennsylvania St. • Continued optimizing Water Filtration Plant. |
|--|---|

City of Englewood, Colorado Budget 2012

Department Utilities
Fund Water
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	7,497,148	7,888,802	8,541,185	10,554,835	8,744,588	8,317,628	8,843,157	11,832,380
Percent Change		5.22%	8.27%	23.58%	-17.15%	-4.88%	6.32%	33.80%
Expenditures								
Personnel	2,295,240	2,361,024	2,405,428	2,384,753	2,318,568	2,356,706	2,293,020	2,385,578
Commodities	886,493	862,734	820,154	835,849	934,474	1,000,400	951,208	1,029,750
Contractual	2,642,655	2,889,517	3,149,242	2,608,308	2,995,709	3,214,177	3,193,144	3,329,693
Capital	960,612	476,732	571,194	1,176,716	482,356	1,237,472	1,158,407	4,824,613
Debt Service	1,350,367	1,356,116	1,352,236	1,509,312	1,475,008	1,475,049	1,475,049	1,480,031
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	8,135,367	7,946,123	8,298,254	8,514,938	8,206,115	9,283,804	9,070,828	13,049,665
Percent Change		-2.33%	4.43%	2.61%	-3.63%	13.13%	-2.29%	43.86%
Employees FIE	28,970	30,720	30,000	30,400	29,174	28,948	29,944	30,400
Percent Change FIE		6.041%	-2.344%	1.333%	-4.033%	-0.775%	3.441%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Water

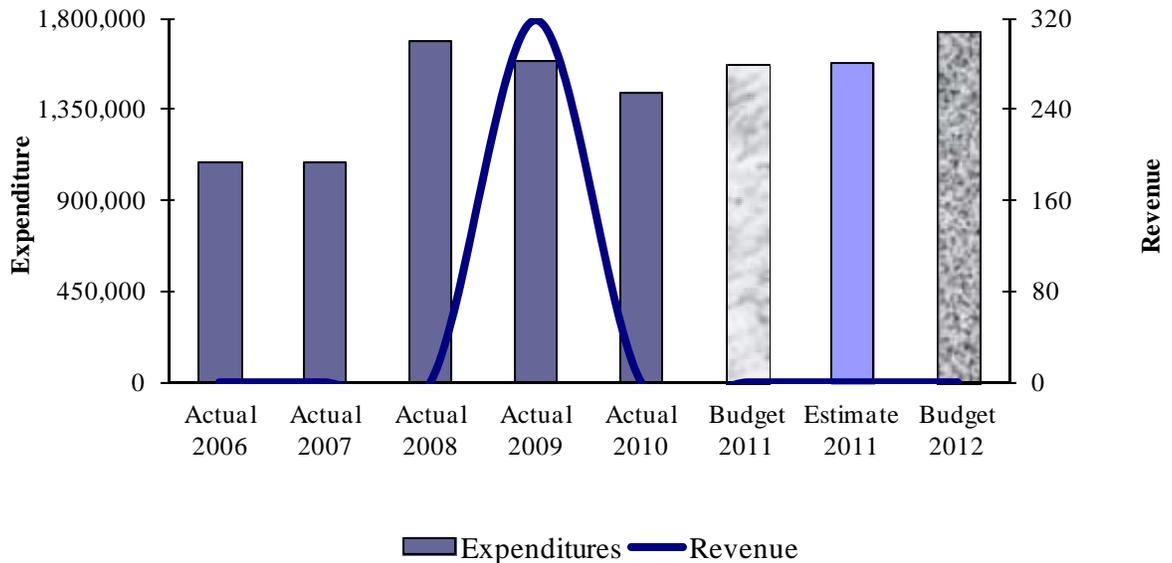
Division Source of Supply

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	318	-	-	-	-
Percent Change		---	---	---	-100.00%	---	---	---
Expenditures								
Personnel	324,971	336,363	354,324	354,795	354,460	349,461	345,713	387,036
Commodities	97,809	38,281	43,680	50,484	50,635	64,050	64,075	60,850
Contractual	523,431	657,670	1,208,205	852,082	957,334	926,095	936,249	974,969
Capital	139,572	56,207	76,660	329,253	70,013	247,757	235,192	317,710
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,085,783	1,088,521	1,682,869	1,586,614	1,432,442	1,587,363	1,581,229	1,740,565
Percent Change		0.25%	54.60%	-5.72%	-9.72%	10.82%	-0.39%	10.08%
Employees FIE	4.450	5.200	4.200	5.200	4.168	4.135	4.137	4.200
Percent Change FIE		16.854%	-19.231%	23.810%	-19.852%	-0.775%	0.039%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain all source water infrastructure in good working order	Investigate. Design, bid and repair or replace equipment as needed.
A progressive City that provides responsive and cost efficient services	2. Protect our water rights (Dave Hill, Joe Tom) 3. Piping of City Ditch	Ongoing water court cases. Enclose Problem Areas to Improve Flows.

City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Water

Division Source of Supply

Account 40.1601

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Raw water supplied for treatment and sales. Will vary from year to year depending upon the weather – hot or cool summers.								
Acre Feet		12,857	12,857	11,285	9,530	11,119	12,000	12,000

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Water

Division Power and Pumping

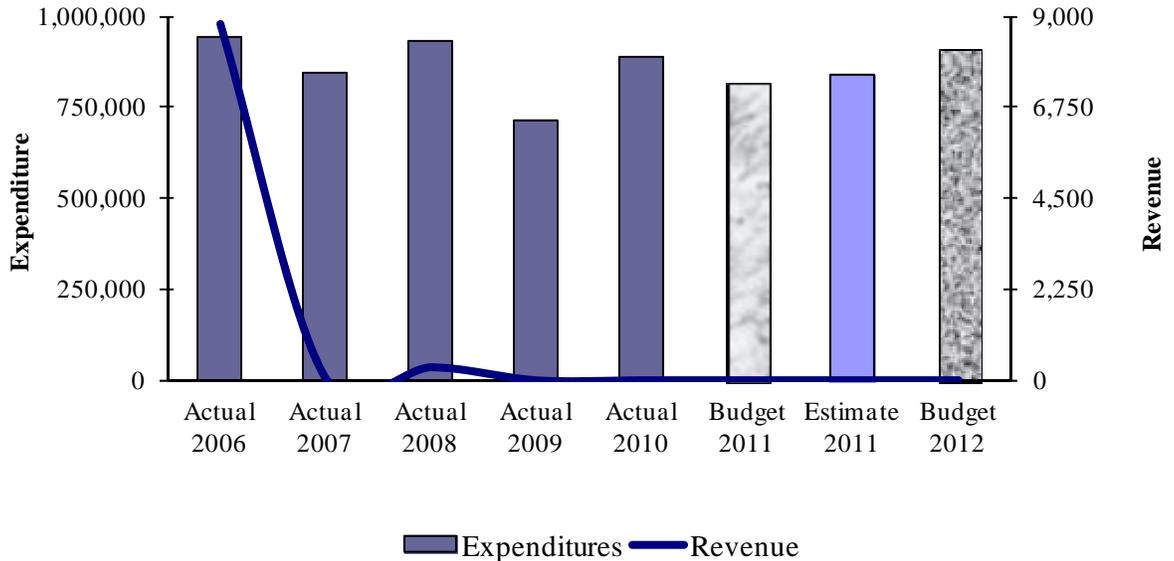
Account 40.1602

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	8,812	47	323	-	-	-	-	-
Percent Change		-99.47%	587.23%	-100.00%	--	--	--	--
Expenditures								
Personnel	303,126	312,667	313,385	267,354	292,232	261,247	282,971	290,403
Commodities	1,719	609	3,361	1,889	25,825	6,400	6,400	10,200
Contractual	456,941	427,766	538,626	426,467	567,245	547,471	547,966	608,555
Capital	181,464	100,639	74,854	18,794	2,055	2,055	2,055	2,055
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	943,250	841,681	930,226	714,504	887,357	817,173	839,392	911,213
Percent Change		-10.77%	10.52%	-23.19%	24.19%	-7.91%	2.72%	8.56%

Employees FTE	3,200	3,200	3,200	3,200	3,175	3,151	3,152	3,200
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.775%	0.038%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains and improves pumps	Zone I and Zone II Pumps Rehabilitated and Maintained.
A progressive City that provides responsive and cost efficient services	2. Cost efficient use of electricity to the pumps.	Upgrade VFDs when needed. Operate pumps efficiently.

City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Water

Division Power and Pumping

Account 40.1602

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Over all electrical costs. Will reflect rate increases.								
Electrical Costs		\$452,755	\$407,962	\$490,789	\$416,391	\$498,912	\$500,000	\$550,000

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Water

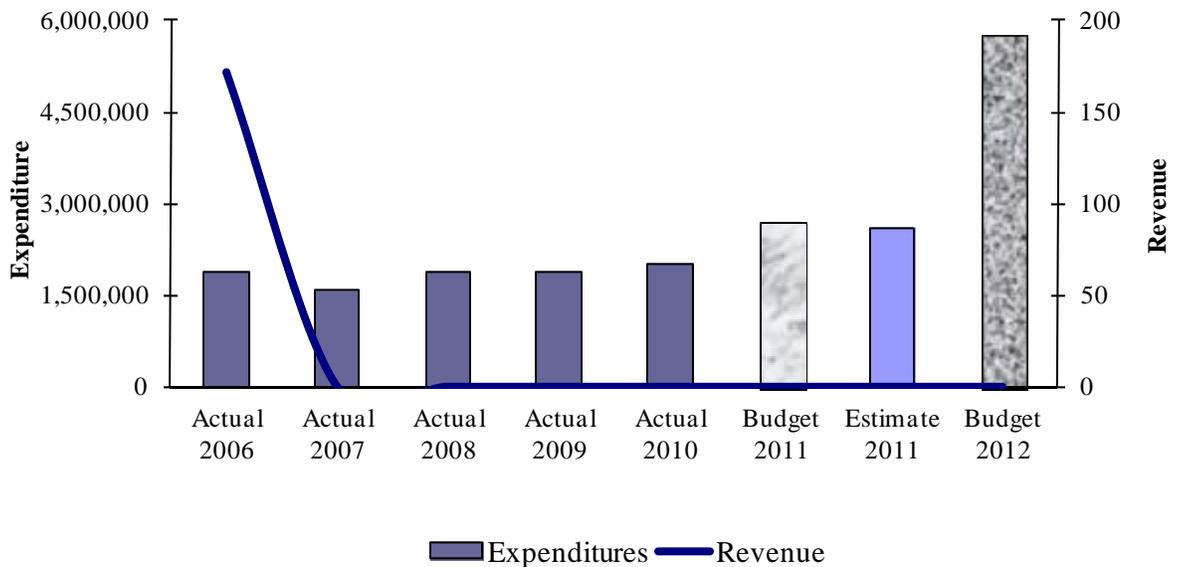
Division Purification

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	172	-	-	-	-	-	-	-
Percent Change		-100.00%	---	---	---	---	---	---
Expenditures								
Personnel	595,270	637,760	667,872	670,929	632,566	681,800	636,775	648,722
Commodities	565,912	432,944	540,333	583,344	645,774	644,850	646,075	685,550
Contractual	295,790	269,376	398,578	328,740	443,634	602,438	602,538	598,944
Capital	432,288	229,074	261,697	284,188	273,160	764,186	697,686	3,848,686
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,889,260	1,569,154	1,868,480	1,867,201	1,995,134	2,693,274	2,583,074	5,781,902
Percent Change		-16.94%	19.08%	-0.07%	6.85%	34.99%	-4.09%	123.84%
Employees FTE	7.200	8.200	8.700	8.200	8.137	8.074	8.077	8.200
Percent Change FTE		13.889%	6.098%	-5.747%	-0.768%	-0.777%	0.040%	1.523%



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 **Budget 2012**

Department Utilities

Fund Water

Division Purification

Account 40.1603

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Billions of Gallons		2.721	2.370	1.995	2.500	2.349	2.500	2.500

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Water

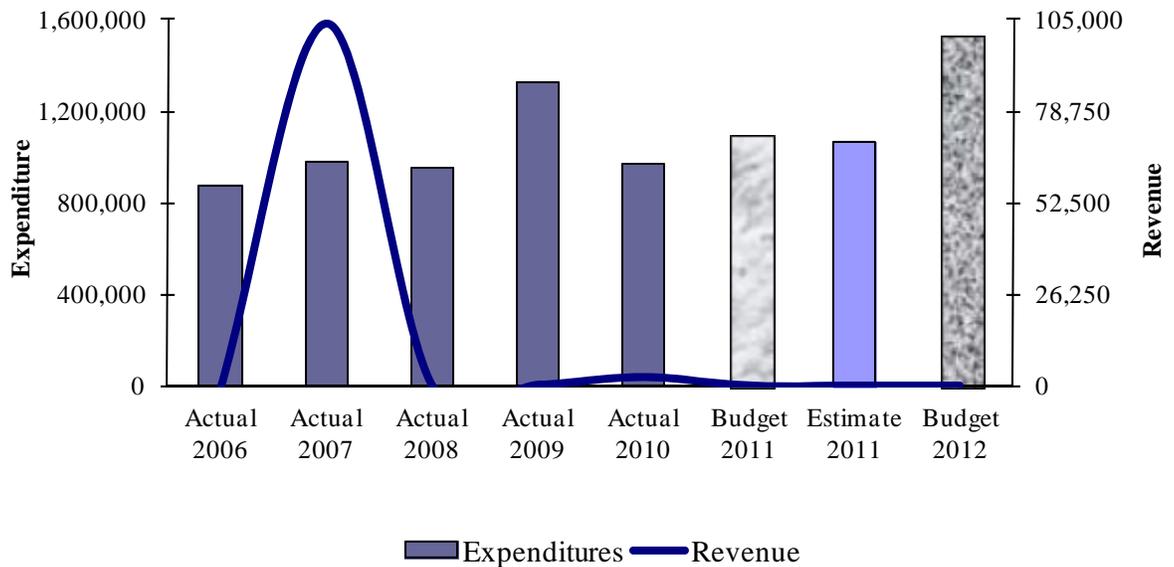
Division Transmission and Distribution

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 10,810 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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	103,795	-	199	2,454	-	-	-
Percent Change		---	-100.00%	---	1133.17%	-100.00%	---	---
Expenditures								
Personnel	556,534	604,136	616,790	623,892	586,463	613,893	575,091	593,779
Commodities	91,874	94,031	73,765	87,351	133,653	104,200	104,358	142,250
Contractual	133,696	229,848	141,527	114,105	135,428	182,362	182,862	189,080
Capital	90,383	46,576	118,371	498,096	117,525	206,748	206,748	616,748
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	872,487	974,591	950,453	1,323,444	973,069	1,107,203	1,069,059	1,541,857
Percent Change		11.70%	-2.48%	39.24%	-26.47%	13.78%	-3.45%	44.23%
Employees FTE	7.700	7.700	7.700	7.700	7.641	7.582	7.585	7.700
Percent Change FTE		0.000%	0.000%	0.000%	-0.769%	-0.773%	0.037%	1.523%



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 **Budget 2012**

Department Utilities

Fund Water

Division Transmission and Distribution

Account 40.1604

	Goals /							
Performance	Activities	2006	2007	2008	2009	2010	2011	2012
Measure	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Water Main Repairs								
Number of repairs	1	29	29	36	34	31	35	35

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Water

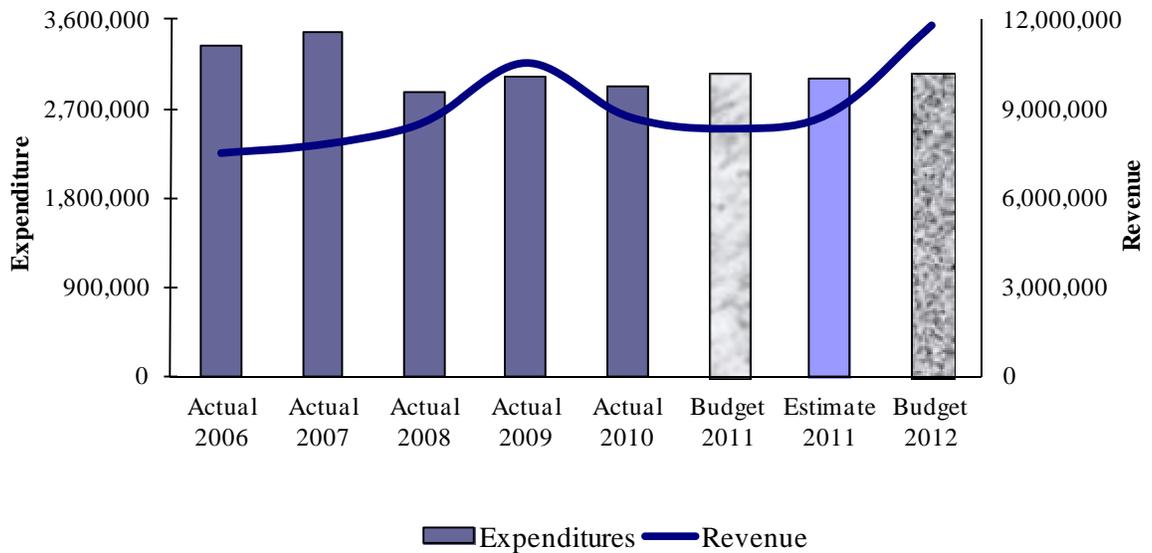
Division Administration

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	7,488,164	7,784,960	8,540,862	10,554,318	8,742,134	8,317,628	8,843,157	11,832,380
Percent Change		3.96%	9.71%	23.57%	-17.17%	-4.86%	6.32%	33.80%
Expenditures								
Personnel	515,339	470,098	453,057	467,783	452,847	450,305	452,470	465,638
Commodities	129,179	296,869	159,015	112,781	78,587	180,900	130,300	130,900
Contractual	1,231,099	1,303,159	862,306	886,914	892,068	955,811	923,529	958,145
Capital	116,905	44,236	39,612	46,385	19,603	16,726	16,726	39,414
Debt Service	1,350,367	1,356,116	1,352,236	1,509,312	1,475,008	1,475,049	1,475,049	1,480,031
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	3,342,889	3,470,478	2,866,226	3,023,175	2,918,113	3,078,791	2,998,074	3,074,128
Percent Change		3.82%	-17.41%	5.48%	-3.48%	5.51%	-2.62%	2.54%
Employees FTE	6.420	6.420	6.200	6.100	6.053	6.006	6.994	7.100
Percent Change FTE		0.000%	-3.427%	-1.613%	-0.769%	-0.775%	16.438%	1.523%



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	Continue transition to Itron Automated Reading System.
A progressive City that provides responsive and cost efficient services	2. Provides one of the lowest treated water rates in the metro area. 3. Provides cost efficient customer contact and maintains zero delinquency balance	Efficient management of resources.

City of Englewood, Colorado Budget 2012

Department Utilities
Fund Water
Division Administration
Account 40.1607

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
---------------------	-----------------------------	-------------	-------------	-------------	-------------	-------------	---------------	-------------

Customer contacts (bill, notices, turn offs, etc)								
Contacts	1	53,100	53,450+	53,450+	55,000+	55,000+	55,000+	55,000+

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
2012	1,474,650	3.875	130,000	100,638	230,638		-	117,828	117,828
2013	1,480,623	4.000	140,000	95,488	235,488		-	117,828	117,828
2014	1,467,824	3.750	135,000	90,075	225,075		-	117,828	117,828
2015	1,478,309	3.875	150,000	84,563	234,563		-	117,828	117,828
2016	1,472,449	4.000	150,000	78,844	228,844		-	117,828	117,828
2017	1,465,783	4.000	150,000	72,938	222,938		-	117,828	117,828
2018	1,188,812	4.125	160,000	66,738	226,738		-	117,828	117,828
2019	347,859	4.750	170,000	60,031	230,031		-	117,828	117,828
2020	500,197	4.750	175,000	52,369	227,369	4.150	155,000	117,828	272,828
2021	500,214	4.750	185,000	43,819	228,819	4.250	160,000	111,395	271,395
2022	504,389	4.750	195,000	34,794	229,794	4.300	170,000	104,595	274,595
2023	502,579	4.750	205,000	25,294	230,294	4.400	175,000	97,285	272,285
2024	495,023	4.750	210,000	15,438	225,438	4.500	180,000	89,585	269,585
2025	501,710	4.750	220,000	5,225	225,225	4.500	195,000	81,485	276,485
2026	277,710		-	-	-	4.500	205,000	72,710	277,710
2027	498,485		-	-	-	4.600	435,000	63,485	498,485
2028	503,475		-	-	-	4.625	460,000	43,475	503,475
2029	502,200		-	-	-	4.625	480,000	22,200	502,200
Totals	15,162,291		2,375,000	826,254	3,201,254		2,615,000	1,746,667	4,361,667

State Revolving Loan Fund - October 1, 1997

Year	Rate	Principal	Interest	Total
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		6,173,023	1,426,347	7,599,370

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,

City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Water

Division Administration

Account 40.1607

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.

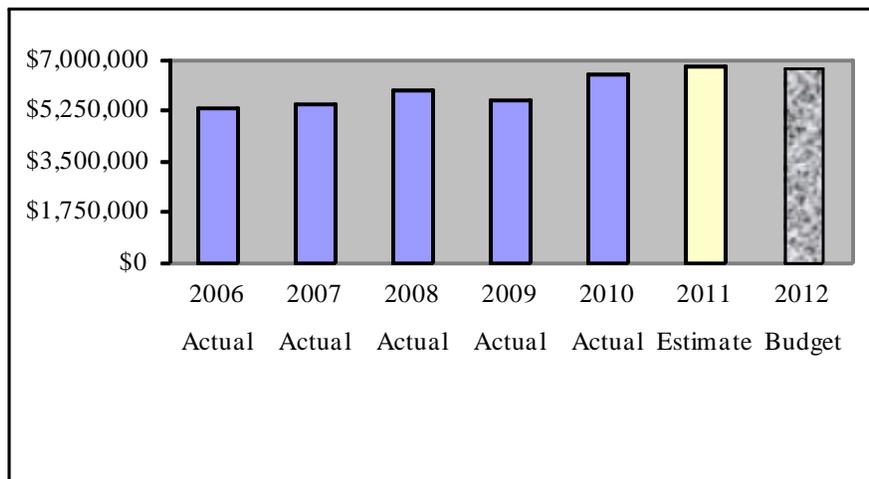
General Obligation Water Bonds, Series 2009, original principal amount of \$2,615,000, dated July 8, 2009. The bonds were issued to finance water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes 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 **Budget 2012**

Department	Utilities
Fund	Water
Revenue Item	Water Sales
Account	40.1607.33209, 40.1607.33210 and 40.1607.33421
Authorization	Municipal Code 12-1D-1:A and Resolution No. 93 Series of 2004
Description	Water usage sales.
Fee Schedule	January 1, 2011 a rate increase of 6% is effective.
Date Last Changed	January 1, 2010 a rate increase of 7% is effective.
Previous Fee Schedule	See following pages.
Formula Method	Amount of water utilized X price of water, or by minimum or flat rate.
Projection Method	Projection is based on historic revenues, number of accounts transferring from flat rate to metered, number of new accounts, expected weather patterns, and the type of water conservation measures anticipated for the coming irrigation season.
Comments	N/A

	Year	Amount	% Change
Actual	2006	5,340,003	13.69%
Actual	2007	5,456,092	2.17%
Actual	2008	5,923,560	8.57%
Actual	2009	5,610,944	-5.28%
Actual	2010	6,491,573	15.69%
Estimate	2011	6,739,892	3.83%
Budget	2012	6,739,892	0.00%



City of Englewood, Colorado **Budget 2012**

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

Facility	<u>2010</u>	<u>2011</u>
1-3 Rooms	18.64	19.76
4-5 Rooms	23.31	24.71
6-7 Rooms	27.09	28.72
8-9 Rooms	30.00	31.81
	3.44	3.64
Bath	18.69	19.81
Bath and Shower	18.69	19.81
Separate Shower	18.69	19.81
Water Closet	18.69	19.81
Automatic Washer	8.92	9.46
Dishwasher	10.22	10.83
Garbage Disposal	6.86	7.27
1 or More Automobiles Per Family	8.92	9.45

IRRIGATION RATES:

Per front foot of property (normal depth tracts	0.8575	0.9090
Per square foot of property (odd, irregular, over	0.0490	0.0519

METERED SERVICE INSIDE CITY OF ENGLEWOOD

AVAILABILITY: Available to consumers on meters taking service inside the corporate limits of the City of Englewood, Colorado, as of January 1, 2011.

APPLICABILITY: Applicable for residential, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

City of Englewood, Colorado Budget 2012

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>2011</u>	
FIRST 400,000	3.11	3.29	
OVER 400,000	1.93	2.04	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2010</u>	<u>2011</u>	<u>Minimum Bill</u>
5/8"	8.03	8.51	None
3/4"	9.16	9.71	None
1"	78.40	83.10	22
1.25"	98.35	104.25	28
1.5"	149.83	158.81	45
2"	235.53	249.66	72
3"	435.52	461.65	135
4"	721.23	764.50	225
6"	1,375.40	1,457.92	450

METERED SERVICE OUTSIDE CITY OF ENGLEWOOD

AVAILABILITY: Available to consumers on meters taking service outside the corporate limits of the City of Englewood, Colorado, as of January 1, 2011.

APPLICABILITY: Applicable for residents, commercial and industrial service as set forth under the Rules and Regulations adopted by the City Council and as amended from time to time.

METERED QUARTERLY RATES - OUTSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2010</u>	<u>2011</u>	
FIRST 400,000	4.35	4.61	
OVER 400,000	3.11	3.29	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2010</u>	<u>2011</u>	<u>Minimum Bill</u>
5/8"	8.10	8.58	None
3/4"	8.69	9.22	None
1"	106.42	112.80	22
1.25"	134.21	142.26	28
1.5"	205.77	218.12	45
2"	325.08	344.59	72
3"	603.42	639.62	135
4"	997.21	1,057.04	225
6"	1,933.42	2,049.42	450

City of Englewood, Colorado **Budget 2012**

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-foot charge is \$381.79 per acre-foot of water, the charge drops to \$198.28 per acre-foot, then \$112.16 per acre-foot depending on the water availability.

Date Last Changed 2006

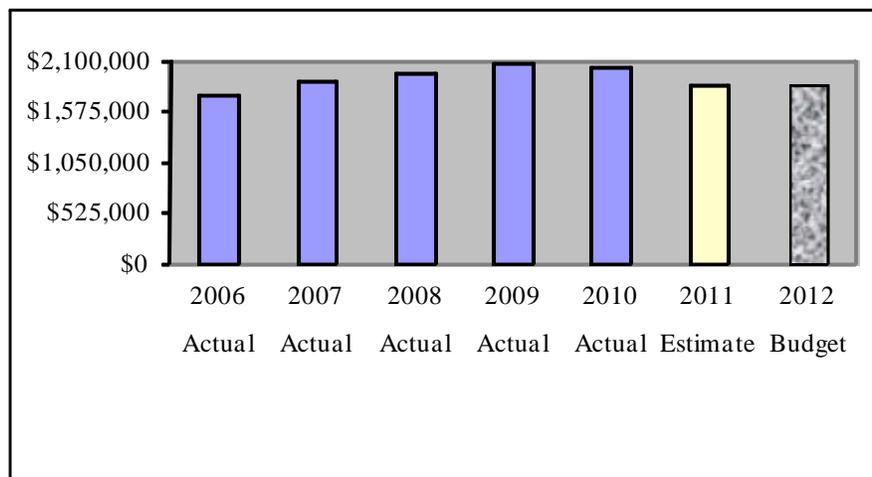
Previous Fee Schedule Set by contractual negotiations. Basic charge is \$372.00 per acre-foot of water.

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

	Year	Amount	% Change
Actual	2006	1,731,390	-1.87%
Actual	2007	1,883,483	8.78%
Actual	2008	1,969,543	4.57%
Actual	2009	2,074,975	5.35%
Actual	2010	2,024,963	-2.41%
Estimate	2011	1,850,000	-8.64%
Budget	2012	1,850,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

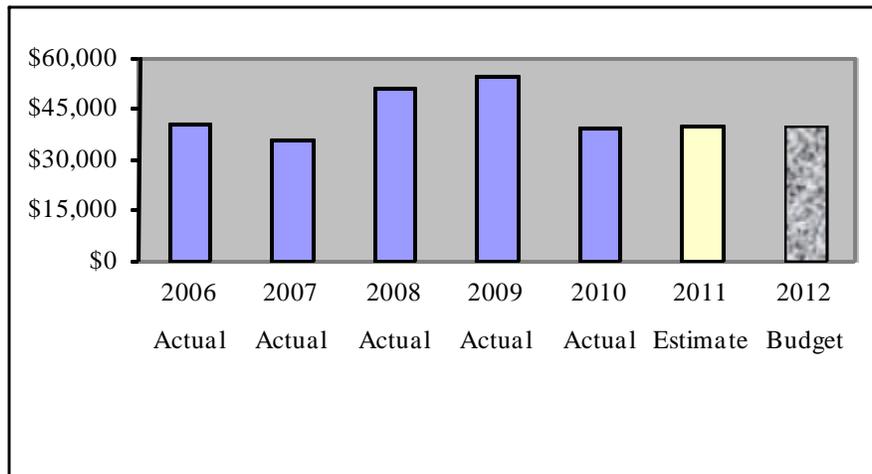
Previous Fee Schedule Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

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.

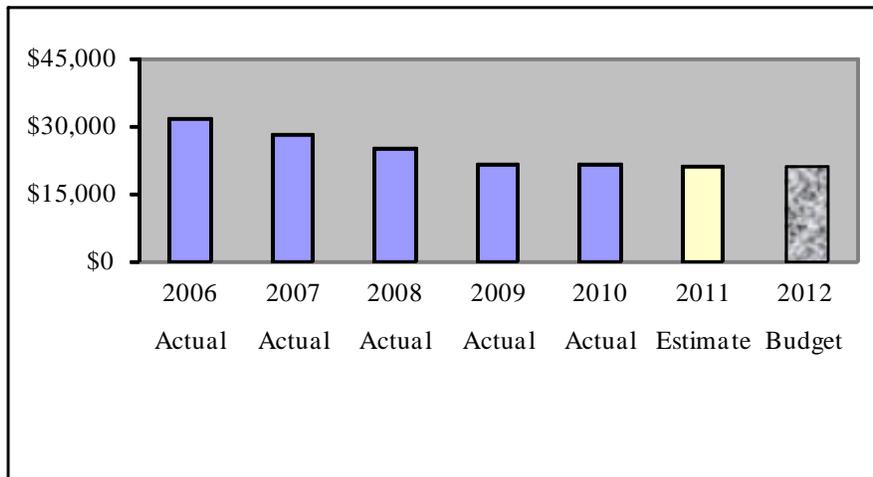
	Year	Amount	% Change
Actual	2006	40,252	0.54%
Actual	2007	35,327	-12.24%
Actual	2008	51,038	44.47%
Actual	2009	54,465	6.71%
Actual	2010	38,914	-28.55%
Estimate	2011	40,000	2.79%
Budget	2012	40,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department	Utilities
Fund	Water
Revenue Item	Meter Sales
Account	40.1607.33451
Authorization	Charter Section 12-1A-4:A
Description	All water tap material and meter sales excluding water tap license connection fees.
Fee Schedule	Cost of materials plus markup as approved by Council. See water sales fees schedules.
Date Last Changed	N/A
Previous Fee Schedule	N/A
Formula Method	Cost of materials plus markup as approved by Council. See water sales fees schedules.
Projection Method	Projections based on historic information and anticipated new water connection sales and water meter sales.
Comments	N/A

	Year	Amount	% Change
Actual	2006	31,711	-16.18%
Actual	2007	27,873	-12.10%
Actual	2008	25,027	-10.21%
Actual	2009	21,190	-15.33%
Actual	2010	21,434	1.15%
Estimate	2011	21,000	-2.03%
Budget	2012	21,000	0.00%



City of Englewood, Colorado **Budget 2012**

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.

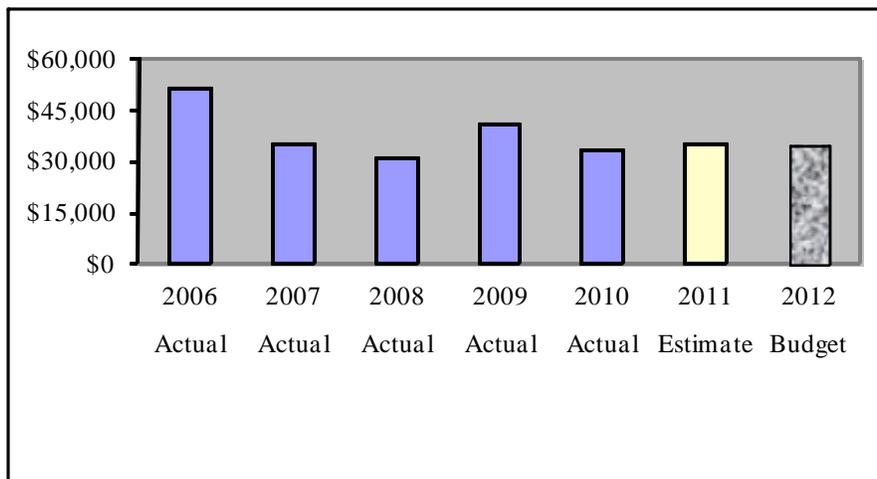
Previous Fee Schedule N/A

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
Actual	2006	51,816	-12.68%
Actual	2007	35,486	-31.52%
Actual	2008	31,400	-11.51%
Actual	2009	41,203	31.22%
Actual	2010	33,285	-19.22%
Estimate	2011	35,000	5.15%
Budget	2012	35,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Water

Revenue Item Connection Charge

Account 40.1607.37311

Authorization Municipal Code 12-1A-1

Description Water tap connection charge

Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	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

Previous Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	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	

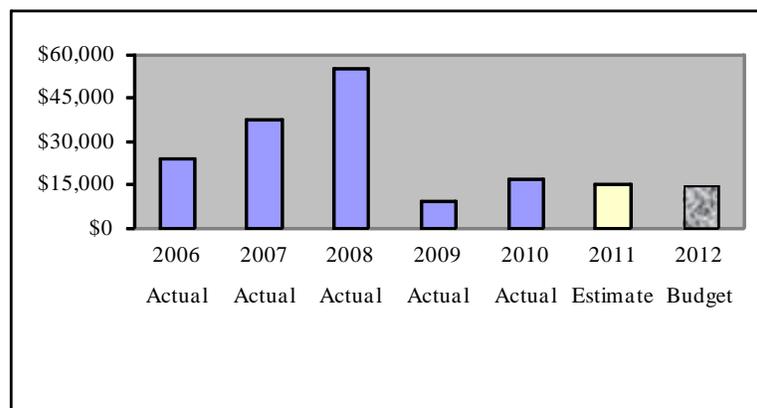
Multi Family: \$200.00 for the first unit, \$110.00 of each additional unit.

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 >10 new connections per year.

	Year	Amount	% Change
Actual	2006	23,949	2.68%
Actual	2007	37,059	54.74%
Actual	2008	55,293	49.20%
Actual	2009	9,256	-83.26%
Actual	2010	16,960	83.23%
Estimate	2011	15,000	-11.56%
Budget	2012	15,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Water

Division Special Projects

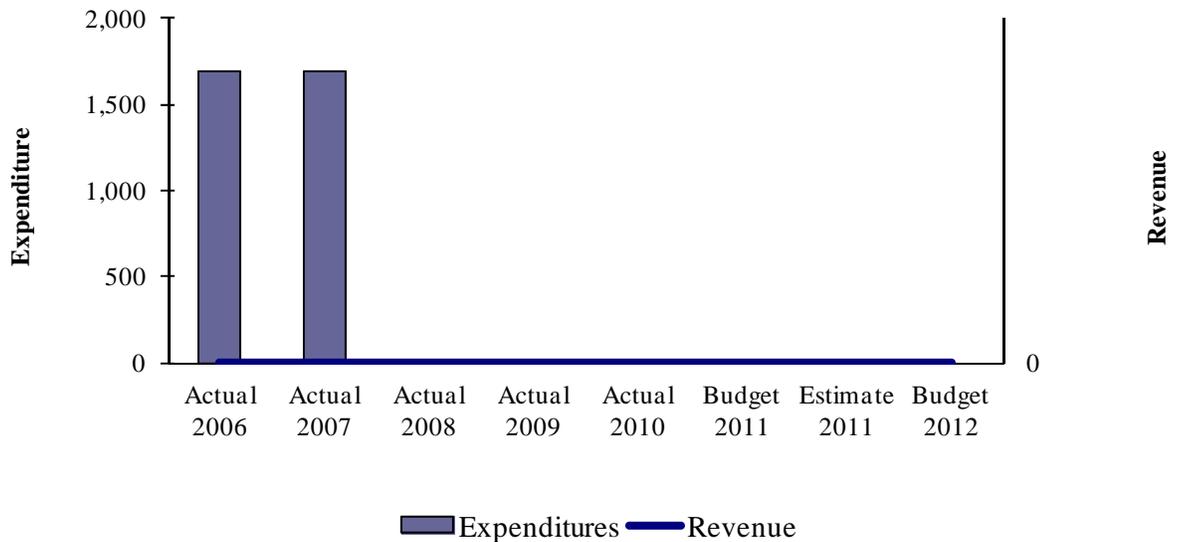
Account 40.1608

Description This division accounts for special projects not recorded in other divisions of the Water Fund.

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	-	-	-	-	-	-
Percent Change		---	---	---	---	---	---	---
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	1,698	1,698	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,698	1,698	-	-	-	-	-	-
Percent Change		0.00%	-100.00%	---	---	---	---	---

Employees FTE	NA	NA	NA	NA	NA	NA	NA	NA
Percent Change FTE		---	---	---	---	---	---	---



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

City of Englewood, Colorado Budget 2012

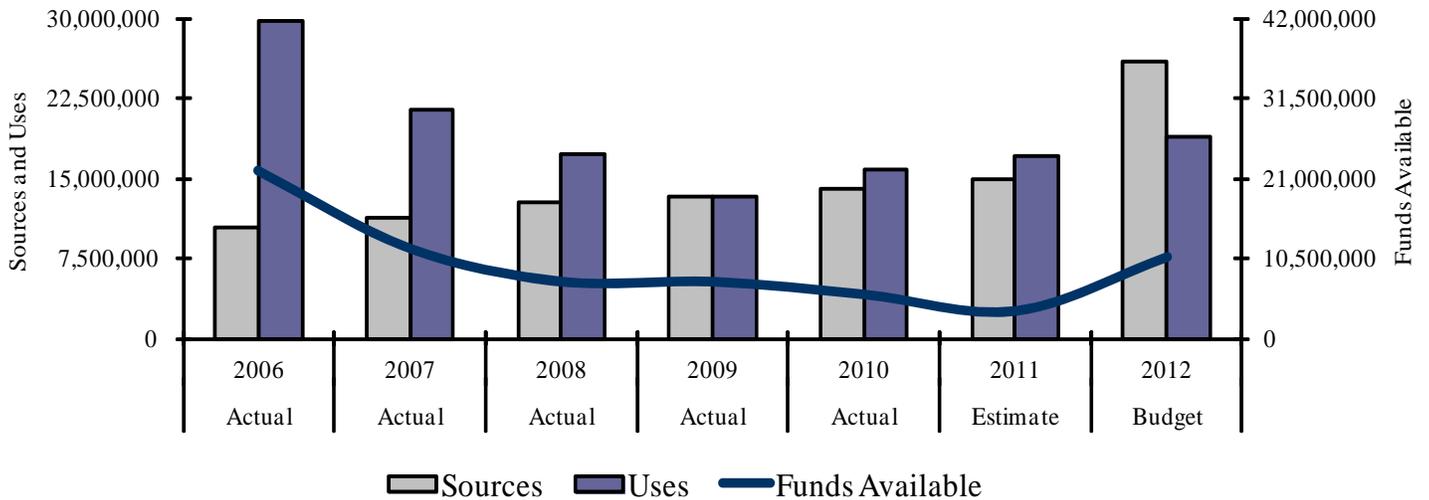
Department Utilities

Fund Sewer

SEWER FUND

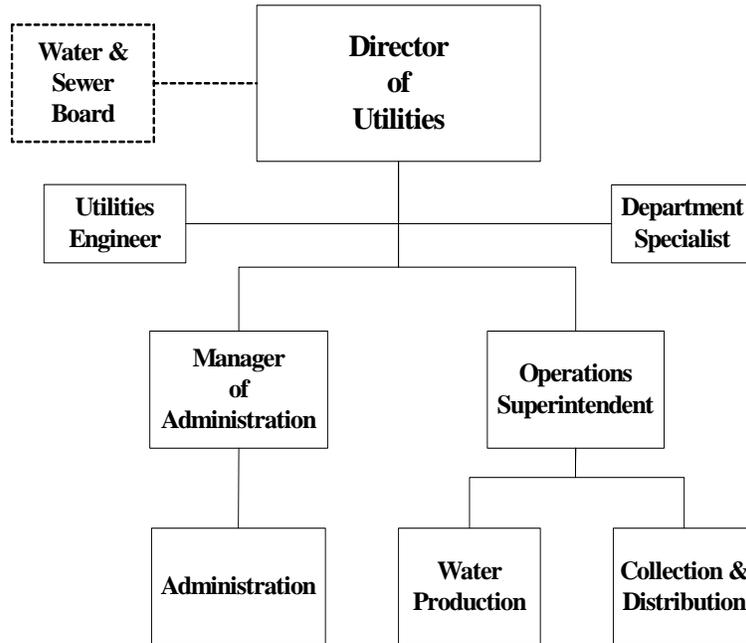
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Funds Available	\$ 41,298,190	\$ 22,055,211	\$ 11,867,929	\$ 7,495,965	\$ 7,473,534	\$ 3,664,959	\$ 5,811,481	\$ 3,644,933
Sources of Funds								
Operating Revenues								
Charges for Services	8,557,662	9,403,519	10,552,898	12,313,655	13,457,877	14,016,782	14,346,980	14,346,980
Total Operating Revenues	8,557,662	9,403,519	10,552,898	12,313,655	13,457,877	14,016,782	14,346,980	14,346,980
Nonoperating Revenues	1,496,595	1,171,255	977,830	553,525	422,696	555,291	429,600	429,600
System development fees	396,102	672,648	1,282,569	360,218	200,364	320,000	207,500	207,500
Loan Proceeds	-	-	-	-	-	-	-	11,000,000
Total Sources of Funds	10,450,359	11,247,422	12,813,297	13,227,398	14,080,937	14,892,073	14,984,080	25,984,080
Uses of Funds								
Operating Expenses								
Operating Costs	8,376,818	8,684,566	14,556,069	10,218,906	10,530,816	10,934,024	10,769,880	11,112,660
Total Operating Expenses	8,376,818	8,684,566	14,556,069	10,218,906	10,530,816	10,934,024	10,769,880	11,112,660
Capital outlay	18,299,316	9,677,962	54,000	-	-	1,111,054	1,156,054	2,830,299
Debt Service - Principal	774,087	828,484	886,755	949,177	3,231,045	3,387,676	3,387,676	3,270,884
Debt Service - Interest	2,243,117	2,243,692	1,688,437	2,081,746	1,981,129	1,837,018	1,837,018	1,680,818
Debt Service - Issue costs	-	-	-	-	-	-	-	-
Total Uses of Funds	29,693,338	21,434,704	17,185,261	13,249,829	15,742,990	17,269,772	17,150,628	18,894,661
Net Sources (Uses) of Funds	(19,242,979)	(10,187,282)	(4,371,964)	(22,431)	(1,662,053)	(2,377,699)	(2,166,548)	7,089,419
Ending Funds Available	\$ 22,055,211	\$ 11,867,929	\$ 7,495,965	\$ 7,473,534	\$ 5,811,481	\$ 1,287,260	\$ 3,644,933	\$ 10,734,352
Funds Available Percentage Change	-46.60%	-46.19%	-36.84%	-0.30%	-22.24%	-77.85%	183.15%	194.50%



City of Englewood, Colorado **Budget 2012**

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
---	---

- | | |
|--|---|
| <ul style="list-style-type: none"> Acquire New Sewer Televising Equipment and Mobile Van. | <ul style="list-style-type: none"> Acquire new work truck & crane. Line sewer mains & rehab manholes. TV system as needed. |
|--|---|

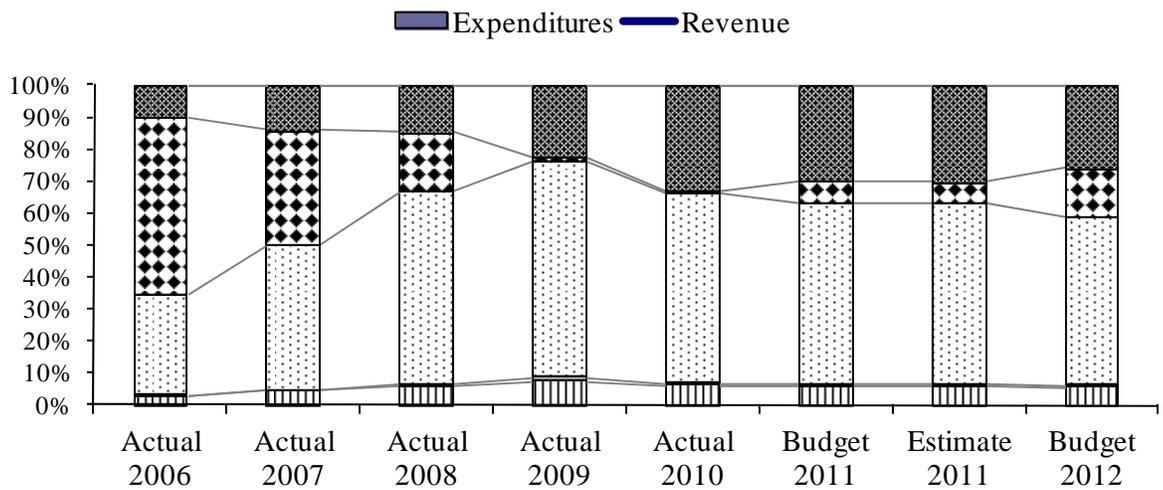
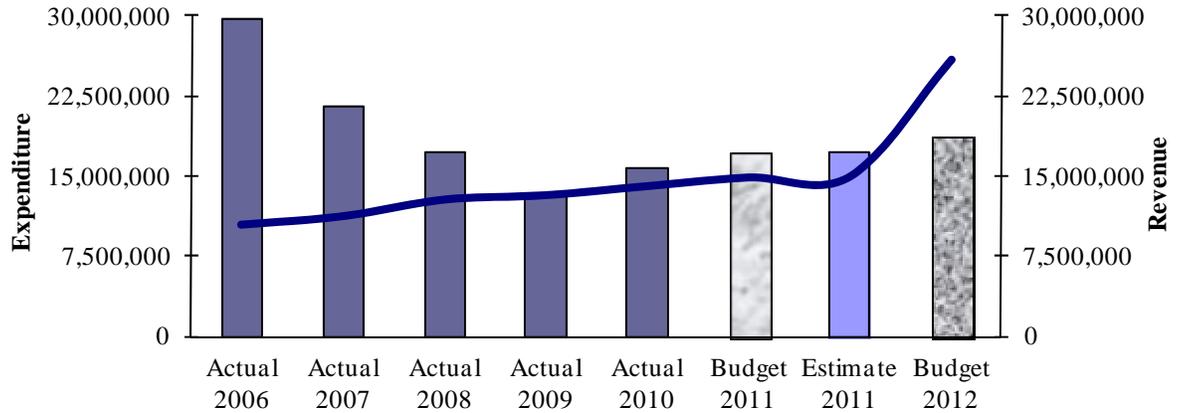
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
---	--

- | | |
|--|---|
| <ul style="list-style-type: none"> Improve Building 11 to accommodate computers Completed Conversion of CIS Infinity to Version 3. | <ul style="list-style-type: none"> Lining of sewer mains and rehab manholes as needed. |
|--|---|

City of Englewood, Colorado Budget 2012

Department Utilities
Fund Sewer
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	10,450,360	11,247,422	12,813,297	13,227,398	14,080,937	14,892,073	14,984,080	25,984,080
Percent Change		7.63%	13.92%	3.23%	6.45%	5.76%	0.62%	73.41%
Expenditures								
Personnel	914,415	1,008,633	1,012,264	1,017,208	982,039	1,043,590	1,050,596	1,071,648
Commodities	63,110	45,137	97,172	146,080	105,936	112,150	105,350	115,400
Contractual	9,266,694	9,617,959	10,349,708	8,955,812	9,354,852	9,778,284	9,613,934	9,925,612
Capital	16,431,914	7,690,798	3,150,925	99,807	87,989	1,111,054	1,156,054	2,830,299
Debt Service	3,017,206	3,072,177	2,575,192	3,030,922	5,212,174	5,224,694	5,224,694	4,951,702
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	29,693,339	21,434,704	17,185,261	13,249,829	15,742,990	17,269,772	17,150,628	18,894,661
Percent Change		-27.81%	-19.83%	-22.90%	18.82%	9.70%	-0.69%	10.17%
Employees FTE	14.895	14.690	14.850	14.450	14.339	14.228	15.218	15.450
Percent Change FTE		-1.376%	1.089%	-2.694%	-0.769%	-0.776%	6.962%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Sewer

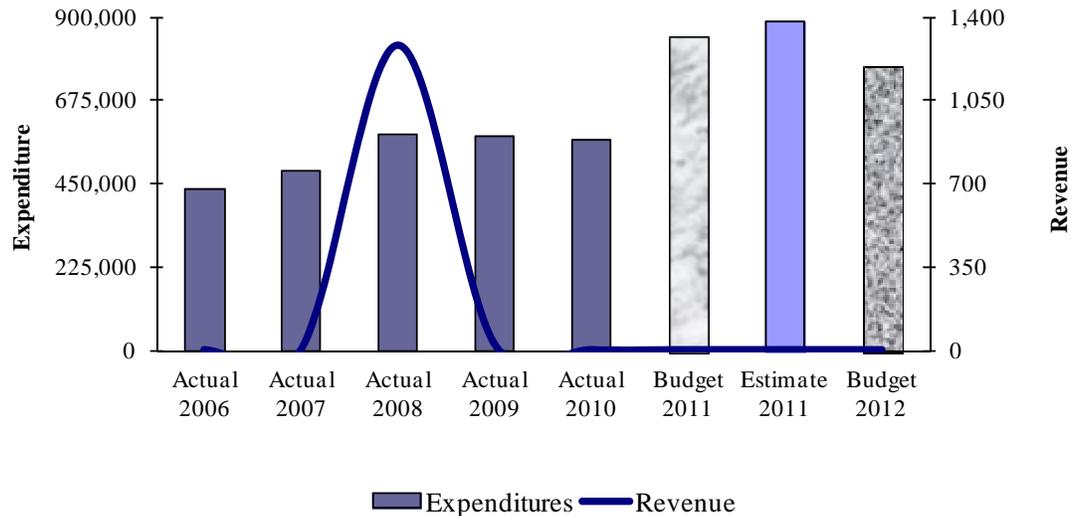
Division Wastewater Collections

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	-	-	1,285	24	-	-	-	-
Percent Change		---	---	-98.13%	-100.00%	---	---	---
Expenditures								
Personnel	294,560	337,319	358,021	378,035	381,999	395,813	390,297	397,470
Commodities	27,826	29,119	33,925	75,872	38,565	34,050	34,050	44,100
Contractual	62,872	64,451	82,015	72,441	92,738	142,470	142,470	140,636
Capital	50,997	51,522	106,806	52,888	52,888	277,888	322,888	187,888
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	436,255	482,411	580,767	579,236	566,190	850,221	889,705	770,094
Percent Change		10.58%	20.39%	-0.26%	-2.25%	50.17%	4.64%	-13.44%
Employees FIE	5.700	5.750	5.500	5.500	5.458	5.415	5.418	5.500
Percent Change FIE		0.877%	-4.348%	0.000%	-0.769%	-0.775%	0.039%	1.523%



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. Repairs, replaces and maintains sewer collection system	Flush all sewer mains at least annually. Camera problem areas, root cut as needed, repair as needed.						
Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Sewer Mains Cleaned	1	561,080	561,080	542,661	652,837	550,180	542,000	542,000

City of Englewood, Colorado Budget 2012

Department Utilities

Fund Sewer

Division Administration

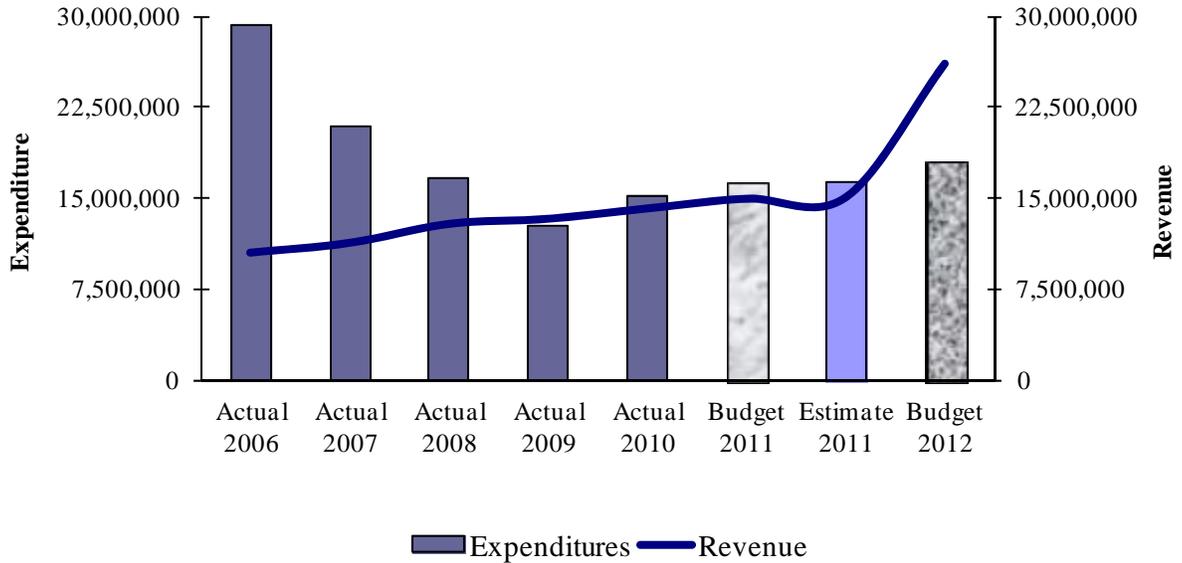
Account 41.1607

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	10,450,360	11,247,422	12,812,012	13,227,374	14,080,937	14,892,073	14,984,080	25,984,080
Percent Change		7.63%	13.91%	3.24%	6.45%	5.76%	0.62%	73.41%
Expenditures								
Personnel	619,855	671,314	654,243	639,173	600,040	647,777	660,299	674,178
Commodities	35,284	16,018	63,247	70,208	67,371	78,100	71,300	71,300
Contractual	9,203,822	9,553,508	10,267,693	8,883,371	9,262,114	9,635,814	9,471,464	9,784,976
Capital	16,380,917	7,639,276	3,044,119	46,919	35,101	833,166	833,166	2,642,411
Debt Service	3,017,206	3,072,177	2,575,192	3,030,922	5,212,174	5,224,694	5,224,694	4,951,702
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	29,257,084	20,952,293	16,604,494	12,670,593	15,176,800	16,419,551	16,260,923	18,124,567
Percent Change		-28.39%	-20.75%	-23.69%	19.78%	8.19%	-0.97%	11.46%

Employees FTE	9.195	8.940	9.350	8.950	8.881	8.812	9.801	9.950
Percent Change FTE		-2.773%	4.586%	-4.278%	-0.769%	-0.776%	11.217%	1.522%



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"> 1. Provides efficient customer service and a zero delinquency rate. 2. Provides one of the lowest waste water rates in the metro area 	<ol style="list-style-type: none"> 1. Timely and accurate billings and past due collections.

City of Englewood, Colorado **Budget 2012**

Department Utilities

Fund Sewer

Division Administration

Account 41.1607

Performance Measure	Goals /	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
	Activities Measured							
Bills and notices sent		74,911	74,993	75,316	75,407	75,324	75,600	75,600

Schedules of Debt Service Requirements

Colorado Water Resources and Power Development Authority

Year	Total Debt Service	May 1, 2004				May 1, 2004			
		Water Pollution Control Revolving Fund				Water Revenue Bond Program			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2012	5,001,959	3.870	5,351	1,149,432	1,154,783	4.110	2,410,000	758,250	3,168,250
2013	4,322,416	3.870	5,351	1,149,315	1,154,666	4.110	2,530,000	637,750	3,167,750
2014	4,320,799	3.870	5,351	1,149,198	1,154,549	4.110	2,655,000	511,250	3,166,250
2015	4,322,932	3.870	5,351	1,149,081	1,154,432	4.110	2,790,000	378,500	3,168,500
2016	4,318,315	3.870	5,351	1,148,964	1,154,315	4.110	2,925,000	239,000	3,164,000
2017	4,279,155	3.870	1,182,571	1,148,834	2,331,405	4.110	1,855,000	92,750	1,947,750
2018	4,282,658	3.870	3,162,441	1,120,217	4,282,658	-	-	-	-
2019	4,280,286	3.870	3,258,759	1,021,527	4,280,286	-	-	-	-
2020	4,280,259	3.870	3,360,428	919,831	4,280,259	-	-	-	-
2021	4,282,410	3.870	3,467,448	814,962	4,282,410	-	-	-	-
2022	4,281,222	3.870	3,574,468	706,754	4,281,222	-	-	-	-
2023	4,282,045	3.870	3,686,839	595,206	4,282,045	-	-	-	-
2024	4,279,360	3.870	3,799,210	480,150	4,279,360	-	-	-	-
2025	4,280,795	3.870	4,007,899	272,896	4,280,795	-	-	-	-
Totals	60,814,611		<u>29,526,818</u>	<u>12,826,367</u>	<u>42,353,185</u>		<u>15,165,000</u>	<u>2,617,500</u>	<u>17,782,500</u>

State Revolving Loan Fund - November 15, 1990

Year	Rate	Principal	Interest	Total
			(Credits)	
2012	4.642	855,533	(176,607)	678,926
Totals		<u>855,533</u>	<u>(176,607)</u>	<u>678,926</u>

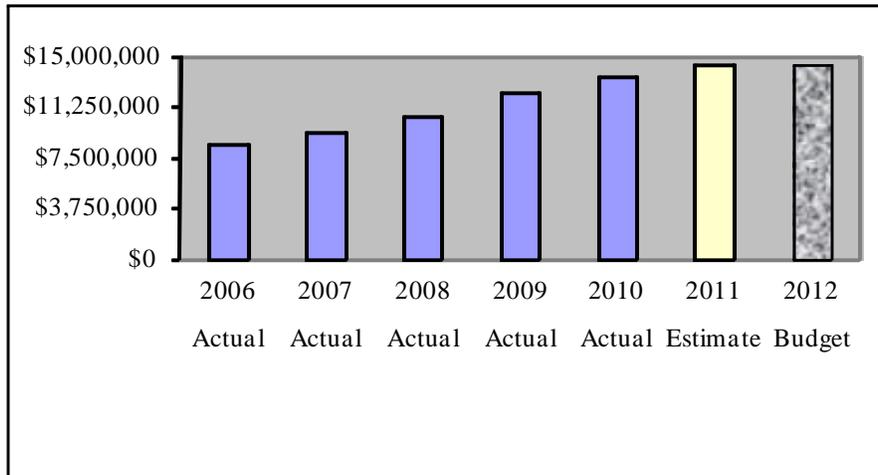
Colorado Water Resources and Power Development Authority – Sewer loans to fund the City’s share in the capital improvements to the Littleton/Englewood Wastewater Treatment Plant and the City’s sewer collection system.

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 **Budget 2012**

Department	Utilities
Fund	Sewer
Revenue Item	Disposal Service Fee
Account	41.1607.33511
Authorization	EMS 12-2-3 and Ordinance No. 49 Series 2003
Description	Sewer service charge.
Fee Schedule	Refer to schedule on the next page.
Date Last Changed	January 1, 2011 a rate increase of 8% is effective.
Previous Fee Schedule	January 1, 2010 a rate increase of 8% is effective See schedule on next page.
Formula Method	Number of accounts X revenue per account.
Projection Method	Projections based on historical revenues, rate increases and projected growth in the service area.
Comments	As of January, 2011, there are approximately 10,400 inside City sewer accounts and 32,400 outside City accounts. The City maintains wastewater treatment agreements with 15 sanitation districts in Arapahoe County.

	Year	Amount	% Change
Actual	2006	8,518,063	13.13%
Actual	2007	9,403,519	10.40%
Actual	2008	10,552,898	12.22%
Actual	2009	12,313,655	16.69%
Actual	2010	13,457,877	9.29%
Estimate	2011	14,346,980	6.61%
Budget	2012	14,346,980	0.00%



City of Englewood, Colorado Budget 2012

Department Utilities

Fund Sewer

Revenue Item Disposal Service Fee

Account 41.1607.33511

Sewage Treatment Rate Schedule: 2011

Rate per 1000 gallons								
Sewer Treatment Charge	2.5243							
Collection System Charge	0.3362							
TOTAL	2.8605							
	Schedule I	Schedule II	Schedule III	Schedule IV				
	In City City Sewers Billed Qrtly	In City District Sewers Billed Qrtly	Outside City District Sewers Billed Annually	Outside City District Sewers Billed Qrtly				
Customer Class	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum
Single-Family Dwell	60.19	54.75	53.10	48.26	222.47	202.57	55.67	50.69
Multi-Fam. Unit	37.28	33.94	32.89	29.89	138.10	125.43	34.55	31.38
Mobile Unit	22.95	20.85	20.23	18.43	85.03	77.18	21.28	19.34
Com & Ind (by meter size)								
5/8"	82.91	75.53	73.29	66.65	307.47	279.76	76.89	69.98
3/4"	125.90	114.56	111.12	101.15	466.64	424.41	116.69	106.13
1"	208.76	189.91	184.35	167.76	774.04	704.12	193.53	176.06
1.5"	417.46	379.94	368.50	335.35	1,548.05	1,408.21	387.05	352.08
2"	669.15	609.02	590.65	537.44	2,480.59	2,257.56	620.19	564.43
3"	1,335.57	1,215.31	1,178.83	1072.61	4,950.30	4,505.42	1,237.60	1126.38
4"	2,087.56	1,899.80	1,842.53	1,676.75	7,738.30	7,042.05	1,934.62	1,760.54
6"	4,175.23	3,799.53	3,685.00	3,353.30	15,477.11	14,084.05	3,869.31	3,521.03
8"	6,634.22	6,037.16	5,838.08	5,312.57	24,593.82	22,380.32	6,148.40	5,595.16
10"	9,536.74	8,678.52	8,392.49	7,637.00	35,353.79	32,171.86	8,838.39	8,043.12

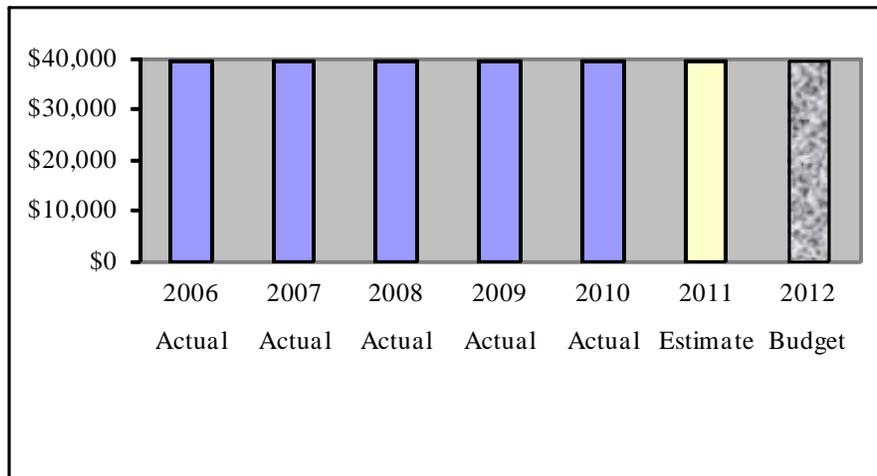
Sewage Treatment Rate Schedule: 2010

Rate Per 1,000 Gallons								
Sewage Treatment Charge	2.3373							
Collection System Charge	0.3113							
TOTAL	2.6486							
	SCHEDULE I	SCHEDULE II	SCHEDULE III	SCHEDULE IV				
Customer Class	In City City Sewers Billed Quarterly	In City District Sewers Billed Quarterly	Outside City District Billed Annually	Outside City District Billed Quarterly				
	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.
Single-fam. dwg.	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	5692.97	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 **Budget 2012**

Department	Utilities
Fund	Sewer
Revenue Item	South Englewood Maintenance Fee
Account	41.1607.33512
Authorization	Ordinance 40, Series of 1997
Description	Fees collected from South Englewood Sanitation District for the maintenance of their sanitary sewer lines inside the City of Englewood.
Fee Schedule	\$39,600 per year
Date Last Changed	1997
Previous Fee Schedule	\$36,000 per year
Formula Method	By contract
Projection Method	By contract and consumer price index.
Comments	N/A

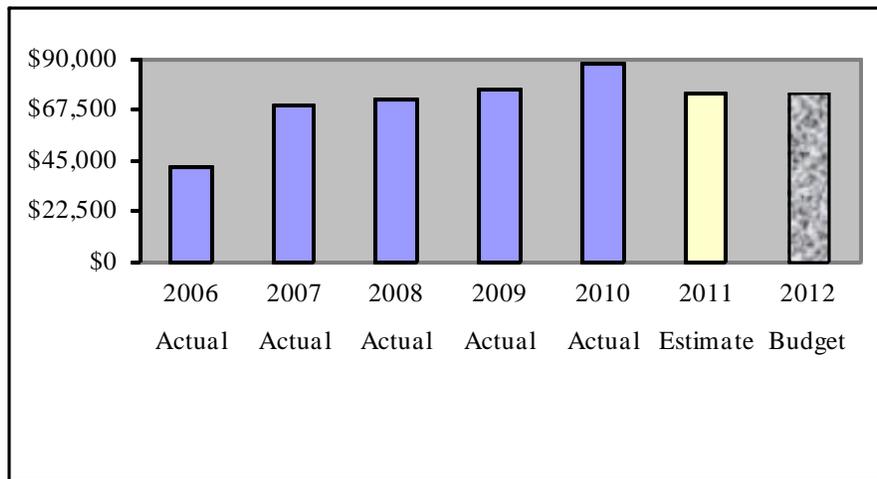
	Year	Amount	% Change
Actual	2006	39,600	0.00%
Actual	2007	39,600	0.00%
Actual	2008	39,600	0.00%
Actual	2009	39,600	0.00%
Actual	2010	39,600	0.00%
Estimate	2011	39,600	0.00%
Budget	2012	39,600	0.00%



City of Englewood, Colorado **Budget 2012**

Department	Utilities
Fund	Sewer
Revenue Item	Administrative Penalty, Interest and Late Fee
Account	41.1607.33701 and 41.1607.33702
Authorization	EMC 12-2-3H.1
Description	Over due penalty charge to delinquent accounts.
Fee Schedule	5% per month of past due amount up to 25%.
Date Last Changed	1999
Previous Fee Schedule	Flat 25% plus 100% if certified to county for collection.
Formula Method	5% per month of past due amount.
Projection Method	Historic revenues.
Comments	N/A

	Year	Amount	% Change
Actual	2006	41,508	46.99%
Actual	2007	69,371	67.13%
Actual	2008	71,862	3.59%
Actual	2009	76,621	6.62%
Actual	2010	88,164	15.06%
Estimate	2011	75,000	-14.93%
Budget	2012	75,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

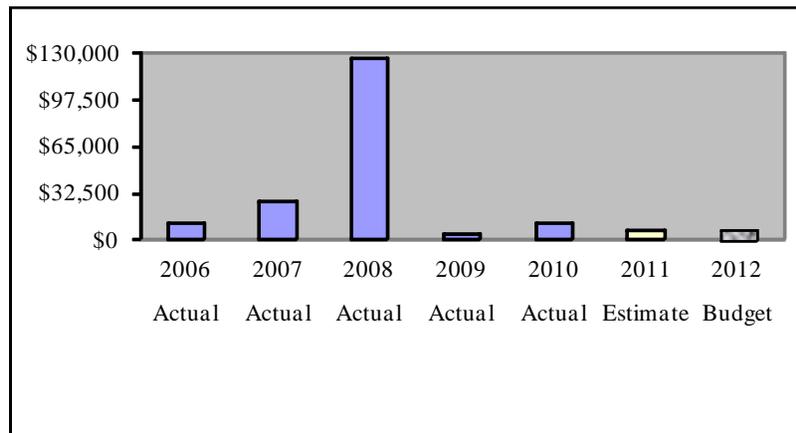
Multi Family = \$800 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments Average >10 new taps per year.

	Year	Amount	% Change
Actual	2006	11,622	-29.97%
Actual	2007	27,278	134.72%
Actual	2008	126,245	362.81%
Actual	2009	4,605	-96.35%
Actual	2010	11,425	148.11%
Estimate	2011	7,500	-34.35%
Budget	2012	7,500	0.00%



City of Englewood, Colorado **Budget 2012**

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

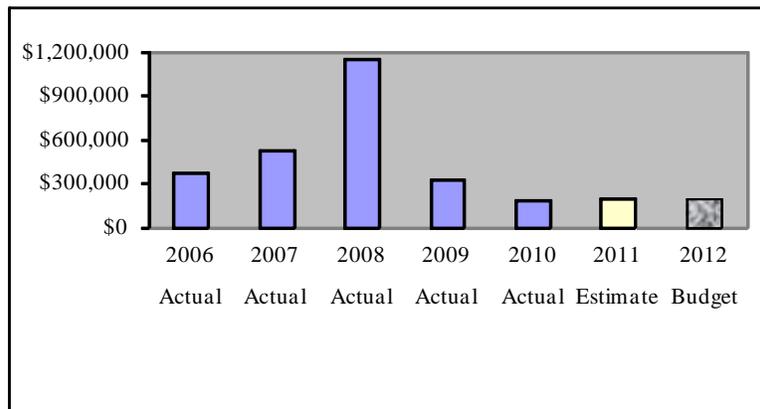
Multi Family = \$800 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments 270 new accounts per year.

	Year	Amount	% Change
Actual	2006	371,114	-53.88%
Actual	2007	524,117	41.23%
Actual	2008	1,149,851	119.39%
Actual	2009	319,485	-72.22%
Actual	2010	182,272	-42.95%
Estimate	2011	200,000	9.73%
Budget	2012	200,000	0.00%



City of Englewood, Colorado Budget 2012

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

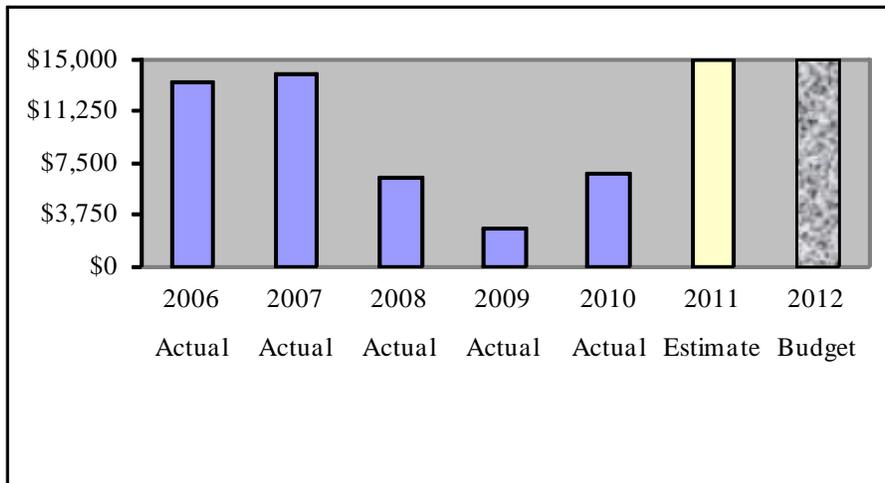
Previous Fee Schedule No previous schedules.

Formula Method Number of new taps in City sewer area X fee.

Projection Method 1% growth.

Comments 15 new accounts per year.

	Year	Amount	% Change
Actual	2006	13,366	33.67%
Actual	2007	13,832	3.49%
Actual	2008	6,332	-54.22%
Actual	2009	2,667	-57.88%
Actual	2010	6,667	149.98%
Estimate	2011	15,000	124.99%
Budget	2012	15,000	0.00%



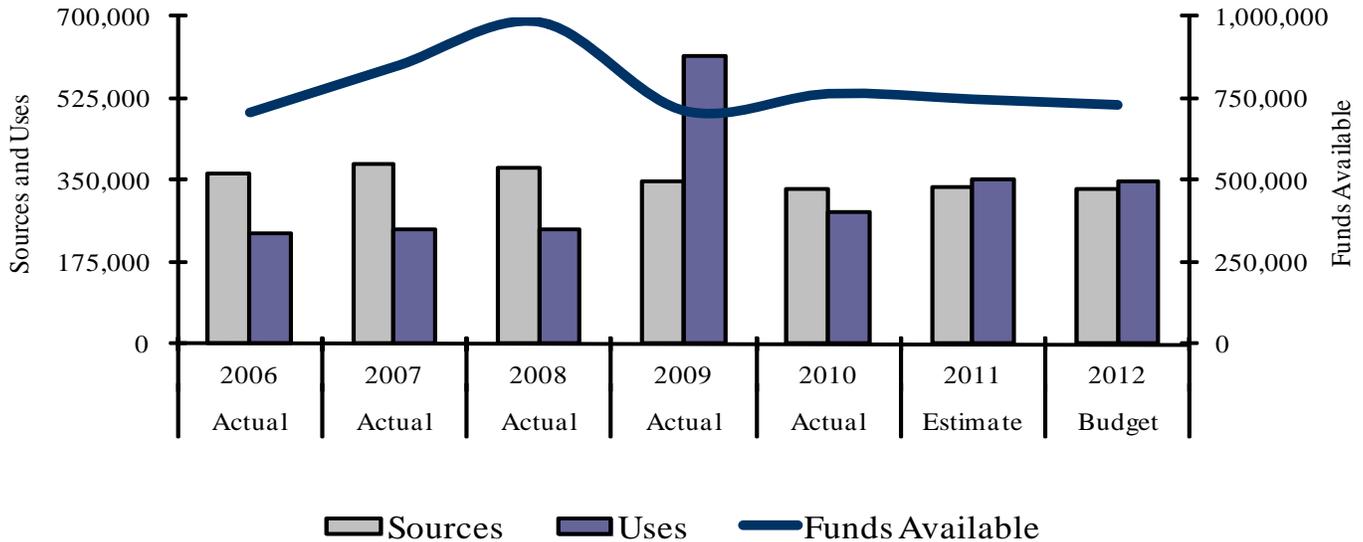
City of Englewood, Colorado **Budget 2012**

Department Utilities
Fund Storm Drainage

STORM DRAINAGE FUND

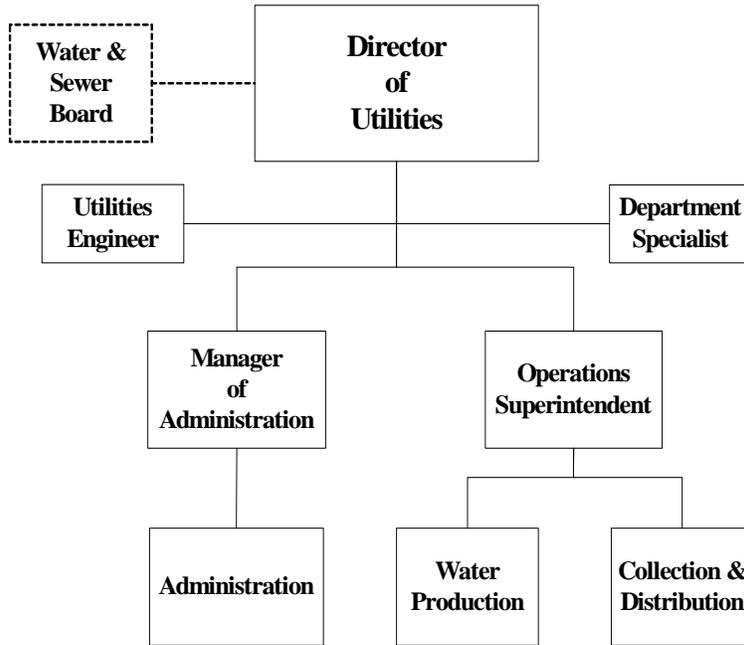
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Adopted Budget	2011 Estimated Actual	2012 Adopted Budget
Beginning Funds Available	\$ 582,674	\$ 709,176	\$ 847,584	\$ 982,564	\$ 714,435	\$ 701,887	\$ 765,997	\$749,062
Sources of Funds								
Operating Revenues								
Charges for Services	319,854	320,723	320,720	320,781	318,981	319,455	318,347	318,347
Interest and other	44,979	63,365	57,579	26,722	12,734	23,472	15,243	12,885
Total Operating Revenues	364,833	384,088	378,299	347,503	331,715	342,927	333,590	331,232
Other financing sources	-	-	-	-	-	-	-	-
Total Sources of Funds	364,833	384,088	378,299	347,503	331,715	342,927	333,590	331,232
Uses of Funds								
Operating Expenses								
Operating Costs	105,393	110,346	105,869	121,774	144,104	121,163	112,707	114,495
Total Operating Expenses	105,393	110,346	105,869	121,774	144,104	121,163	112,707	114,495
Capital outlay	-	-	-	359,564	-	100,000	100,000	100,000
Debt Service - Principal	60,000	65,000	70,000	70,000	75,000	80,000	80,000	80,000
Debt Service - Interest	72,938	70,334	67,450	64,294	61,049	57,818	57,818	53,978
Total Uses of Funds	238,331	245,680	243,319	615,632	280,153	358,981	350,525	348,473
Net Sources(Uses) of Funds	126,502	138,408	134,980	(268,129)	51,562	(16,054)	(16,935)	(17,241)
Ending Funds Available	\$ 709,176	\$ 847,584	\$ 982,564	\$ 714,435	\$ 765,997	\$ 685,833	\$ 749,062	\$731,821
Funds Available Percentage Change	21.71%	19.52%	15.93%	-27.29%	7.22%	-10.47%	9.22%	-2.30%



City of Englewood, Colorado **Budget 2012**

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.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
---	---

- | | |
|--|--|
| <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. | <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. |
|--|--|

2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
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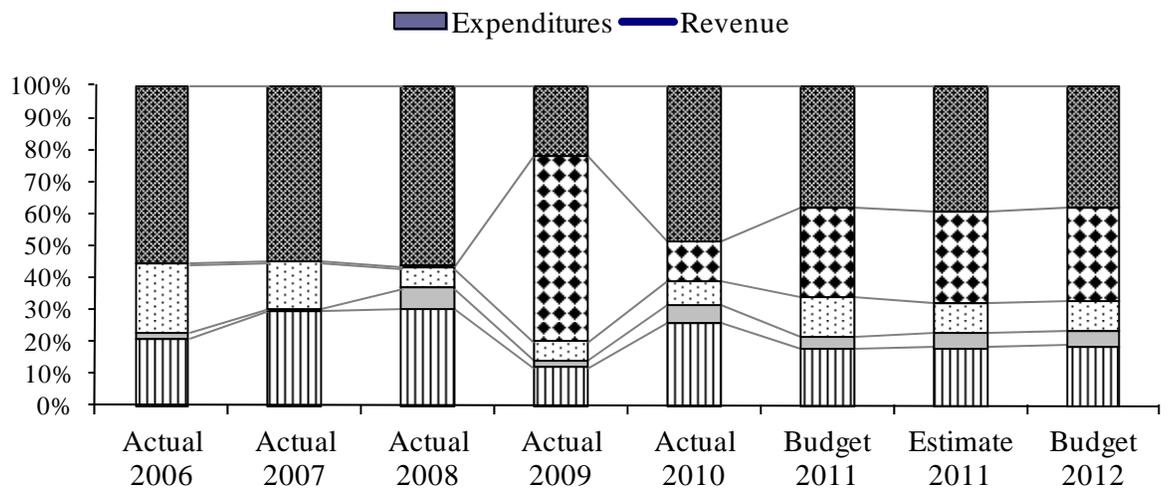
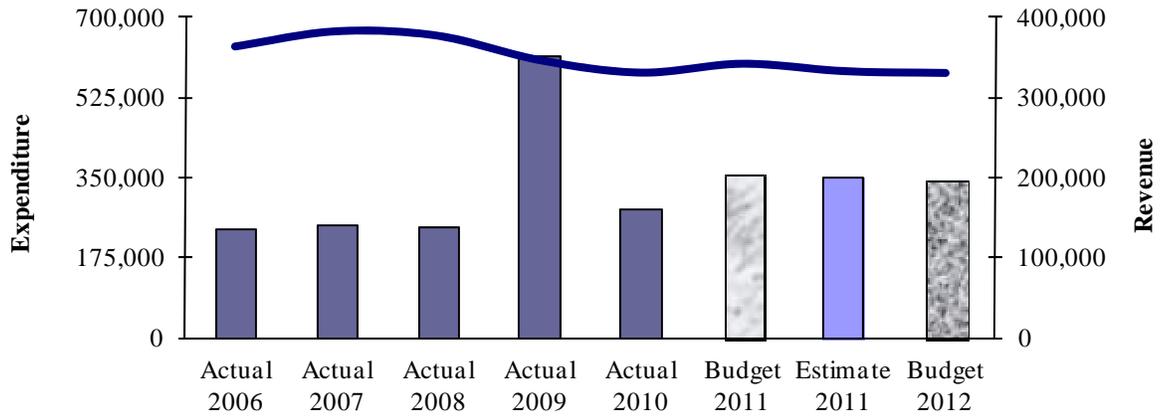
- | | |
|--|--|
| <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Repaired several large storm drains that failed. |
|--|--|

City of Englewood, Colorado Budget 2012

Department Utilities
Fund Storm Drainage
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	364,832	384,088	378,299	347,503	331,716	342,927	333,590	331,232
Percent Change		5.28%	-1.51%	-8.14%	-4.54%	3.38%	-2.72%	-0.71%
Expenditures								
Personnel	49,413	71,899	73,420	73,733	71,910	62,519	62,663	64,451
Commodities	4,555	1,968	16,017	12,731	16,778	15,100	17,100	17,100
Contractual	51,424	36,479	15,119	37,226	20,677	43,544	32,944	32,944
Capital	-	-	1,313	357,648	34,740	100,000	100,000	100,000
Debt Service	132,938	135,334	137,450	134,294	136,049	137,818	137,818	133,978
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	238,330	245,680	243,319	615,632	280,154	358,981	350,525	348,473
Percent Change		3.08%	-0.96%	153.01%	-54.49%	28.14%	-2.36%	-0.59%

Employees FTE	0.450	0.650	0.650	0.650	0.645	0.640	0.640	0.650
Percent Change FTE		44.444%	0.000%	0.000%	-0.769%	-0.775%	0.047%	1.515%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

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	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

Schedule of Debt Service Requirements

Storm Water Revenue Bonds - 2001				
Year	Total	Rate	Principal	Interest
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>1,354,682</u>		<u>1,030,000</u>	<u>324,682</u>

Revenue Bonds

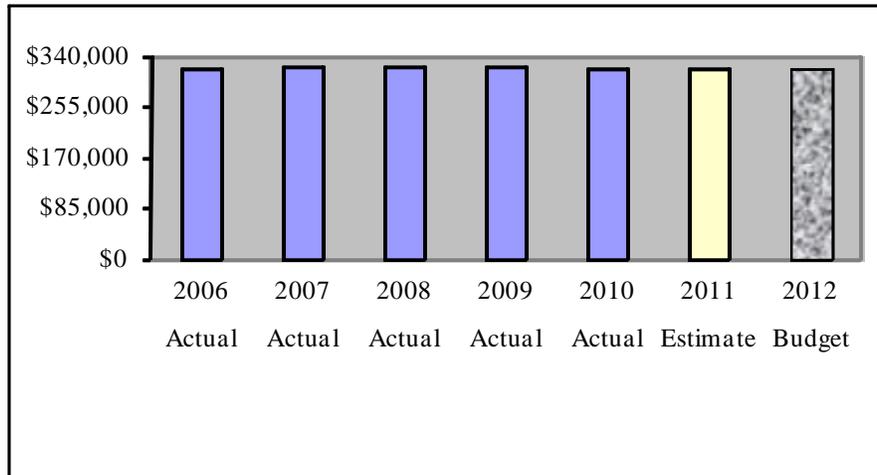
The City also issues bonds where the City pledges income derived from the acquired or constructed assets to pay debt service.

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 **Budget 2012**

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

	Year	Amount	% Change
Actual	2006	319,854	-0.09%
Actual	2007	320,723	0.27%
Actual	2008	320,719	0.00%
Actual	2009	320,781	0.02%
Actual	2010	318,981	-0.56%
Estimate	2011	318,347	-0.20%
Budget	2012	318,347	0.00%



City of Englewood, Colorado Budget 2012

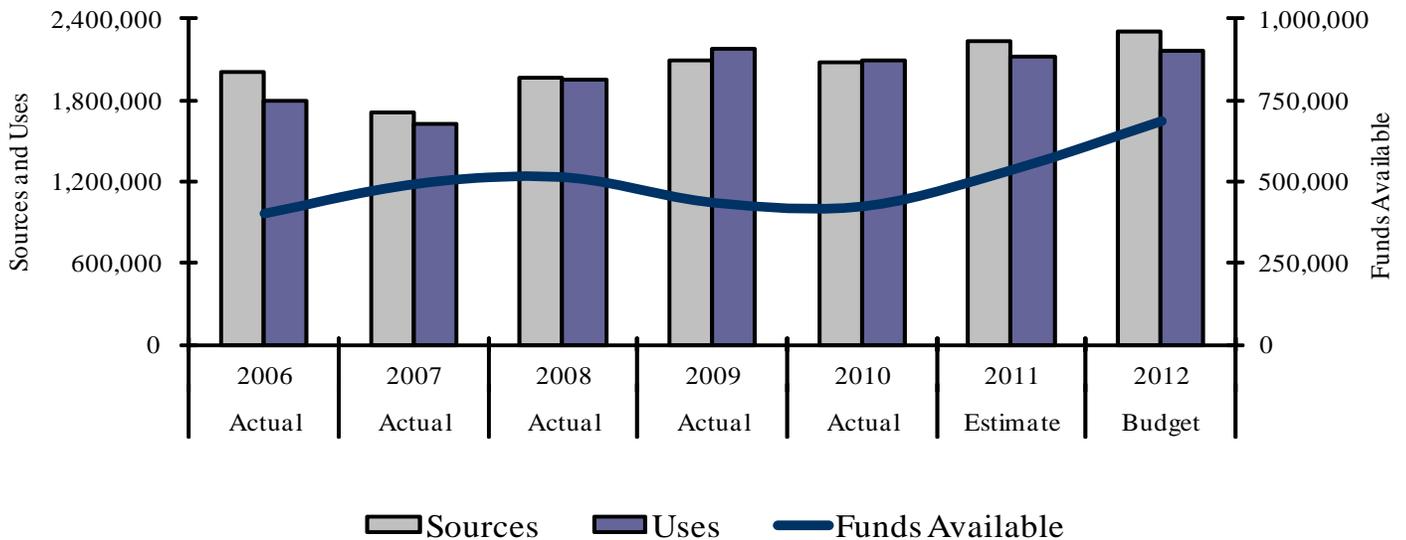
Department Parks and Recreation

Fund Golf Course

GOLF COURSE FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

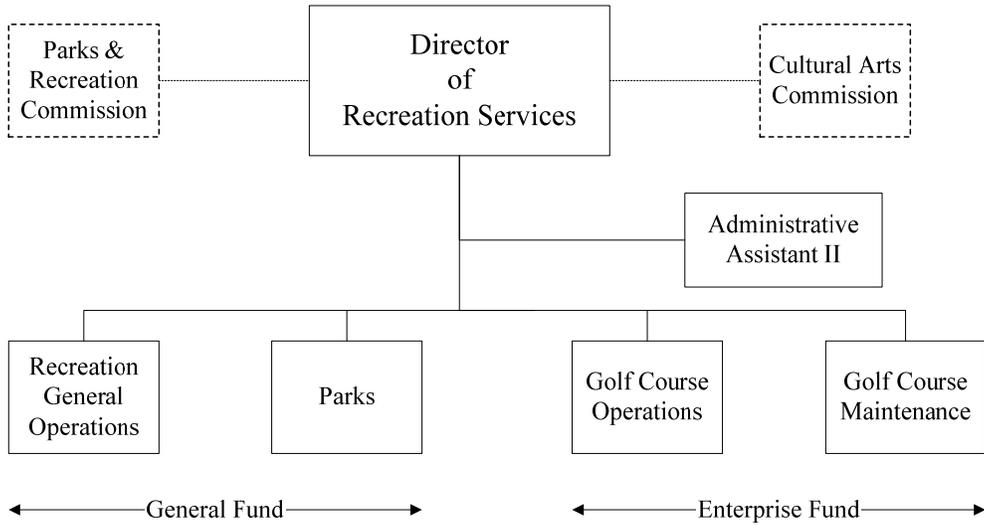
	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2011</i>	<i>2012</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Funds Available	\$ 191,135	\$ 403,094	\$ 494,055	\$ 515,864	\$ 436,975	\$ 443,829	\$ 425,376	\$ 538,560
Sources of Funds								
Revenues								
Charges for Services	1,506,799	520,872	1,229,770	1,737,808	2,008,788	2,209,072	2,209,072	2,285,433
Interest and other	87,499	84,239	91,374	109,607	20,494	61,151	26,993	26,993
Revenues	1,594,298	605,111	1,321,144	1,847,415	2,029,282	2,270,223	2,236,065	2,312,426
Other Financing Sources	416,606	1,111,247	652,805	249,774	50,000	-	-	-
Total Sources of Funds	2,010,904	1,716,358	1,973,949	2,097,189	2,079,282	2,270,223	2,236,065	2,312,426
Uses of Funds								
Operating Expenses								
Operating Costs	1,485,900	1,342,353	1,671,065	1,797,159	1,670,866	1,730,422	1,596,666	1,651,211
Total Operating Expenses	1,485,900	1,342,353	1,671,065	1,797,159	1,670,866	1,730,422	1,596,666	1,651,211
Debt Service-Principal	50,000	55,000	55,000	55,000	60,000	60,000	60,000	65,000
Debt Service-Interest	163,115	161,463	159,494	157,338	155,025	152,373	152,373	149,815
Capital Acquisitions	99,930	66,581	66,581	66,581	204,990	313,842	313,842	295,617
Total Expenses	1,798,945	1,625,397	1,952,140	2,076,078	2,090,881	2,256,636	2,122,881	2,161,643
Other Financing Uses	-	-	-	100,000	-	-	-	-
Total Uses of Funds	1,798,945	1,625,397	1,952,140	2,176,078	2,090,881	2,256,636	2,122,881	2,161,643
Net Sources(Uses) of Funds	211,959	90,961	21,809	(78,889)	(11,599)	13,587	113,184	150,783
Ending Funds Available	\$ 403,094	\$ 494,055	\$ 515,864	\$ 436,975	\$ 425,376	\$ 457,416	\$ 538,560	\$ 689,343
Funds Available Percentage Change	110.89%	22.57%	4.41%	-15.29%	-2.65%	7.53%	17.74%	28.00%



City of Englewood, Colorado **Budget 2012**

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.

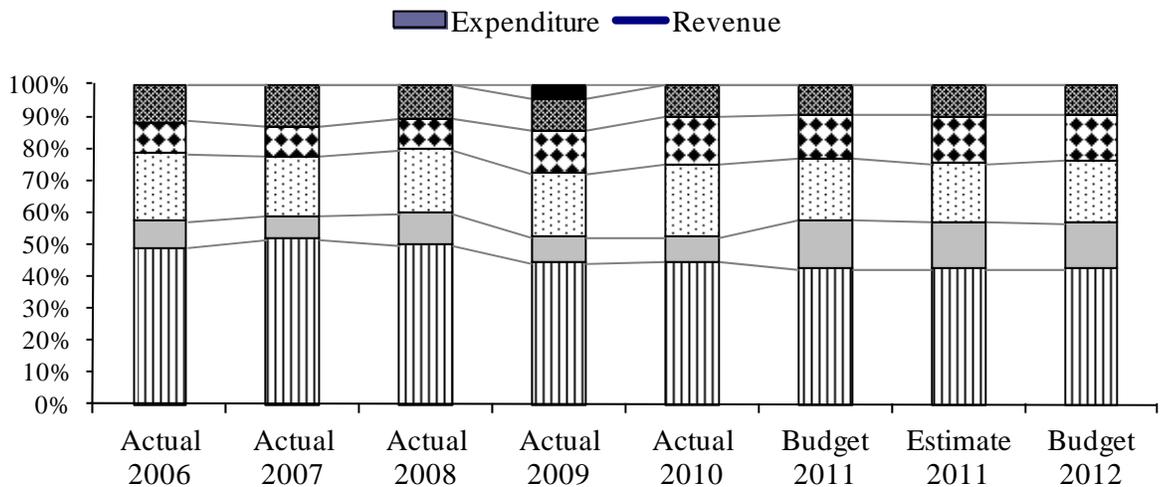
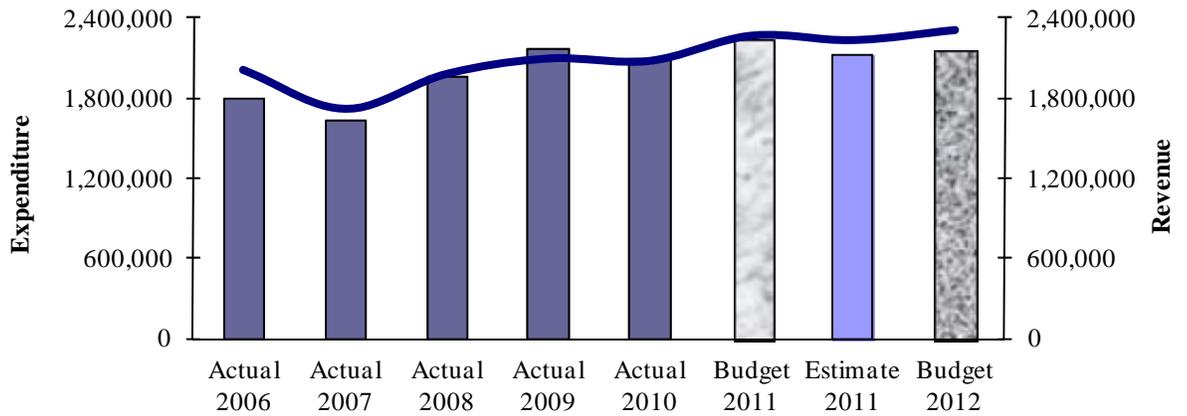
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Repair pump station intake pipe • Improve 7 fairway landing area • Cart path resurfacing 	<ul style="list-style-type: none"> • Install improved surveillance system • Review Back 9 Master plan – add forward tees • Create Golf Cart Storage plan • Evaluate short and long term capital items
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Improve 7 fairway landing area • Resolve 3 fairway drainage issue • Increase revenues to offset increased costs through better control of no-shows of leagues and clubs • Review solutions for safety concern at hole #9 • Continue to closely monitor pace of play 	<ul style="list-style-type: none"> • Resolved 3 fairway drainage issue • Safety concerns on 9 resolved with trees

City of Englewood, Colorado Budget 2012

Department Parks and Recreation
Fund Golf Course
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	2,010,904	1,716,357	1,980,549	2,097,189	2,079,282	2,270,223	2,236,065	2,312,426
Percent Change		-14.65%	15.39%	5.89%	-0.85%	9.18%	-1.50%	3.41%
Expenditure								
Personnel	878,507	841,653	977,575	960,732	931,766	964,368	901,234	915,958
Commodities	151,591	111,998	192,811	179,319	171,284	331,509	305,488	306,888
Contractual	378,114	303,783	391,179	432,858	463,275	434,544	389,944	428,365
Capital	177,618	151,500	182,681	290,832	309,531	313,842	313,842	295,617
Debt Service	213,115	216,462	214,494	212,337	215,025	212,373	212,373	214,815
Transfer Out	-	-	-	100,000	-	-	-	-
Total Expenditure	1,798,945	1,625,396	1,958,740	2,176,078	2,090,881	2,256,636	2,122,881	2,161,643
Percent Change		-9.65%	20.51%	11.10%	-3.92%	7.93%	-5.93%	1.83%

Employees FTE	8.750	8.750	9.000	8.500	7.442	7.385	7.269	7.380
Percent Change FTE		0.000%	2.857%	-5.556%	-12.443%	-0.775%	-1.562%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Parks and Recreation

Fund Golf Course

Division Golf Course Operations

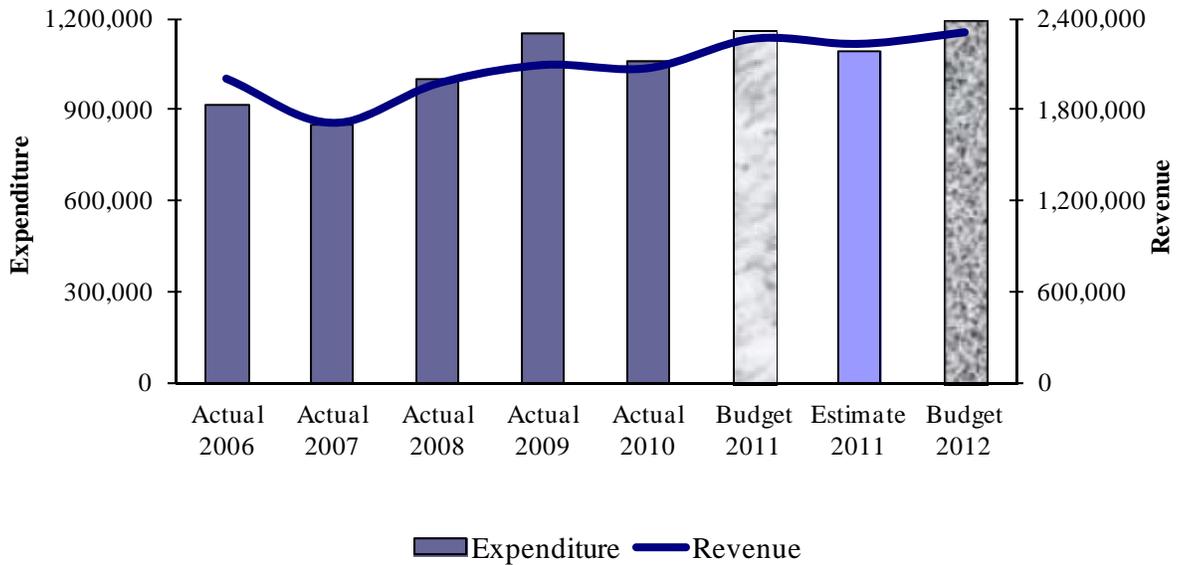
Account 43.1306

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	2,006,957	1,714,407	1,973,949	2,096,544	2,075,694	2,270,223	2,235,223	2,311,584
Percent Change		-14.58%	15.14%	6.21%	-0.99%	9.37%	-1.54%	3.42%
Expenditure								
Personnel	354,786	313,879	374,431	403,365	395,855	412,144	407,837	413,267
Commodities	43,707	42,666	77,595	61,814	53,032	144,200	117,200	117,200
Contractual	303,904	224,433	332,577	331,507	380,273	362,698	318,098	362,985
Capital	240	50,490	-	38,556	16,597	35,000	35,000	95,000
Debt Service	213,115	216,462	214,494	212,337	215,025	212,373	212,373	214,815
Transfer Out	-	-	-	100,000	-	-	-	-
Total Expenditure	915,752	847,930	999,097	1,147,579	1,060,782	1,166,415	1,090,508	1,203,267
Percent Change		-7.41%	17.83%	14.86%	-7.56%	9.96%	-6.51%	10.34%

Employees FTE	2.750	2.750	3.000	3.000	1.985	1.969	2.837	2.880
Percent Change FTE		0.000%	9.091%	0.000%	-33.846%	-0.775%	44.056%	1.523%



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Asset Management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair.	1. Maintain equipment properly, train staff proper use of equipment.

City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation

Fund Golf Course

Division Golf Course Operations

Account 43.1306

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. IT Equipment- Golf Trac, Upgrade computers	2. Computers were upgraded in 2008 along with new computers for starters/cashiers
	3. Provide a championship and par 3 course for all citizens.	3. Golfers can walk 18 holes or Par 3 Course
	4. Provide a program for disabled golfers (Golf4Fun)	4. Four carts are available for disabled golfers.
	5. Offer affordable golf.	5. Provide discounts for seniors and youth and residents.
	6. Balance the golf budget.	6. The Englewood Golf Course operates as an enterprise fund.
A progressive City that provides responsive and cost efficient services	7. Provide proper staffing levels for proper guest services	7. Use of volunteers for staffing support
	8. Productive staff Guest services training and development.	8. Through training programs, first aid/CPR.
	9. Provide benefits for Englewood residents	9. Early tee time registration and discounted rates for Englewood citizens.
	10. Maximize revenues.	10. Special pricing for clubs, groups, tournaments, etc.
	11. Security/Alarm System-	11. Consolidate accounts for cost savings.
A City that is business-friendly and economically diverse.	12. Offer discounted golf for the community	12. The golf course provides discount fees for Englewood business owners. Discounts are provided to City of Sheridan residents.
	13. Create relationships with vendors and the business community.	13. Partnerships/sponsorships have been coordinated with the restaurant operation, vendors and the business community.
	14. The golf course supports local business and community groups	14. . Provide golf round donations for local fundraising efforts.
	15. Provide attractive services for area businesses.	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.		17. Hole-N-One Jr program, family nights, etc
18. Offer programs for troubled youth.		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 **Budget 2012**

Department Parks and Recreation

Fund Golf Course

Division Golf Course Operations

Account 43.1306

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

Schedule of Debt Service Requirements

Golf Course Revenue Refunding Bonds - 2003

Year	Total	Rate	Principal	Interest
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>3,896,627</u>		<u>2,580,000</u>	<u>1,316,627</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 Budget 2012

Department Parks and Recreation

Fund Golf Course

Division Golf Course Maintenance

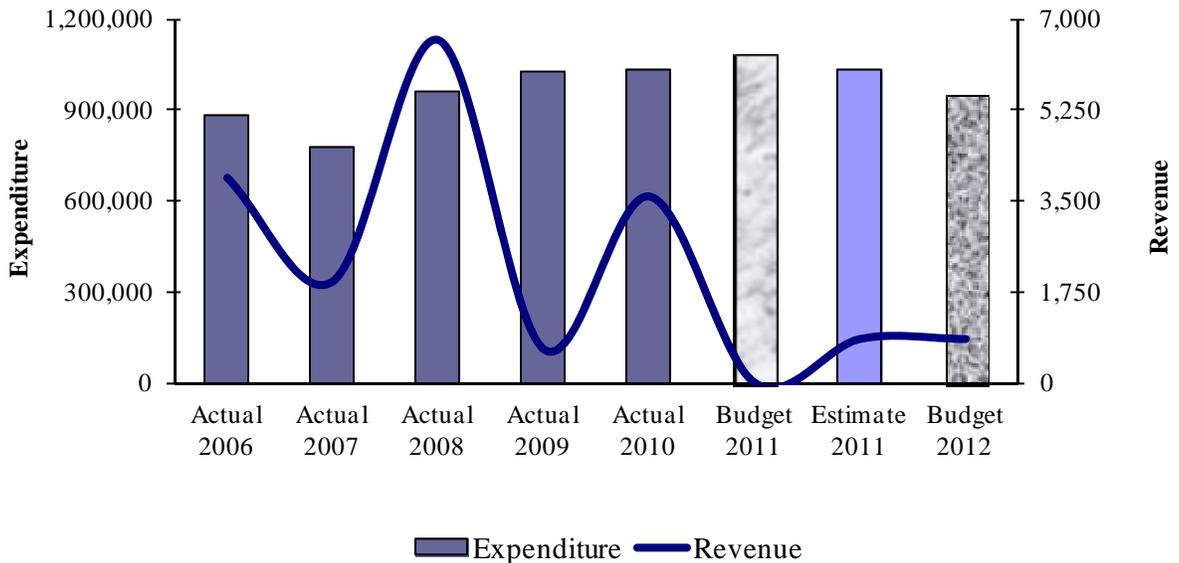
Account 43.1307

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	3,947	1,950	6,600	645	3,588	-	842	842
Percent Change		-50.60%	238.46%	-90.23%	456.28%	-100.00%	---	0.00%
Expenditure								
Personnel	523,721	527,774	603,144	557,367	535,911	552,224	493,397	502,691
Commodities	107,884	69,332	115,216	117,505	118,252	187,309	188,288	189,688
Contractual	74,210	79,350	58,602	101,351	83,002	71,846	71,846	65,380
Capital	177,378	101,010	182,681	252,276	292,934	278,842	278,842	200,617
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	883,193	777,466	959,643	1,028,499	1,030,099	1,090,221	1,032,373	958,376
Percent Change		-11.97%	23.43%	7.18%	0.16%	5.84%	-5.31%	-7.17%

Employees FTE	6,000	6,000	6,000	5,500	5,458	5,415	4,433	4,500
Percent Change FTE		0.000%	0.000%	-8.333%	-0.769%	-0.775%	-18.150%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Provide daily and long term maintenance to the golf course. 2. Irrigation – Installs, maintains repairs system for quality course conditions. 3. Provides maintenance, repairs and improvements to all maintenance and support buildings. 4. Service and maintain all equipment necessary 	Maintain infrastructure thru appropriate staffing levels and capital expenditures.

City of Englewood, Colorado Budget 2012

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
	for maintenance operation. 5. Implementation and monitoring of the Golf Course Redevelopment Plan.	
A safe, clean, healthy and attractive City	6. Provides an attractive, inviting, and clean environment for public use. 7. Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor. 8. Provides snow removal and appropriate access to golf course, restaurant, and teaching facility year round. 9. Monitors ground water and methane levels related to landfill conditions.	Maintain areas thru proper staffing levels.
A progressive City that provides responsive and cost efficient services	10. Provides outlet for citizen, school and community groups to contribute to community welfare – Platte River Clean Up, ecological education, community service requirements, and youth work programs, etc. 11. Support to other departments/divisions in equipment sharing and support staff. 12. Computerize irrigation system/weather station for efficient use of water consumption.	Community service workers, efficient use of water resources thru weather station and computerized irrigation system.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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.

Fee Schedule	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>
9 holes:		\$14	\$16	\$11 \$ 9
18 holes:		\$24	\$26	\$18 \$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>
9 holes:		\$15	\$17	\$14
18 holes:		\$26	\$31	\$26

Date Last Changed 2010

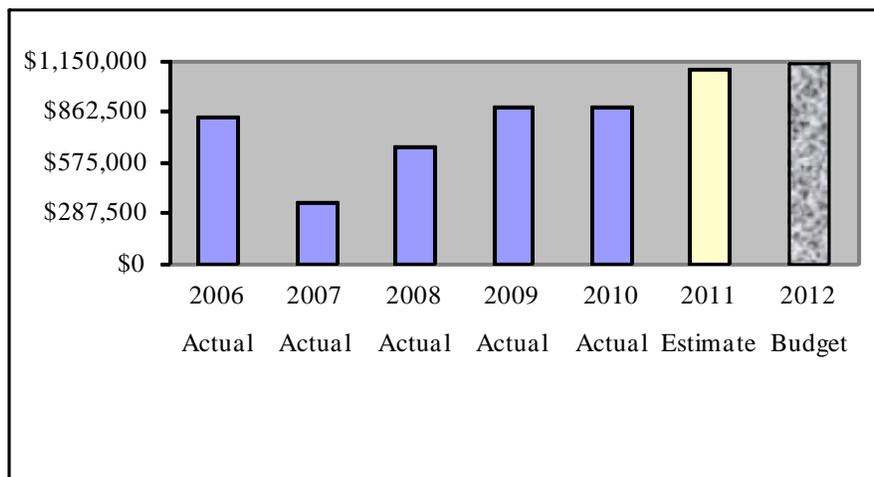
Previous Fee Schedule	<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>
9 holes:		\$13	\$16	\$11 \$ 9
18 holes:		\$22	\$26	\$18 \$15
	<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>
9 holes:		\$14	\$17	\$14
18 holes:		\$24	\$29	\$24

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.

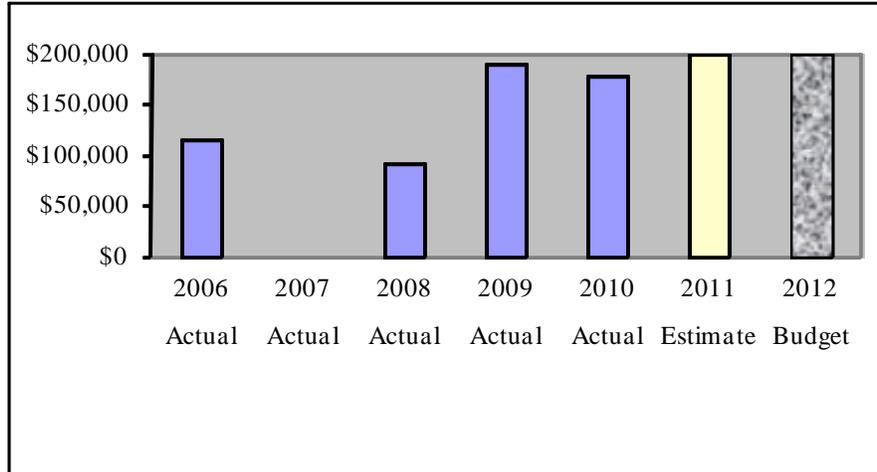
	Year	Amount	% Change
Actual	2006	824,218	-10.78%
Actual	2007	344,907	-58.15%
Actual	2008	660,876	91.61%
Actual	2009	882,612	33.55%
Actual	2010	881,401	-0.14%
Estimate	2011	1,102,606	25.10%
Budget	2012	1,135,241	2.96%



City of Englewood, Colorado **Budget 2012**

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

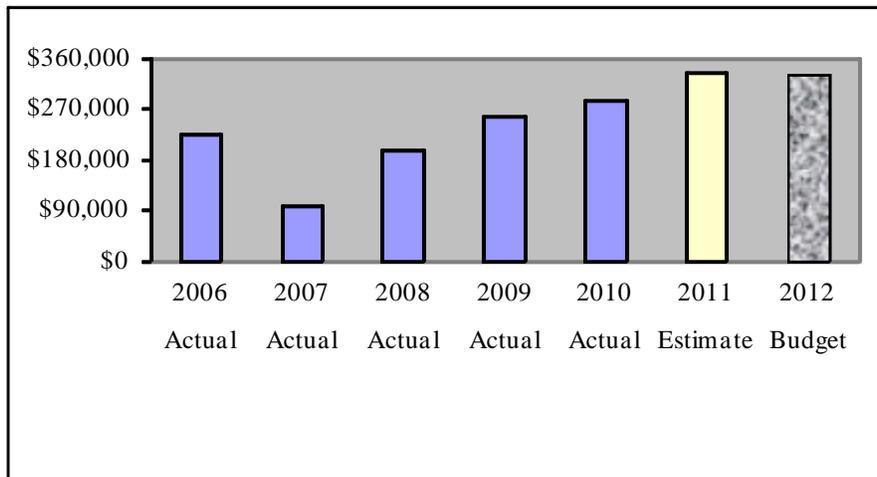
	Year	Amount	% Change
Actual	2006	115,377	-22.27%
Actual	2007	0	-100.00%
Actual	2008	90,306	---
Actual	2009	188,824	109.09%
Actual	2010	177,015	-6.25%
Estimate	2011	200,000	12.98%
Budget	2012	200,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation
Fund Golf Course
Revenue Item **Golf Cart Rental**
Account **43.1306.33621**
Authorization Ordinance 73, Series of 2000
Description Cart Rentals
Fee Schedule 9 holes \$14
 18 holes \$28
Date Last Changed 2009
Previous Fee Schedule 9 holes \$14
 18 holes \$24
Formula Method Projected number of 18 hole rounds X \$28 X 65%
 Projected number of 9 hole rounds X \$14 X 55%
Projection Method 2% increase annually
Comments Use of carts affected by weather and number of players

	Year	Amount	% Change
Actual	2006	225,697	-10.40%
Actual	2007	95,927	-57.50%
Actual	2008	196,706	105.06%
Actual	2009	257,108	30.71%
Actual	2010	282,496	9.87%
Estimate	2011	332,466	17.69%
Budget	2012	332,466	0.00%



City of Englewood, Colorado **Budget 2012**

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

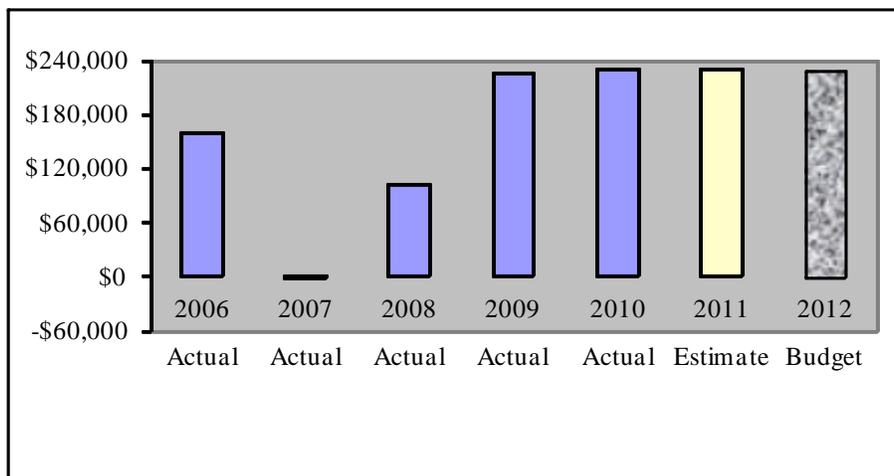
XLarge Bucket of balls	\$7
Large bucket of balls	\$5
Small bucket of balls	\$3

Formula Method Number of each size bucket sold X price per bucket

Projection Method Estimate based on previous years.

Comments

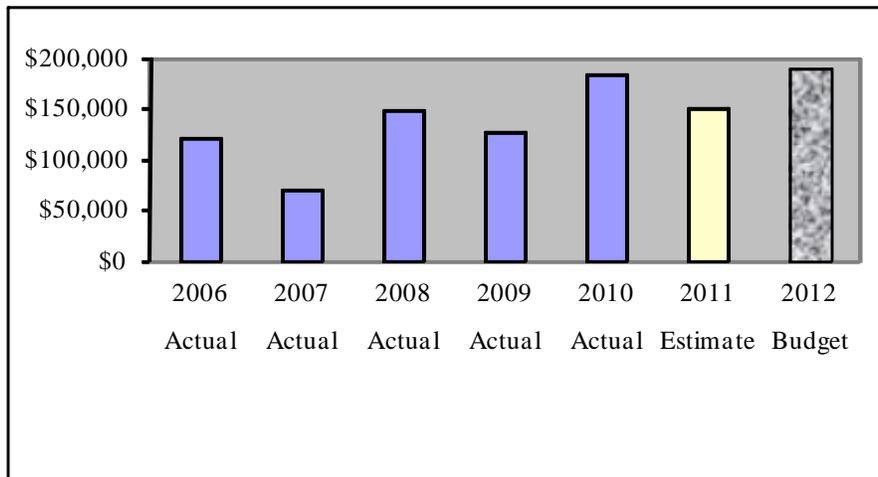
	Year	Amount	% Change
Actual	2006	158,701	-20.86%
Actual	2007	-120	-100.08%
Actual	2008	101,493	-84677.50%
Actual	2009	226,408	123.08%
Actual	2010	230,257	1.70%
Estimate	2011	230,000	-0.11%
Budget	2012	230,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation
Fund Golf Course
Revenue Item Merchandise Sales
Account 43.1306.33641
Authorization Ordinance 73, Series of 2000
Description Clothing, hats, balls, etc. sold in the Pro Shop.
Fee Schedule Cost X 1.6 on most items.
Date Last Changed N/A
Previous Fee Schedule Cost X 1.6 on most items
Formula Method N/A
Projection Method Previous sales, economy.
Comments Many leagues and clubs have gift certificates that expire every other year. This accounts for the fluctuation in revenues.

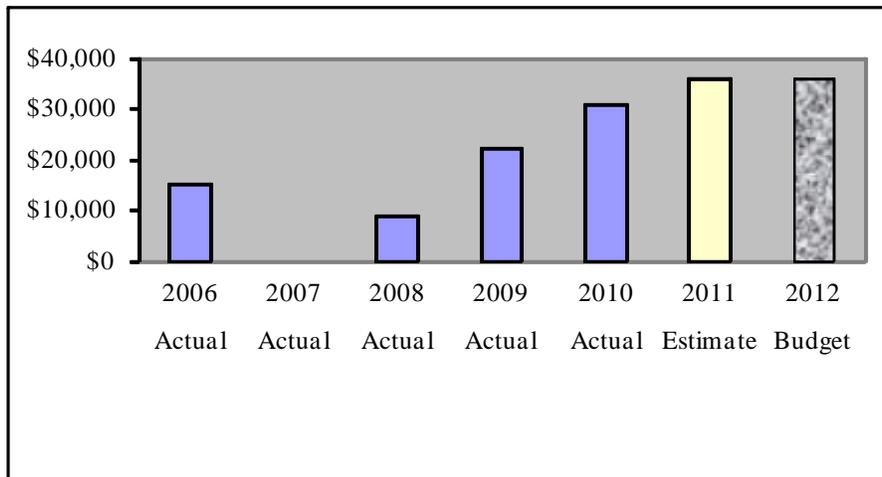
	Year	Amount	% Change
Actual	2006	120,694	-36.19%
Actual	2007	70,164	-41.87%
Actual	2008	147,284	109.91%
Actual	2009	126,905	-13.84%
Actual	2010	182,971	44.18%
Estimate	2011	150,000	-18.02%
Budget	2012	190,000	26.67%



City of Englewood, Colorado **Budget 2012**

Department Parks and Recreation
Fund Golf Course
Revenue Item **Food Concessions**
Account **43.1306.33651**
Authorization Contract
Description Concession Sales; Bar and Restaurant
Fee Schedule \$36,000 rental per year.
Date Last Changed October, 2004
Previous Fee Schedule \$36,000 rental per year.
Formula Method Rental based on comparable restaurant and bar facilities of similar size within service area.
Projection Method 2% every contract.
Comments Due to construction, no rent will be charged to the restaurant until May 2008.

	Year	Amount	% Change
Actual	2006	15,000	-54.75%
Actual	2007	0	-100.00%
Actual	2008	9,000	---
Actual	2009	22,000	144.44%
Actual	2010	30,691	39.50%
Estimate	2011	36,000	17.30%
Budget	2012	36,000	0.00%



City of Englewood, Colorado **Budget 2012**

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

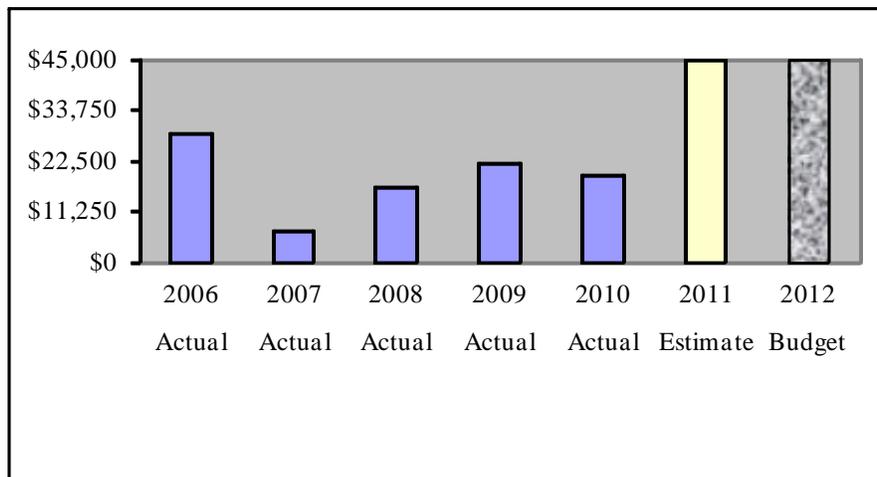
Previous Fee Schedule Five Day Play M-F Only \$400, Seniors \$325, Seven Day Play \$600.
Token Fee \$1 per three holes, \$2 per nine holes, \$4 per 18 holes.

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.

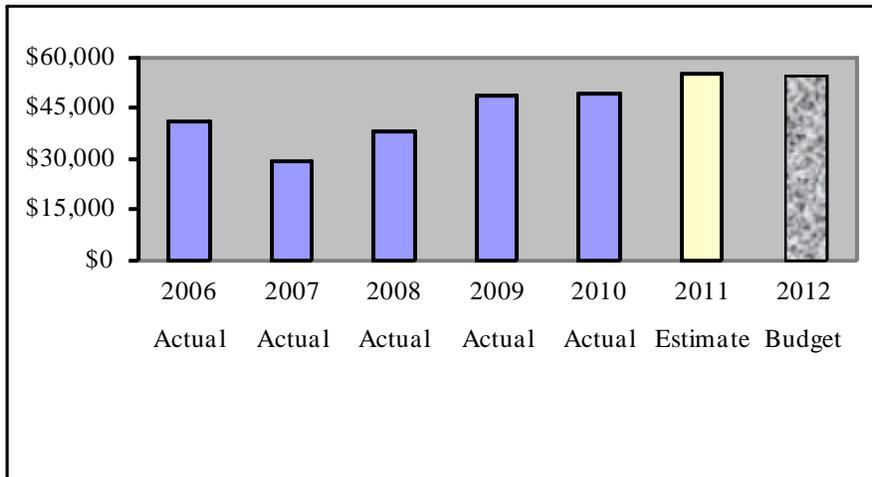
	Year	Amount	% Change
Actual	2006	28,348	-25.67%
Actual	2007	6,687	-76.41%
Actual	2008	16,513	146.94%
Actual	2009	21,752	31.73%
Actual	2010	19,018	-12.57%
Estimate	2011	45,000	136.62%
Budget	2012	45,000	0.00%



City of Englewood, Colorado **Budget 2012**

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 - \$64, Non-Resident - \$69
Date Last Changed 2010
Previous Fee Schedule Resident - \$54, Non-Resident - \$59
Formula Method Number of students X fee.
Projection Method Estimate based on previous years.
Comments

	Year	Amount	% Change
Actual	2006	40,991	-11.33%
Actual	2007	28,849	-29.62%
Actual	2008	37,805	31.04%
Actual	2009	48,500	28.29%
Actual	2010	49,404	1.86%
Estimate	2011	55,000	11.33%
Budget	2012	55,000	0.00%



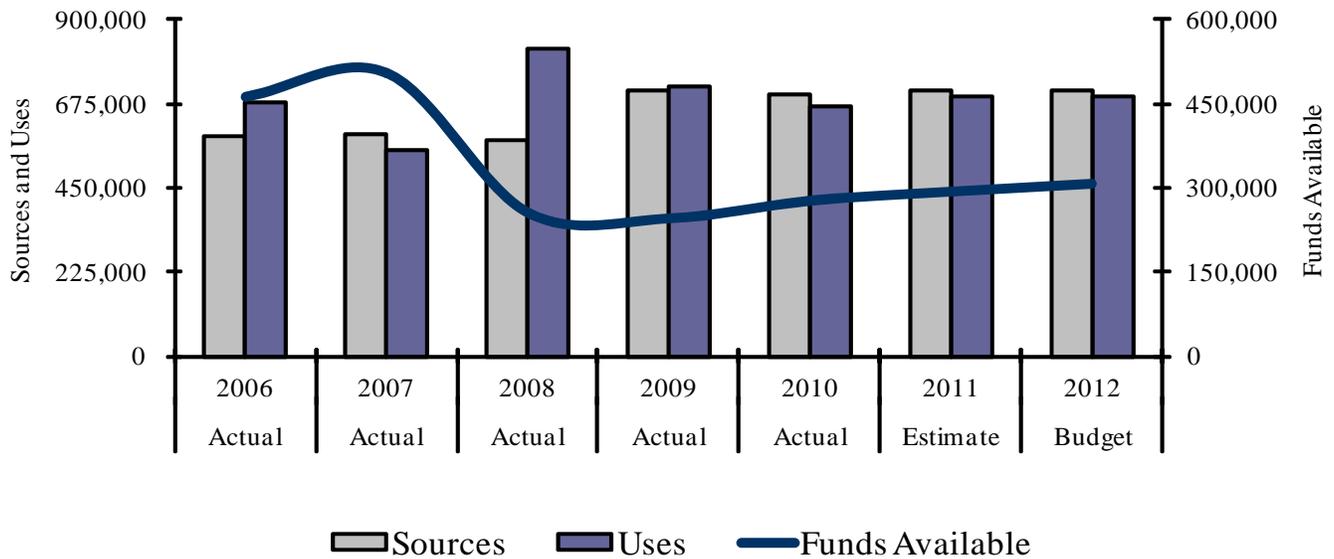
City of Englewood, Colorado **Budget 2012**

Department Public Works
Fund Concrete Utility

CONCRETE UTILITY FUND

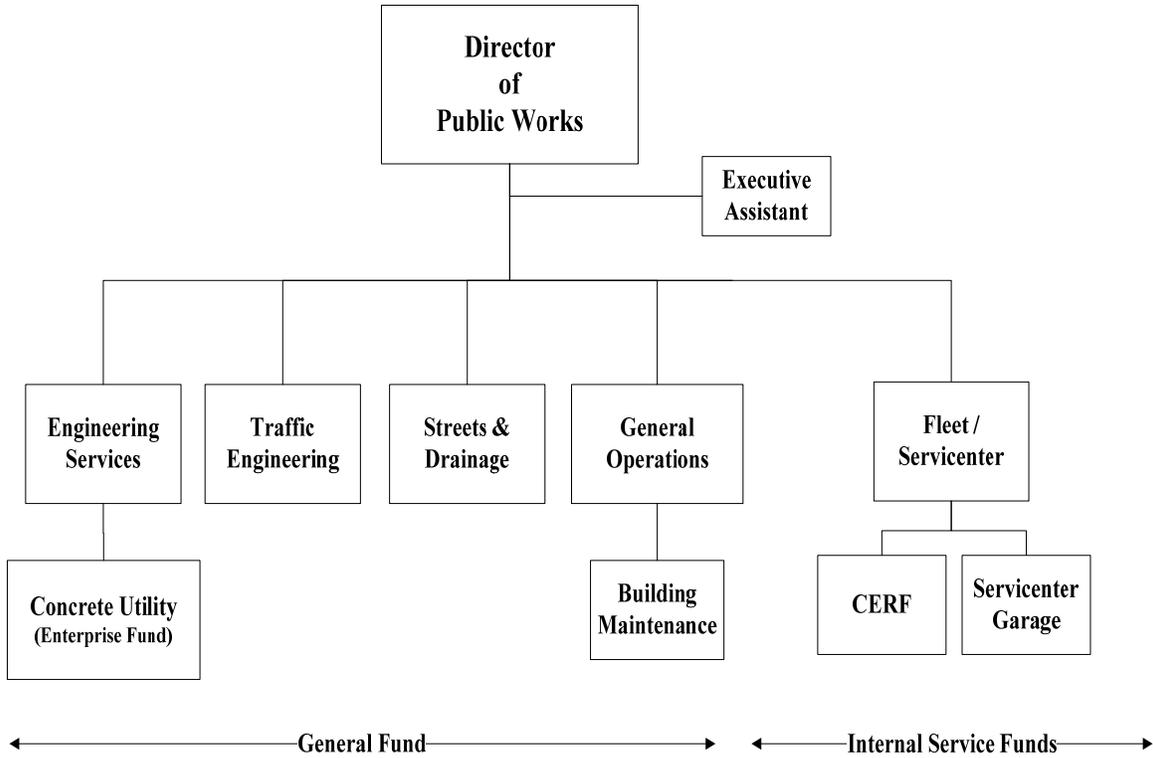
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Adopted Budget	2011 Estimated Actual	2012 Adopted Budget
Beginning Funds Available	\$ 552,645	\$ 461,820	\$ 504,046	\$ 257,217	\$ 246,705	\$ 260,760	\$ 277,906	\$ 294,204
Sources of Funds								
Operating Revenues								
Charges for Services	553,670	550,927	552,154	699,546	692,774	690,000	690,000	690,000
Interest and other	32,661	41,187	23,386	12,446	6,449	21,200	21,200	21,200
Total Operating Revenues	586,331	592,114	575,540	711,992	699,223	711,200	711,200	711,200
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	586,331	592,114	575,540	711,992	699,223	711,200	711,200	711,200
Uses of Funds								
Operating Expenses								
Operating Costs	289,551	312,973	297,339	356,316	345,640	365,342	365,073	367,420
Total Operating Expenses	289,551	312,973	297,339	356,316	345,640	365,342	365,073	367,420
Capital outlay	387,605	236,915	525,030	366,188	322,382	329,829	329,829	329,829
Total Uses of Funds	677,156	549,888	822,369	722,504	668,022	695,171	694,902	697,249
Net Sources(Uses) of Funds	(90,825)	42,226	(246,829)	(10,512)	31,201	16,029	16,298	13,951
Ending Funds Available	\$ 461,820	\$ 504,046	\$ 257,217	\$ 246,705	\$ 277,906	\$ 276,789	\$ 294,204	\$ 308,155
Funds Available Percentage Change	-16.43%	9.14%	-48.97%	-4.09%	12.65%	-0.40%	6.29%	4.74%



City of Englewood, Colorado **Budget 2012**

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.

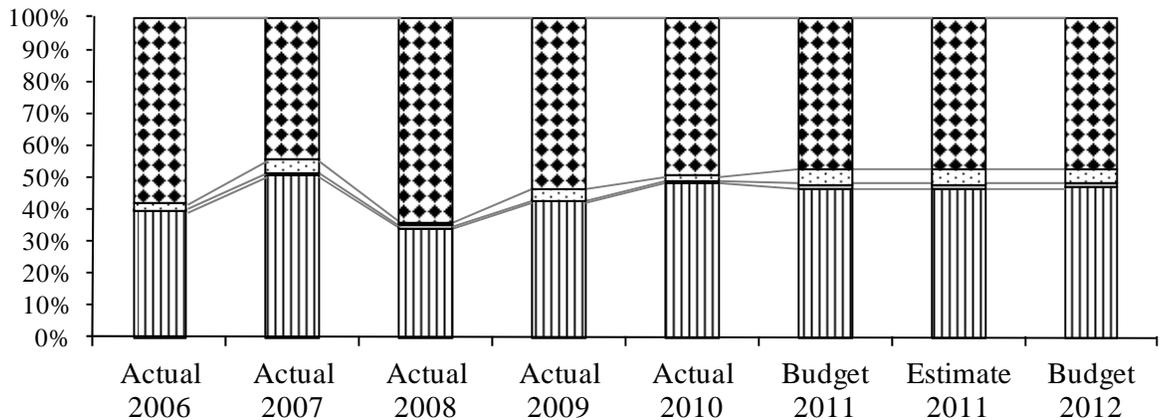
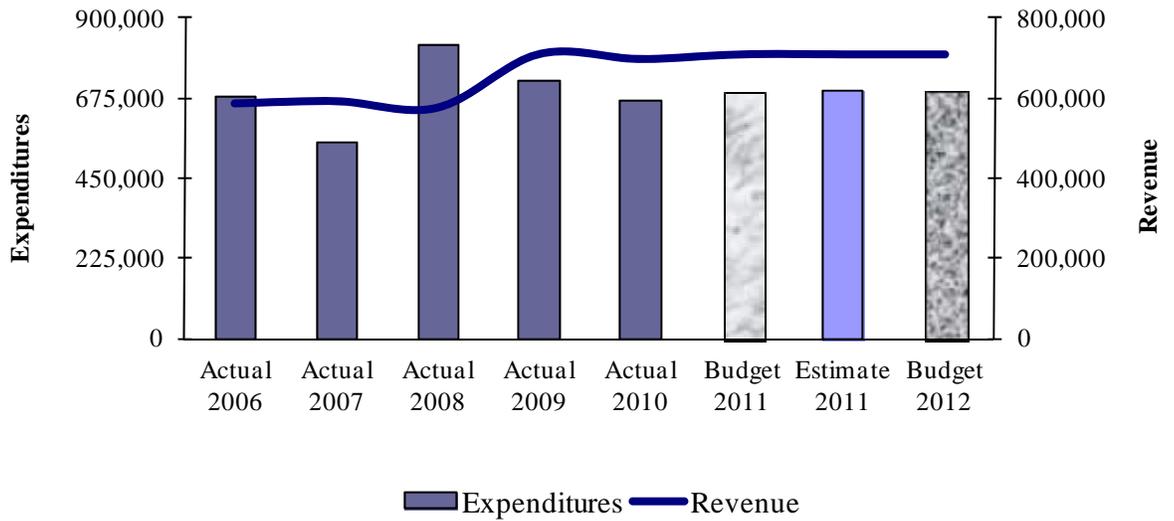
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
•	•
•	•
•	•
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
•	•
•	•
•	•

City of Englewood, Colorado Budget 2012

Department Public Works
Fund Concrete Utility
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	586,332	592,114	575,540	711,993	699,223	711,200	711,200	711,200
Percent Change		0.99%	-2.80%	23.71%	-1.79%	1.71%	0.00%	0.00%
Expenditures								
Personnel	265,168	278,177	278,663	305,531	322,321	323,232	322,787	325,593
Commodities	3,966	4,442	7,818	2,265	2,436	9,116	9,292	9,292
Contractual	13,410	23,032	9,313	26,603	11,611	32,994	32,994	32,535
Capital	394,613	244,237	526,575	388,106	331,654	329,829	329,829	329,829
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	677,157	549,888	822,369	722,505	668,022	695,171	694,902	697,249
Percent Change		-18.79%	49.55%	-12.14%	-7.54%	4.06%	-0.04%	0.34%

Employees FTE	3,531	3,531	3,536	3,916	3,886	3,856	3,857	3,916
Percent Change FTE		0.000%	0.142%	10.747%	-0.769%	-0.775%	0.040%	1.522%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

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.

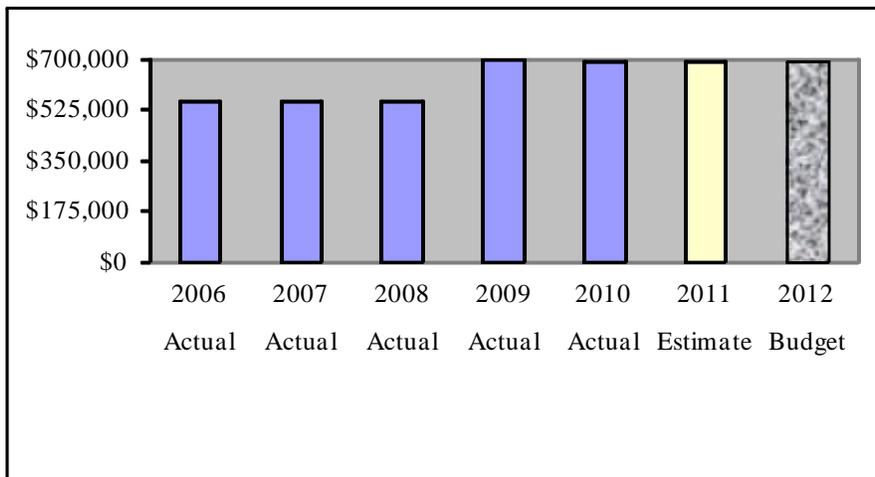
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Administer year-round annual Concrete Utility	<ul style="list-style-type: none"> • Maintain the Concrete Utility data base for land records and inventory. • Maintain the Concrete Utility billing system. • Identify and repair inferior concrete throughout the City.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Concrete Utility Full time employees		4.47	3.98	3.53	3.53	3.92	3.92	3.92
Square feet of concrete removed and replaced.		59,440	62,701	43,944	54,276	44,303	37,426	40,000

City of Englewood, Colorado **Budget 2012**

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
Actual	2006	553,318	-15.22%
Actual	2007	550,882	-0.44%
Actual	2008	552,154	0.23%
Actual	2009	699,546	26.69%
Actual	2010	692,774	-0.97%
Estimate	2011	690,000	-0.40%
Budget	2012	690,000	0.00%



City of Englewood, Colorado Budget 2012

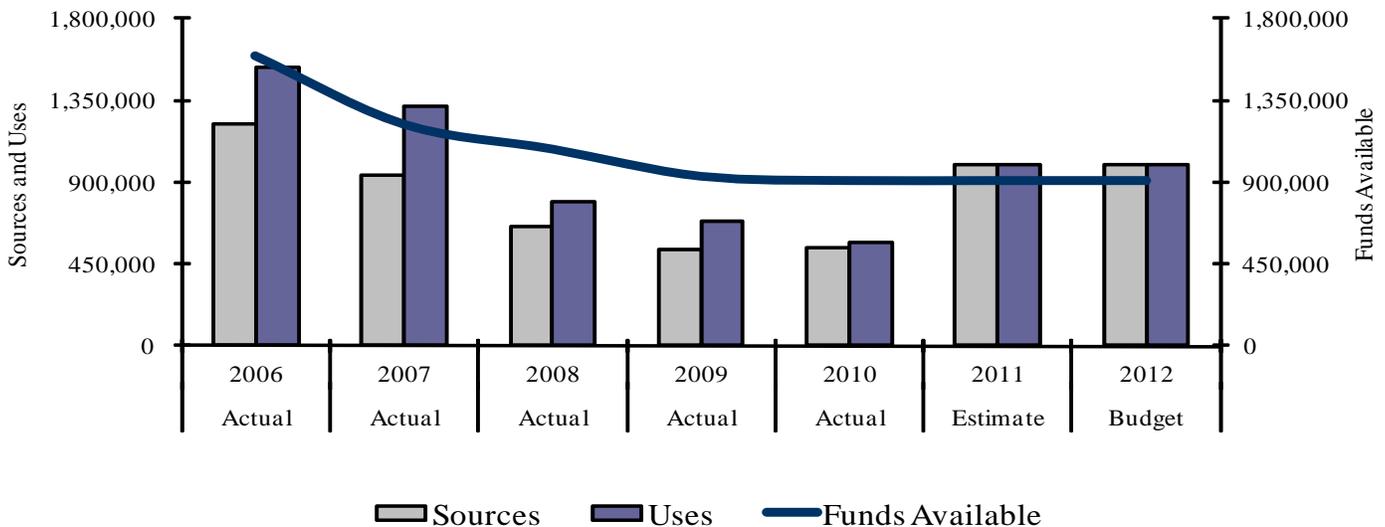
Department Community Development

Fund Housing Rehabilitation

HOUSING REHABILITATION FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$1,900,704	\$1,594,271	\$1,219,426	\$1,082,833	\$ 933,430	\$ 933,430	\$ 909,889	\$ 909,889
Sources of Funds								
Operating Revenues								
Program revenues	892,114	813,965	502,163	467,426	480,248	855,000	855,000	855,000
Grant income	308,230	87,676	132,763	54,502	57,855	120,000	120,000	120,000
Other	20,850	39,700	21,526	9,771	6,021	25,000	25,000	25,000
Total Operating Revenues	1,221,194	941,341	656,452	531,699	544,124	1,000,000	1,000,000	1,000,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	1,221,194	941,341	656,452	531,699	544,124	1,000,000	1,000,000	1,000,000
Uses of Funds								
Operating Expenses								
Program expenses	987,590	893,310	717,225	629,506	511,889	920,000	920,000	920,000
Interest expense	81,626	61,367	54,015	51,596	55,776	80,000	80,000	80,000
Total Operating Expenses	1,069,216	954,677	771,240	681,102	567,665	1,000,000	1,000,000	1,000,000
Capital outlay	458,411	361,509	21,805	-	-	-	-	-
Total Uses of Funds	1,527,627	1,316,186	793,045	681,102	567,665	1,000,000	1,000,000	1,000,000
Net Sources(Uses) of Funds	(306,433)	(374,845)	(136,593)	(149,403)	(23,541)	-	-	-
Ending Funds Available	\$1,594,271	\$1,219,426	\$1,082,833	\$ 933,430	\$ 909,889	\$ 933,430	\$ 909,889	\$ 909,889
Funds Available Percentage Change	-16.12%	-23.51%	-11.20%	-13.80%	-2.52%	2.59%	-2.52%	0.00%



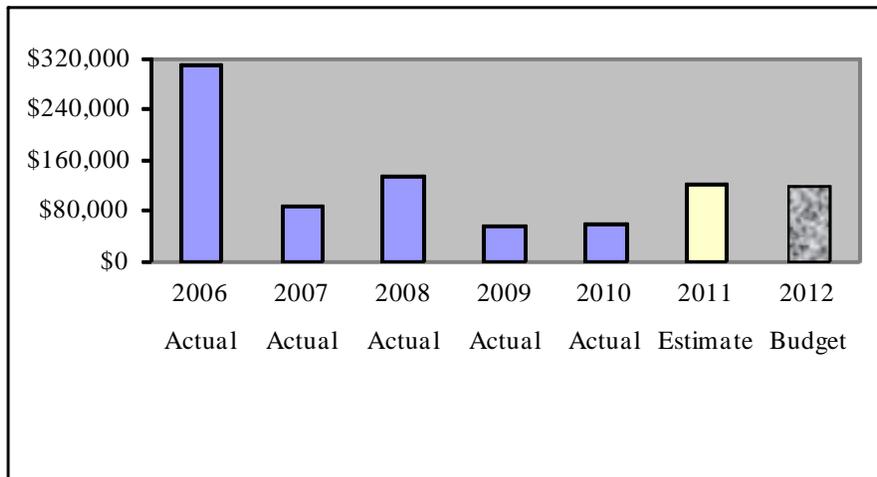
The City has entered into various loans with local banks to fund the housing rehabilitation loan program. The loans are serviced by the Housing Rehabilitation Fund.

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, 2010 for Vectra and US Bank is \$651,162 and \$753,826, respectively. The City also has a \$250,000 unused line of credit available through US Bank.

City of Englewood, Colorado **Budget 2012**

Department Community Development
Fund Housing Rehabilitation
Revenue Item **Arapahoe County Community Development Block Grant**
Account **45.0803.32512**
Authorization EMC 4-3-13
Description This fund shall be used to provide for housing rehabilitation activities in the City of Englewood, Colorado.
Fee Schedule N/A
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method Federal Operating Grant passed through by Arapahoe County
Projection Method N/A
Comments N/A

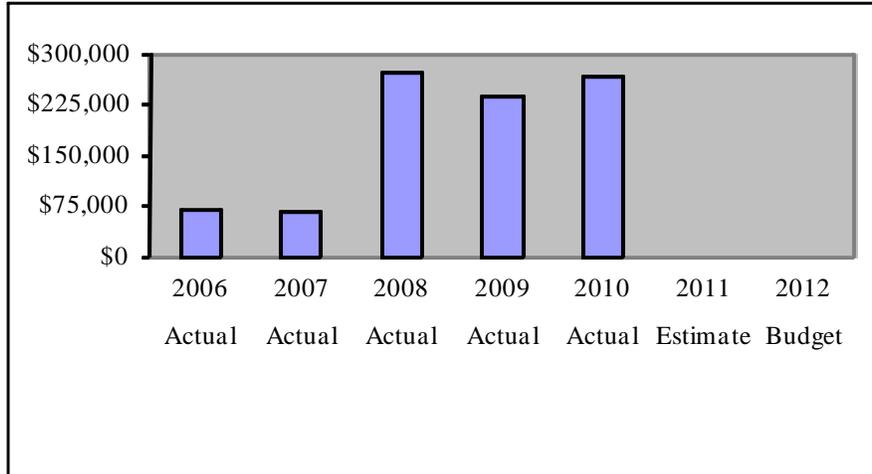
	Year	Amount	% Change
Actual	2006	308,230	162.37%
Actual	2007	87,676	-71.56%
Actual	2008	132,763	51.43%
Actual	2009	54,502	-58.95%
Actual	2010	57,855	6.15%
Estimate	2011	120,000	107.41%
Budget	2012	120,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department	Community Development
Fund	45 Arapahoe County CDBG and 46 Housing Rehabilitation
Revenue Item	Interest on Rehabilitation Loans
Account	45.0803.35301, 46.0803.35301, 45.0803.35302 and 46.0803.35302
Authorization	Ordinance 26, Series of 1999
Description	Interest on loans to citizens for rehabilitation of existing housing.
Fee Schedule	Varies from 0% to 7.75% depending on income.
Date Last Changed	N/A
Previous Fee Schedule	N/A
Formula Method	Number of loans X interest rate.
Projection Method	N/A
Comments	N/A

	Year	Amount	% Change
Actual	2006	68,614	2.16%
Actual	2007	64,965	-5.32%
Actual	2008	273,163	320.48%
Actual	2009	237,426	-13.08%
Actual	2010	267,248	12.56%
Estimate	2011	0	-100.00%
Budget	2012	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.

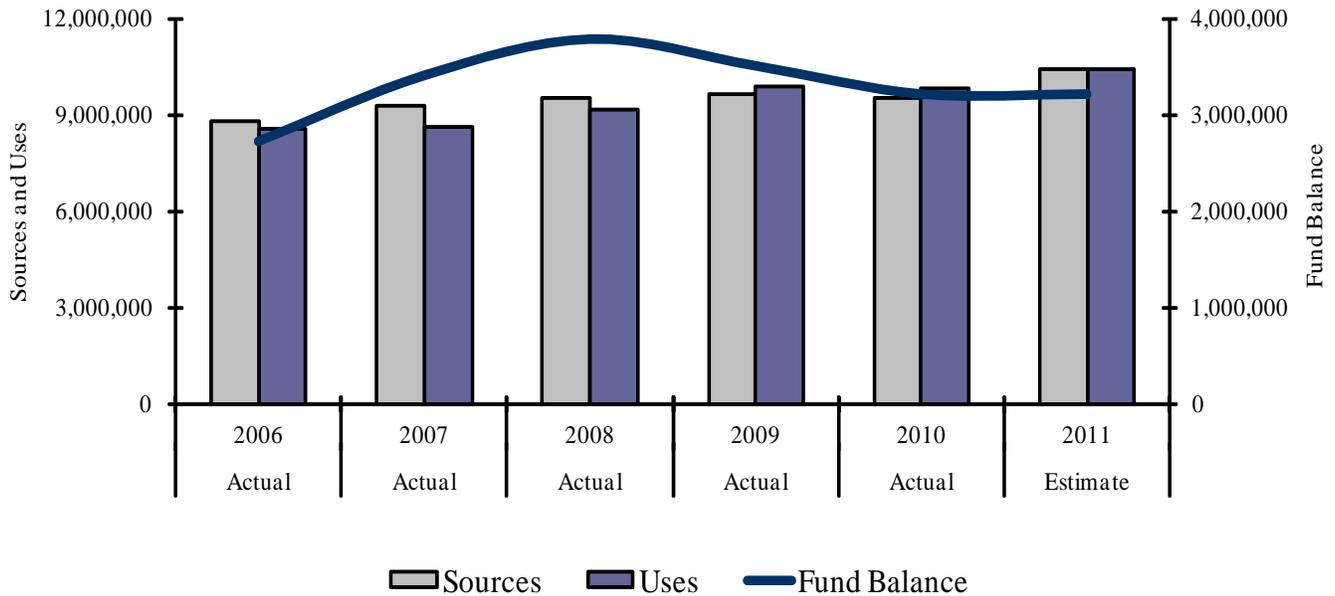
City of Englewood, Colorado Budget 2012

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

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$ 2,474,717	\$ 2,717,186	\$ 3,404,576	\$ 3,783,003	\$ 3,505,024	\$ 2,970,732	\$ 3,210,460	\$ 3,210,022
Sources of Funds								
Total Revenue	8,502,701	9,273,223	9,534,198	9,622,462	9,507,772	10,070,960	10,385,813	9,976,848
Other Financing Sources	300,000	-	-	-	-	-	-	-
Total Sources of Funds	8,802,701	9,273,223	9,534,198	9,622,462	9,507,772	10,070,960	10,385,813	9,976,848
Uses of Funds								
Total Expenditures	7,623,518	8,525,833	8,995,771	9,350,441	8,505,859	9,726,203	9,440,251	10,211,224
Other Financing Uses	936,714	60,000	160,000	550,000	1,296,477	946,000	946,000	820,000
Total Uses of Funds	8,560,232	8,585,833	9,155,771	9,900,441	9,802,336	10,672,203	10,386,251	11,031,224
Net Sources (Uses) of Funds	242,469	687,390	378,427	(277,979)	(294,564)	(601,243)	(438)	(1,054,376)
Ending Funds Available	\$ 2,717,186	\$ 3,404,576	\$ 3,783,003	\$ 3,505,024	\$ 3,210,460	\$ 2,369,489	\$ 3,210,022	\$ 2,155,646
Funds Available Percentage Change		25.30%	11.12%	-7.35%	-8.40%	-26.19%	35.47%	-32.85%



City of Englewood, Colorado Budget 2012

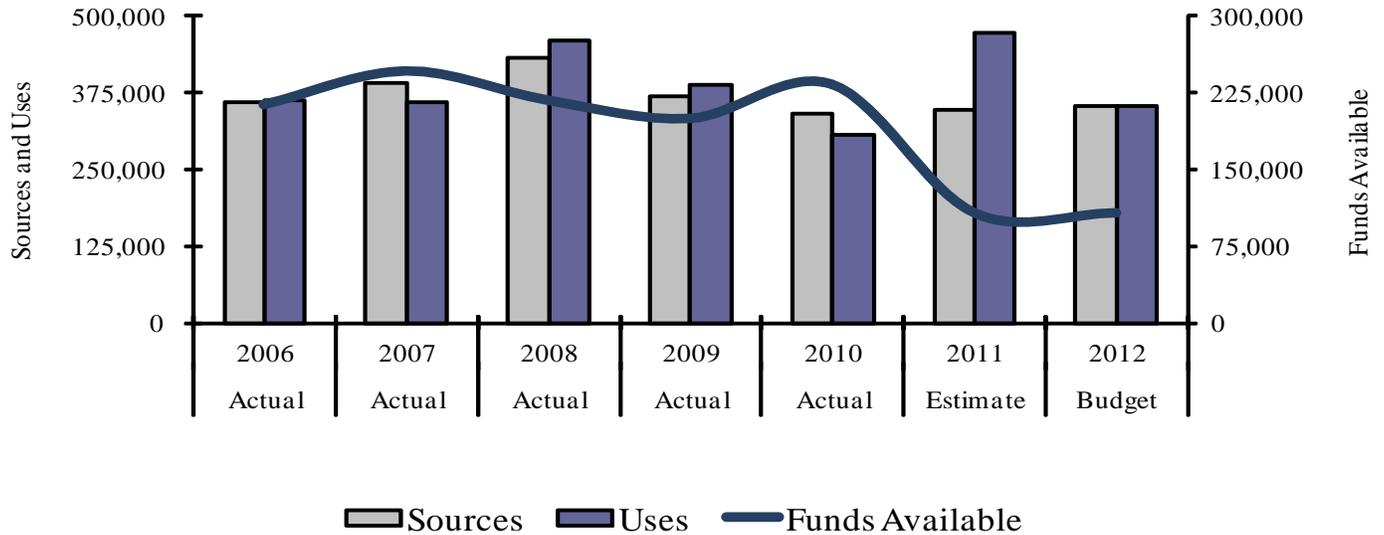
Department Finance and Administrative Services

Fund Central Services

CENTRAL SERVICES FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

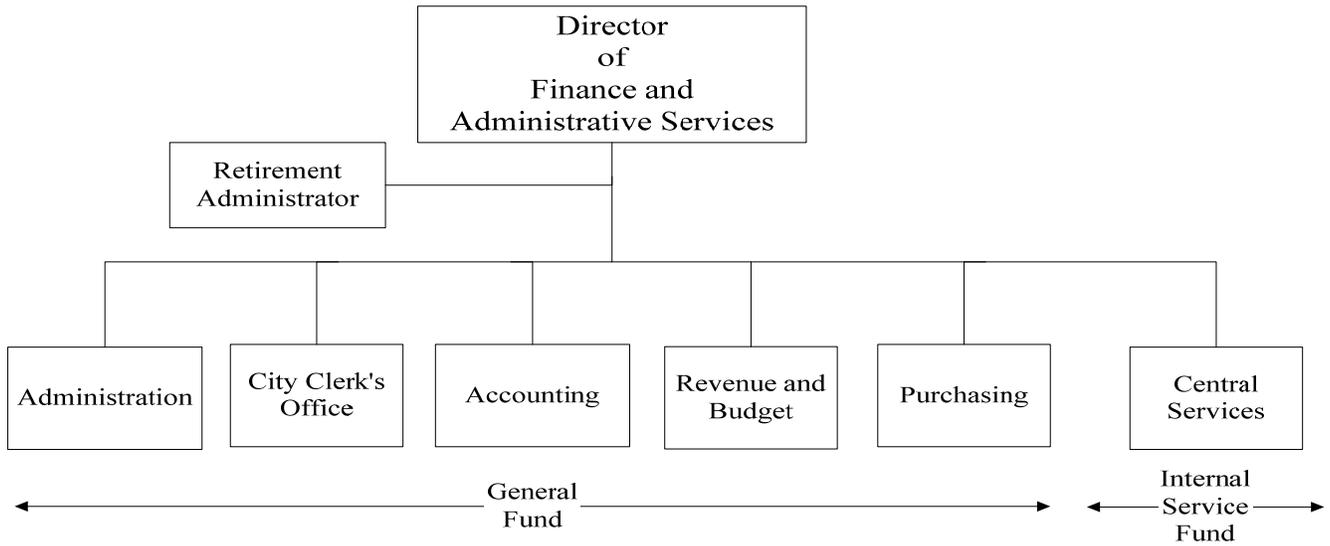
	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Funds Available	\$ 216,389	\$ 214,456	\$ 247,456	\$ 218,674	\$ 200,630	\$ 179,046	\$ 234,309	\$ 107,882
Sources of Funds								
Operating Revenues								
Interdepartmental Service Chgs	351,979	378,157	422,846	364,860	337,724	353,400	343,400	348,400
Interest and Other	9,044	13,623	9,845	4,203	2,237	5,500	5,000	5,000
Total Operating Revenues	361,023	391,780	432,691	369,063	339,961	358,900	348,400	353,400
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	361,023	391,780	432,691	369,063	339,961	358,900	348,400	353,400
Uses of Funds								
Operating Expenses								
Operating Costs	349,350	358,780	361,473	337,107	306,282	368,501	338,561	342,197
Total Operating Expenses	349,350	358,780	361,473	337,107	306,282	368,501	338,561	342,197
Capital outlay	13,606	-	-	-	-	11,266	36,266	11,266
Other Financing Uses	-	-	100,000	50,000	-	100,000	100,000	-
Total Uses of Funds	362,956	358,780	461,473	387,107	306,282	479,767	474,827	353,463
Net Sources(Uses) of Funds	(1,933)	33,000	(28,782)	(18,044)	33,679	(120,867)	(126,427)	(63)
Ending Funds Available	\$ 214,456	\$ 247,456	\$ 218,674	\$ 200,630	\$ 234,309	\$ 58,179	\$ 107,882	\$ 107,819
Funds Available Percentage Change	-0.89%	15.39%	-11.63%	-8.25%	16.79%	-75.17%	85.43%	-0.06%



City of Englewood, Colorado **Budget 2012**

Department Finance and Administrative Services

Fund Central Services



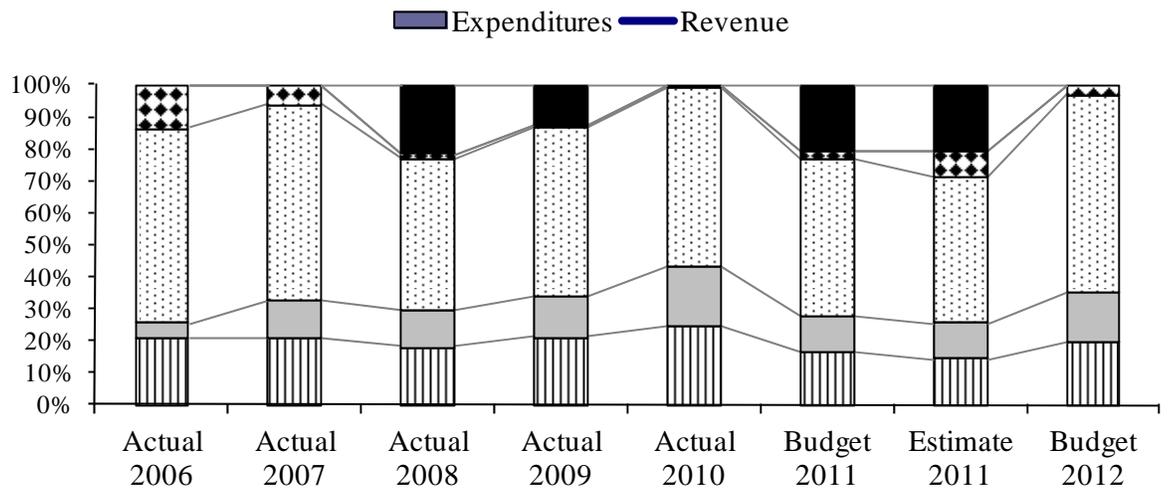
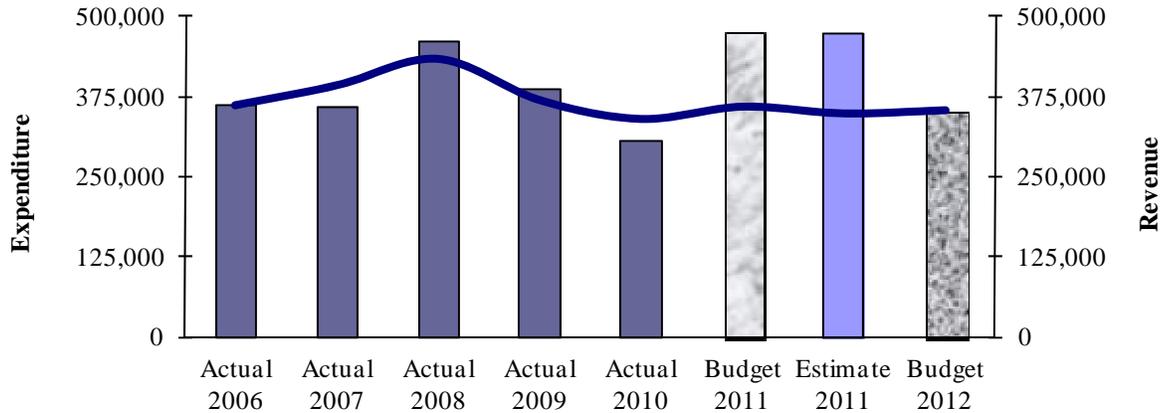
Mission Meet the needs of staff, legislative bodies, public, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.

2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
•	•
•	•
•	•
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
•	•
•	•
•	•

City of Englewood, Colorado Budget 2012

Department Finance and Administrative Services
Fund Central Services
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	361,022	391,779	432,691	369,063	339,961	358,900	348,400	353,400
Percent Change		8.52%	10.44%	-14.71%	-7.89%	5.57%	-2.93%	1.44%
Expenditures								
Personnel	74,570	74,085	83,079	81,608	75,608	78,466	68,886	68,506
Commodities	18,803	42,357	54,115	50,413	57,550	53,410	53,340	55,840
Contractual	219,446	219,873	216,666	202,744	170,659	236,625	216,335	217,851
Capital	50,135	22,465	7,613	2,342	2,465	11,266	36,266	11,266
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	100,000	50,000	-	100,000	100,000	-
Total Expenditures	362,954	358,780	461,473	387,107	306,282	479,767	474,827	353,463
Percent Change		-1.15%	28.62%	-16.11%	-20.88%	56.64%	-1.03%	-25.56%
Employees FTE	1.000	1.000	1.100	1.100	1.092	1.083	1.084	1.100
Percent Change FTE		0.000%	10.000%	0.000%	-0.769%	-0.775%	0.039%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

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.

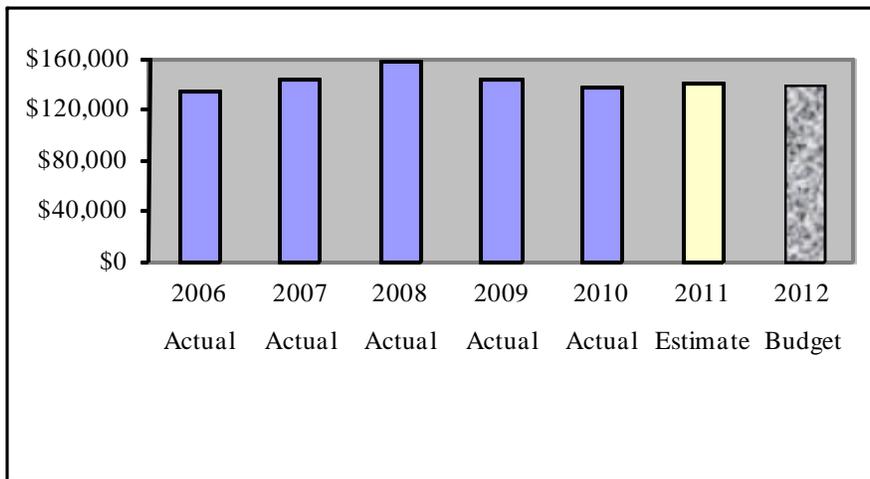
Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> 1. Ongoing competitive analysis of products and services 2. Continued addition and application of computer graphics and desktop publishing technologies 3. Continued outsourcing of services when they are cost effective 4. Continue to implement printer plan and to complete in 2009. 	

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

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

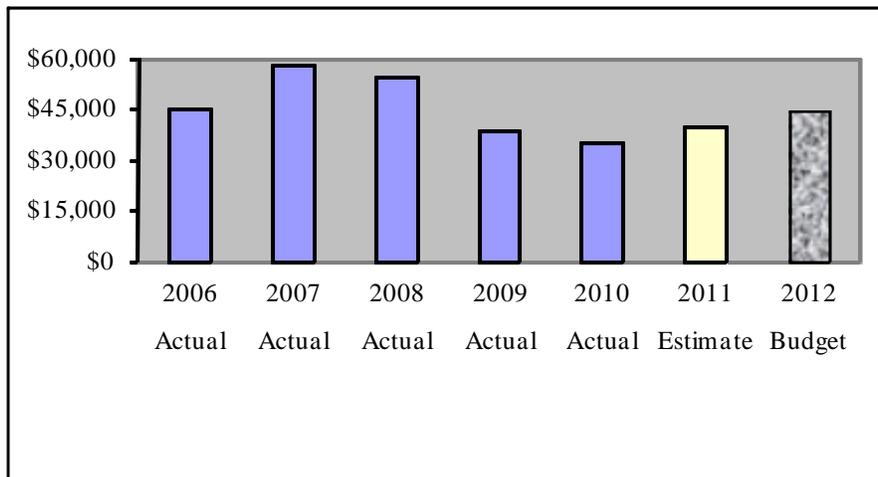
	Year	Amount	% Change
Actual	2006	133,851	44.19%
Actual	2007	143,924	7.53%
Actual	2008	157,434	9.39%
Actual	2009	143,883	-8.61%
Actual	2010	136,725	-4.97%
Estimate	2011	140,000	2.40%
Budget	2012	140,000	0.00%



City of Englewood, Colorado Budget 2012

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

	Year	Amount	% Change
Actual	2006	45,087	-41.57%
Actual	2007	57,861	28.33%
Actual	2008	54,225	-6.28%
Actual	2009	38,527	-28.95%
Actual	2010	35,018	-9.11%
Estimate	2011	40,000	14.23%
Budget	2012	45,000	12.50%



City of Englewood, Colorado Budget 2012

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: \$.05 per copy Black & White
 \$.20 per copy Color
Printers: \$.05 per copy Black & White
 \$.20 per copy Color

Date Last Changed 2010

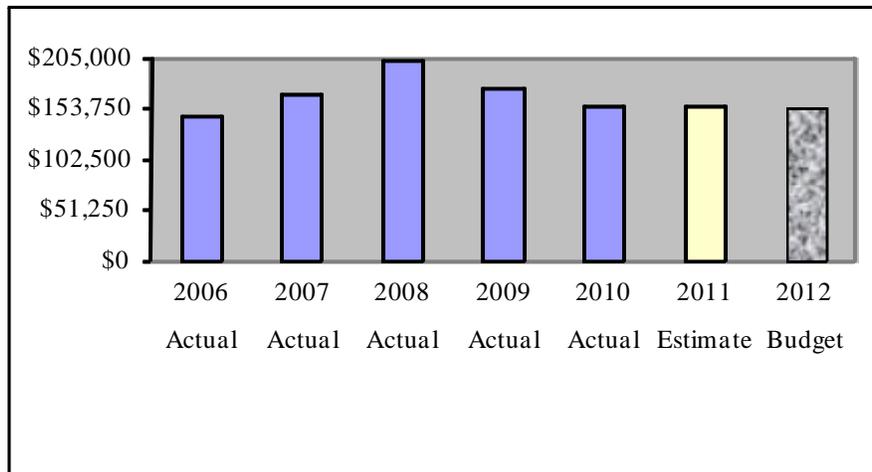
Previous Fee Schedule Copiers: \$.06 per copy Black & White
 \$.30 per copy Color
Printers: \$.08 per copy Black & White
 \$.35 per copy Color

Formula Method Fee X number of copies

Projection Method Estimate based on previous usage.

Comments N/A

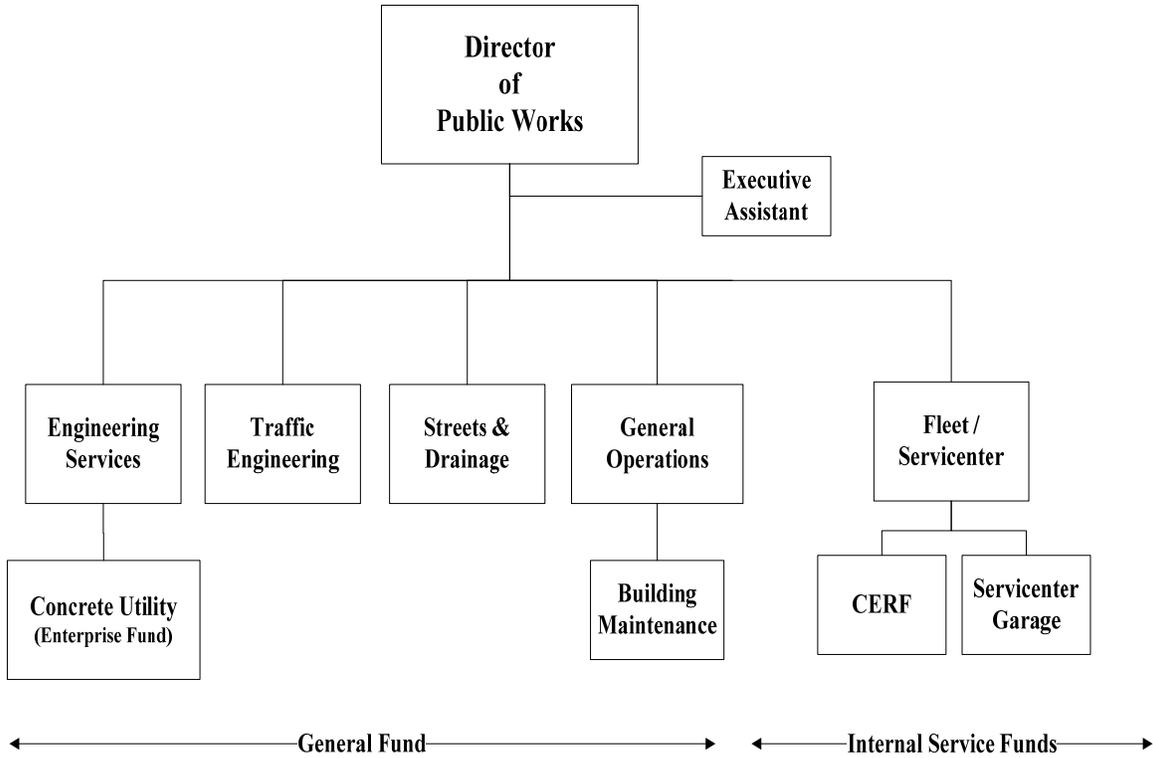
	Year	Amount	% Change
Actual	2006	146,560	55.38%
Actual	2007	167,960	14.60%
Actual	2008	201,071	19.71%
Actual	2009	173,445	-13.74%
Actual	2010	155,281	-10.47%
Estimate	2011	155,000	-0.18%
Budget	2012	155,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund Servicerter



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.

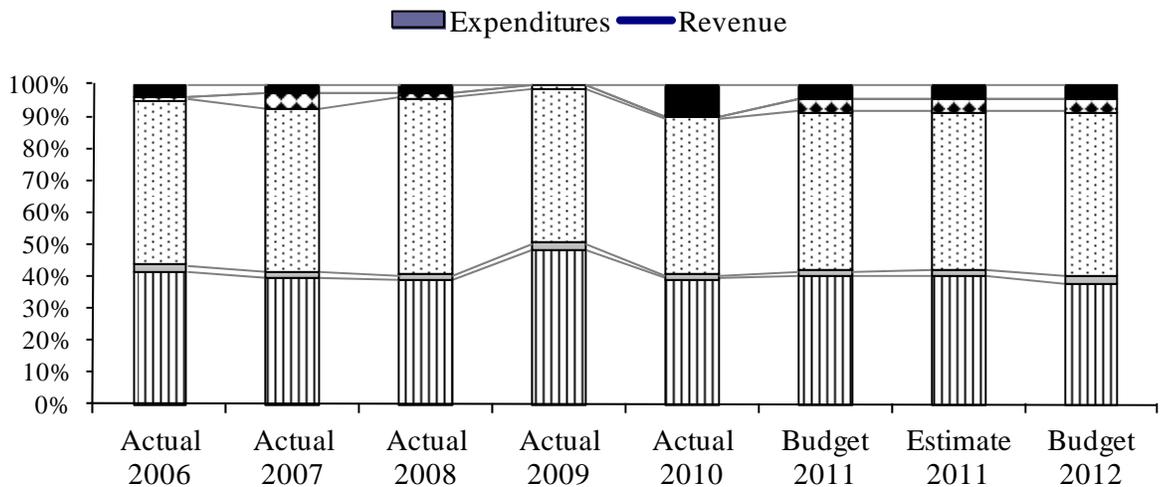
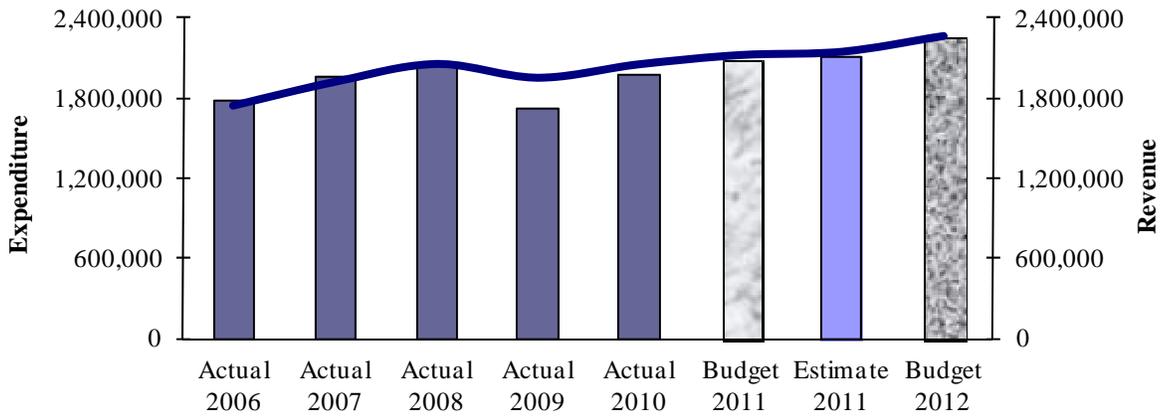
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Introduction of hybrid units to City Fleet • Continuation of purchase of alternative fueled vehicles • Idle reduction strategy including a pilot program of GPS 	<ul style="list-style-type: none"> • Continue to purchase alternative fueled vehicles and hybrids where applicable. • Implement pilot program of GPS for Public Works snow equipment. • Upgrade Servicerter Stormwater Scepters to meet new Stormwater requirements.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Upgrade off road diesel equipment to meet 2007 emission standards through an EPA grant. • Purchase and promote alternative fueled vehicles. 	<ul style="list-style-type: none"> • 18 pieces of off road diesel equipment were upgraded with diesel catalyst to meet 2007 emission standards through EPA grand • 46 fleet vehicles are capable of operating on alternative fuels and all of the fleet diesels are using a B5 blend, which is classified as an alternative fuel.

City of Englewood, Colorado Budget 2012

Department Public Works
Fund Servicerter
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,744,953	1,924,441	2,060,442	1,956,386	2,058,289	2,128,371	2,153,724	2,273,080
Percent Change		10.29%	7.07%	-5.05%	5.21%	3.40%	1.19%	5.54%
Expenditures								
Personnel	734,181	769,693	792,270	832,888	774,849	834,070	843,355	850,764
Commodities	41,707	39,219	44,850	38,312	31,850	41,044	41,192	61,192
Contractual	914,348	993,177	1,123,804	824,717	966,592	1,033,393	1,033,393	1,148,366
Capital	22,291	96,047	30,245	25,421	8,973	86,801	86,801	100,101
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	66,714	60,000	60,000	-	200,000	100,000	100,000	100,000
Total Expenditures	1,779,241	1,958,136	2,051,169	1,721,338	1,982,264	2,095,308	2,104,741	2,260,423
Percent Change		10.05%	4.75%	-16.08%	15.16%	5.70%	0.45%	7.40%

Employees FTE	10.300	11.300	11.300	11.300	9.923	9.846	9.850	10.000
Percent Change FTE		9.709%	0.000%	0.000%	-12.185%	-0.775%	0.039%	1.523%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund Servicenter

Division Garage

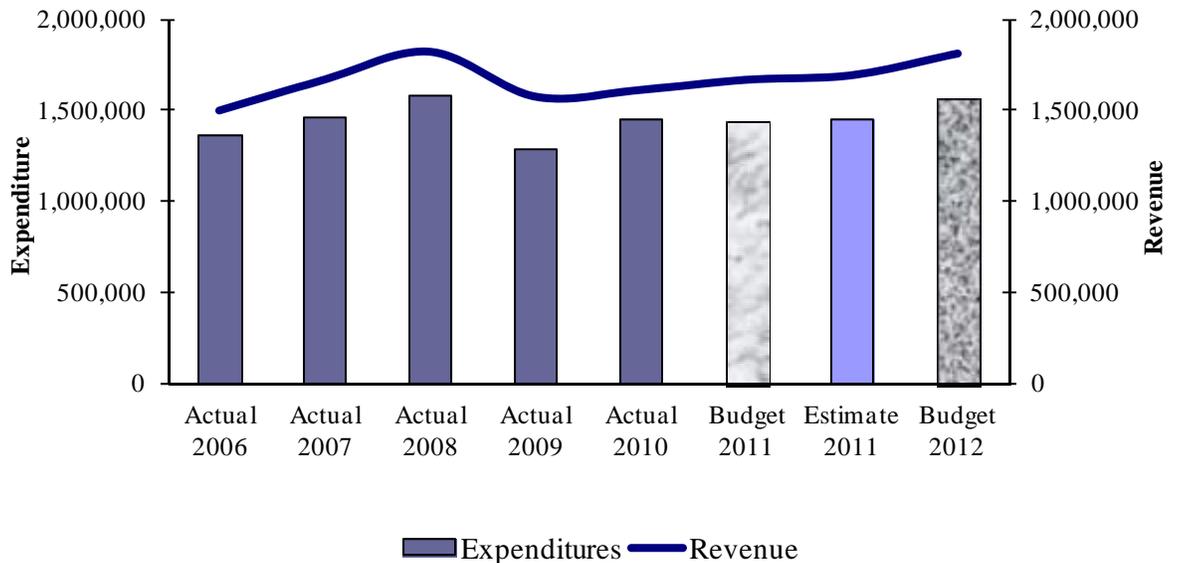
Account 61.1007

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 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,497,705	1,668,920	1,821,739	1,573,901	1,612,093	1,667,409	1,692,762	1,812,118
Percent Change		11.43%	9.16%	-13.60%	2.43%	3.43%	1.52%	7.05%
Expenditures								
Personnel	617,981	650,898	670,096	634,312	668,652	664,093	668,721	685,433
Commodities	14,813	13,661	22,121	12,375	18,573	23,710	23,710	23,710
Contractual	711,771	783,200	883,034	630,817	758,099	743,573	743,573	858,446
Capital	15,553	13,684	6,801	6,801	6,801	6,801	6,801	6,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditures	1,360,118	1,461,443	1,582,052	1,284,305	1,452,125	1,438,177	1,442,805	1,574,390
Percent Change		7.45%	8.25%	-18.82%	13.07%	-0.96%	0.32%	9.12%

Employees FTE	9.000	10.000	10.000	9.000	8.931	8.862	8.865	9.000
Percent Change FTE		11.111%	0.000%	-10.000%	-0.769%	-0.775%	0.039%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use. 2. Provide fleet maintenance and replacement	1. Purchase vehicles that are capable of operating on both Unleaded and E-85 fuel. Convert unleaded tank to E-85. 2. Utilize current programs and processes.
A City that is safe,	3. Provide maintenance and repair of emergency	3. Utilize fleet program and process.

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund Servicenter

Division Garage

Account 61.1007

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
clean, healthy and attractive	vehicles 4. Provide fuel and billing for ART Shuttle	4. Providing service at City facilities-ServiCenter.
A progressive City that provides responsive and cost efficient services	5. Utilize cost effective fleet replacement processes 6. Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles) 7. Supply Fleet asset management to Enterprise Fund 8. Provide Fleet Service 24/7. Provide manufacture and aftermarket training on new vehicles to properly maintain fleet	5. Utilizing funding in CERF program and fleet policies for replacement criteria. 6. Use of manufacturer's recommendations when developing standards. 7. Currently providing service to Enterprise Funds. 8. Mechanics are on-call 24 hours per day, seven days a week. Mechanics receive at least 30 hours of training per year.
A City that is business-friendly and economically diverse	9. Provide out-sourcing to local businesses for outside garage work as necessary 10. Affix City logo and description on all City vehicles	9. Contract with local businesses for work not performed in-house (body work, glass work, hydraulic hose and cylinder repair, etc.) 10. Apply decals on all City vehicles as necessary.
A City that provides diverse cultural, recreational and entertainment opportunities	11. Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs	11. Covered in number 8 above.

City of Englewood, Colorado Budget 2012

Department Public Works
Fund Servicenter
Division Garage
Account 61.1007

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
The ServiCenter Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment. The expected result is well maintained and safe vehicles.								
FTE's Total- (Mechanics)	1-11	8 (5)	8 (5)	8 (5)	8 (5)	9(5)	9(5)	9 (5)
City of Englewood Fleet size	1-11	345	345	347	347	333	333	333
City of Sheridan Fleet Size	1-11	40	40	51	53	53	53	53
Cherry Hills Fleet Size	1-11	47	47	52	54	54	57	57
Mechanic to Vehicle ratio	1-11	86	86	90	90.8	88.6	88.6	88.6
Average Fleet Availability	1-11	94.80%	95.62%	96.45%	96.45%	96.14%	97.26%	96.74%
Average Age of Fleet	1-11	8.82	8.82	8.84	8.84	8.91	8.83	9.22
National Avg. Mech. to Vehicle ratio-multi class fleet	1-11	58	58	58	58	58	58	58

City of Englewood, Colorado Budget 2012

Department Public Works

Fund Servicenter

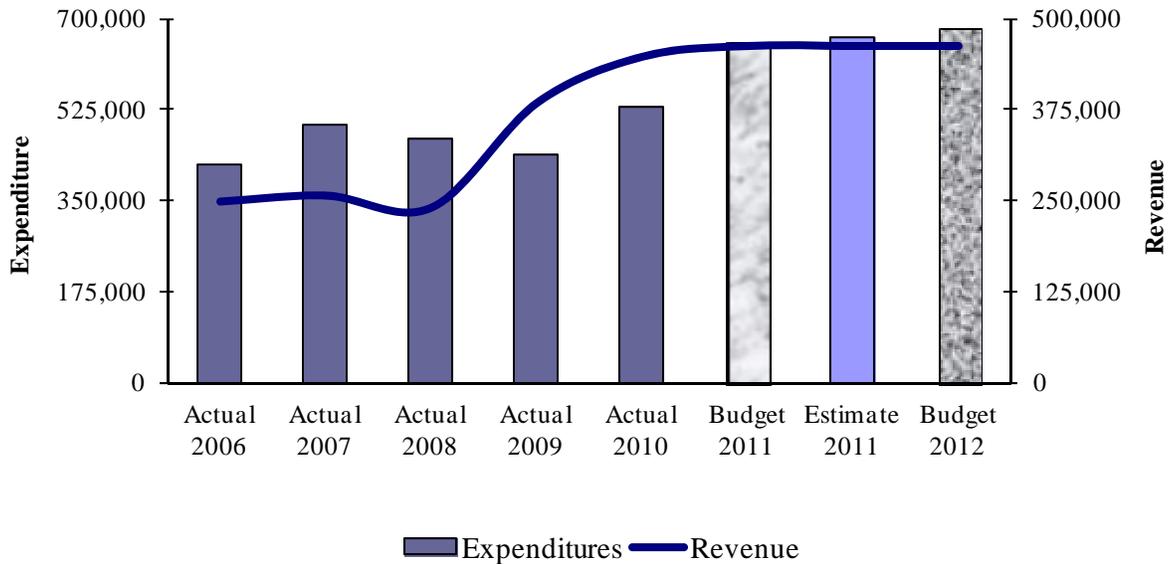
Division Administration

Account 61.1008

Description The ServiCenter facility provides office space, interior maintenance and storage space, and exterior material and vehicle storage for City Departments. Revenue is based upon allocation of associated costs to user departments.

History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	247,248	255,521	238,703	382,485	446,196	460,962	460,962	460,962
Percent Change		3.35%	-6.58%	60.23%	16.66%	3.31%	0.00%	0.00%
Expenditures								
Personnel	116,200	118,795	122,174	198,576	106,197	169,977	174,634	165,331
Commodities	26,894	25,558	22,729	25,937	13,277	17,334	17,482	37,482
Contractual	202,577	209,977	240,770	193,900	208,493	289,820	289,820	289,920
Capital	6,738	82,363	23,444	18,620	2,172	80,000	80,000	93,300
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	66,714	60,000	60,000	-	200,000	100,000	100,000	100,000
Total Expenditures	419,123	496,693	469,117	437,033	530,139	657,131	661,936	686,033
Percent Change		18.51%	-5.55%	-6.84%	21.30%	23.95%	0.73%	3.64%
Employees FTE	1.300	1.300	1.300	2.300	0.992	0.985	0.985	1.000
Percent Change FTE		0.000%	0.000%	76.923%	-56.856%	-0.775%	0.039%	1.523%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Provide storage/work areas 2. Centralized maintenance staging areas 3. Provide central communication and support for maintenance operations 	Maintain storage and maintenance buildings for Public Works, Utilities, Parks and Safety Services departments of Police and Fire.
A City that is safe, clean, healthy and attractive	<ol style="list-style-type: none"> 4. Provide site for hazardous household drop off program 5. Provide site for citizen mulch pickup 	ServiCenter site used for household drop off. Mulch area provided for public pickup.

City of Englewood, Colorado **Budget 2012**

Department Public Works

Fund Servicenter

Division Administration

Account 61.1008

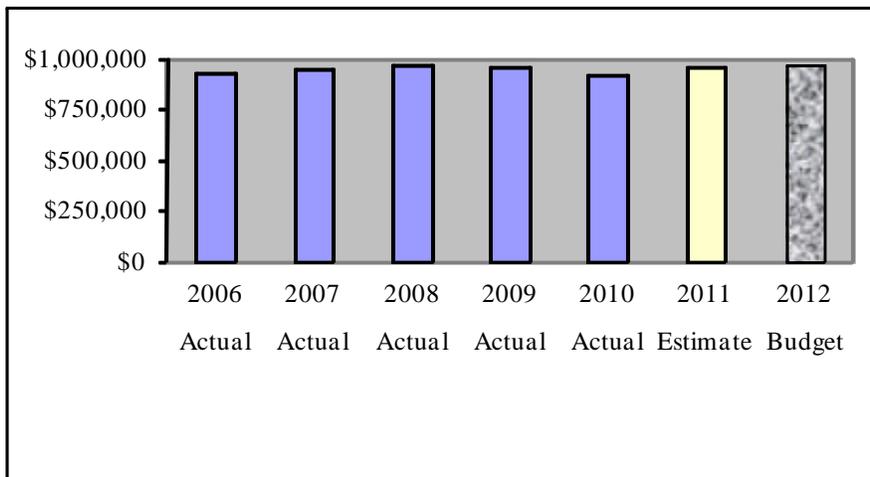
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	6. Provide dumpsters for illegal trash and debris pickup	
	7. Maintain compliance and certifications on fuel storage and distribution	

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Support mtce. operations		236,209	317,898	286,943	238,457	223,942	387,302	420,702

City of Englewood, Colorado **Budget 2012**

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.

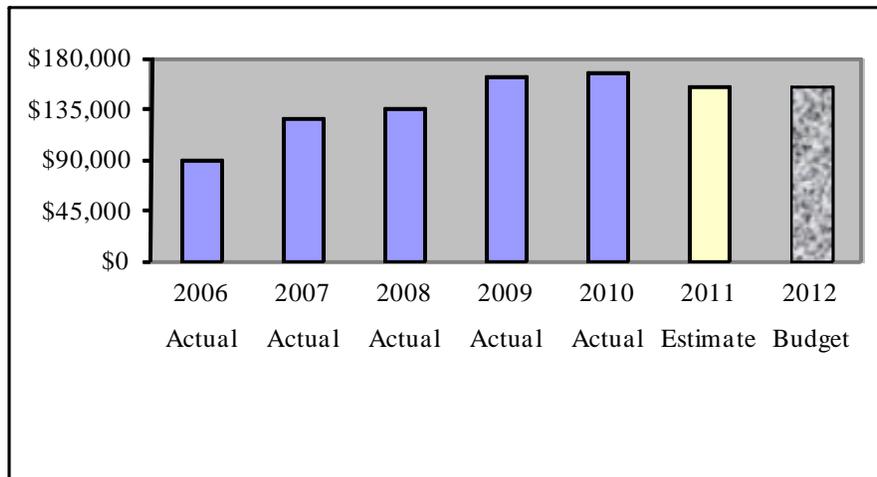
	Year	Amount	% Change
Actual	2006	923,628	0.13%
Actual	2007	943,426	2.14%
Actual	2008	962,351	2.01%
Actual	2009	955,164	-0.75%
Actual	2010	920,993	-3.58%
Estimate	2011	960,410	4.28%
Budget	2012	971,664	1.17%



City of Englewood, Colorado **Budget 2012**

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

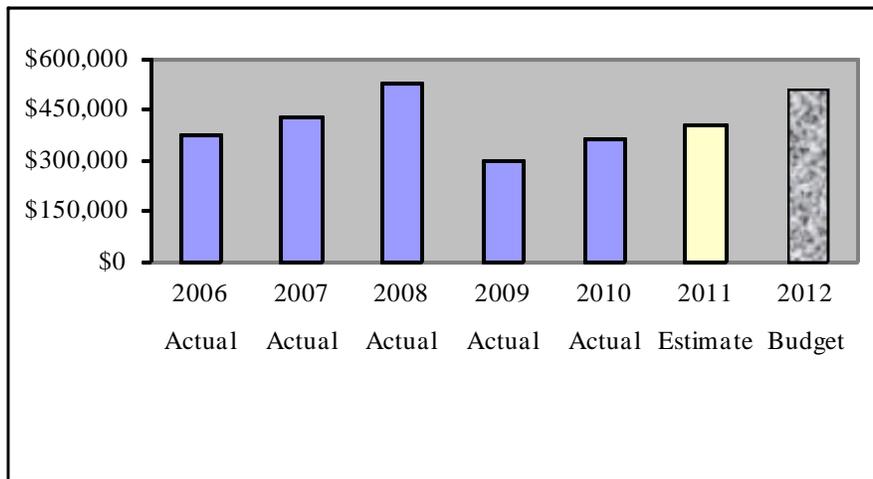
	Year	Amount	% Change
Actual	2006	89,381	0.56%
Actual	2007	125,917	40.88%
Actual	2008	134,244	6.61%
Actual	2009	163,085	21.48%
Actual	2010	166,449	2.06%
Estimate	2011	155,000	-6.88%
Budget	2012	155,000	0.00%



City of Englewood, Colorado **Budget 2012**

Department Public Works
Fund Servicenter
Revenue Item **Fuel Service Charge**
Account **61.1007.39113**
Authorization Policy
Description Charge for vehicle fuel.
Fee Schedule At estimated replacement cost.
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method N/A
Projection Method Estimate based on previous usage and knowledge of fleet additions or deletions.
Comments N/A

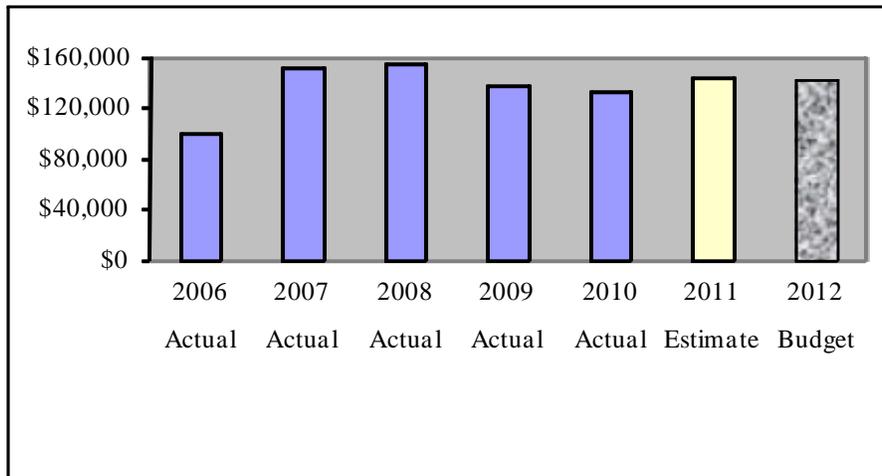
	Year	Amount	% Change
Actual	2006	375,674	24.57%
Actual	2007	428,612	14.09%
Actual	2008	528,098	23.21%
Actual	2009	295,223	-44.10%
Actual	2010	361,751	22.54%
Estimate	2011	400,802	10.79%
Budget	2012	508,904	26.97%



City of Englewood, Colorado **Budget 2012**

Department	Public Works			
Fund	Servicenter			
Revenue Item	Outside Garage Service			
Account	61.1007.39114			
Authorization	Policy			
Description	Contracts with various entities to provide fleet maintenance			
Fee Schedule	Sheridan	\$68.00/hour	MFTC	\$68.00/hour
	Lions	\$68.00/hour	Cherry Hills	\$68.00/hour
Date Last Changed	2005			
Previous Fee Schedule	Sheridan	\$64.40/hour	MFTC	\$64.40/hour
	Lions	\$64.40/hour	Cherry Hills	\$49.32/hour
Formula Method	N/A			
Projection Method	Estimate based on prior years			
Comments	N/A			

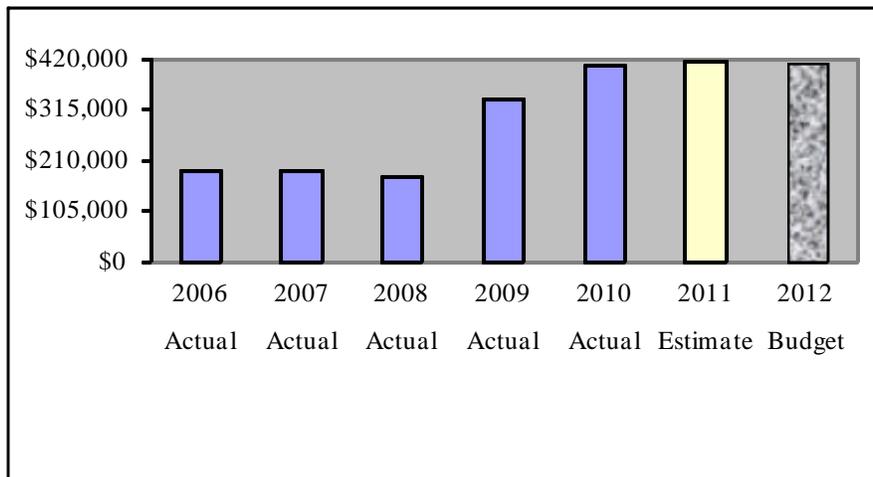
	Year	Amount	% Change
Actual	2006	99,310	-13.96%
Actual	2007	151,020	52.07%
Actual	2008	155,275	2.82%
Actual	2009	137,225	-11.62%
Actual	2010	131,969	-3.83%
Estimate	2011	143,023	8.38%
Budget	2012	143,023	0.00%



City of Englewood, Colorado **Budget 2012**

Department Public Works
Fund Servicerter
Revenue Item **Building Rental Fee**
Account **61.1008.39121**
Authorization Policy
Description Rental charged to departments using space in the Servicerter.
Fee Schedule \$9.60 / sq. ft. \$6.00 / sq. ft. Salt dome, open storage Yard storage /.34 per sq. ft.
Date Last Changed 2010
Previous Fee Schedule \$8.00 per square foot building.
Formula Method Charge is allocated annually.
Projection Method Square feet X fee = revenue
Comments 2009 increase 95%, estimated 2009 revenue \$337,350.00

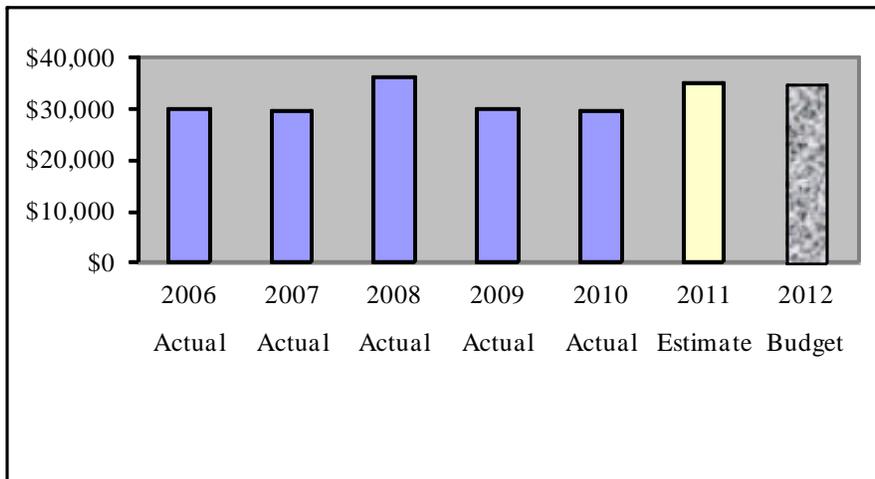
	Year	Amount	% Change
Actual	2006	189,112	5.72%
Actual	2007	189,112	0.00%
Actual	2008	176,620	-6.61%
Actual	2009	337,350	91.00%
Actual	2010	404,820	20.00%
Estimate	2011	413,248	2.08%
Budget	2012	413,248	0.00%



City of Englewood, Colorado **Budget 2012**

Department Public Works
Fund Servicenter
Revenue Item **Central Stores**
Account **61.1008.39122**
Authorization Policy
Description Charges for non-automotive items. Central Stores maintains an inventory of frequently needed items such as gloves and safety vests.
Fee Schedule Cost plus 30%
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method N/A
Projection Method Estimate based on historical revenues.
Comments N/A

	Year	Amount	% Change
Actual	2006	30,073	-0.72%
Actual	2007	29,741	-1.10%
Actual	2008	36,338	22.18%
Actual	2009	30,128	-17.09%
Actual	2010	29,653	-1.58%
Estimate	2011	35,000	18.03%
Budget	2012	35,000	0.00%



City of Englewood, Colorado Budget 2012

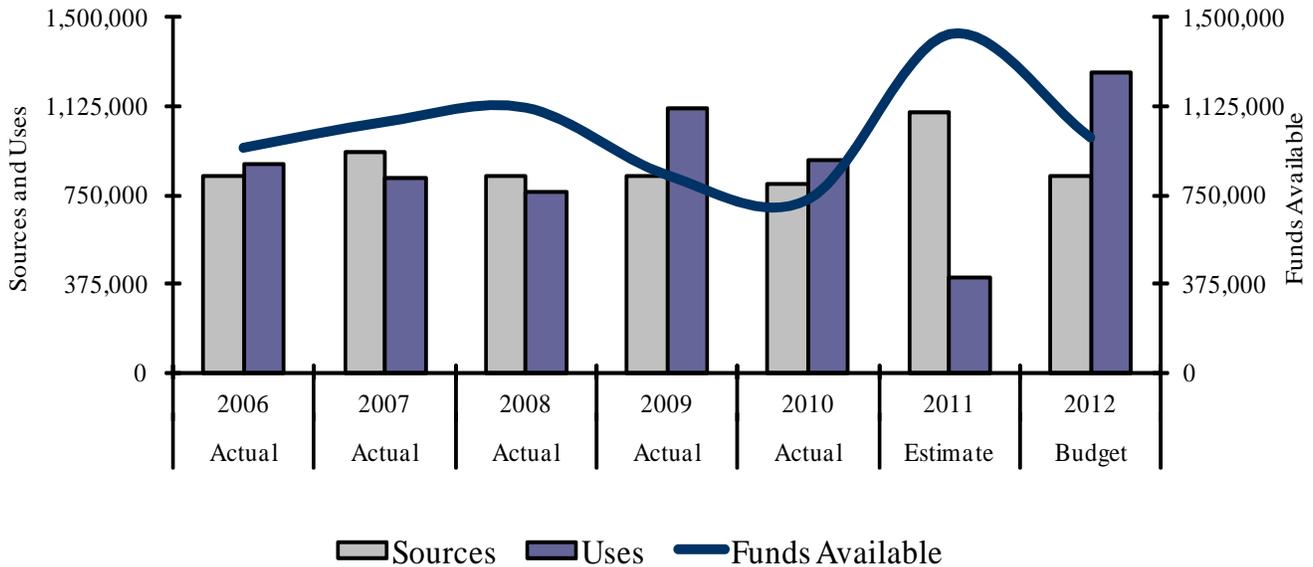
Department Public Works

Fund Capital Equipment Replacement

CAPITAL EQUIPMENT REPLACEMENT FUND

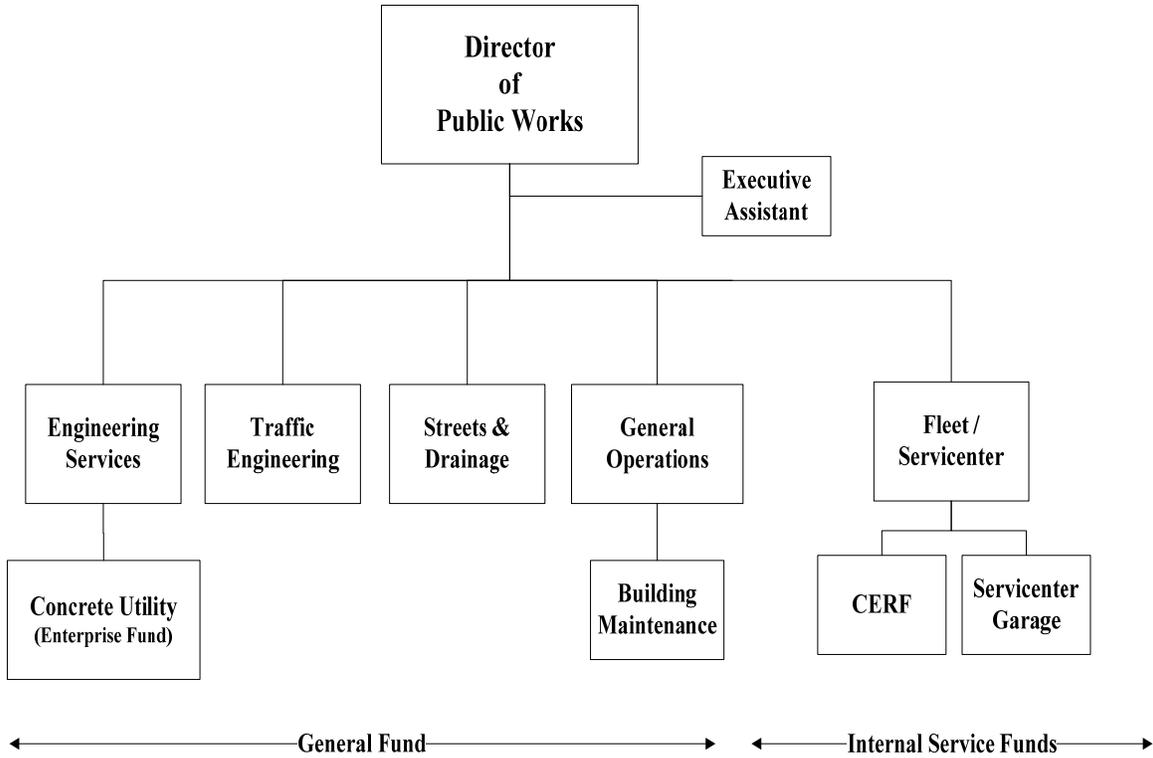
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$1,001,400	\$ 947,897	\$1,057,610	\$1,118,318	\$ 832,458	\$ 896,357	\$ 728,780	\$1,430,499
Sources of Funds								
Operating Revenues								
CERF Charges	707,635	680,633	645,649	662,729	682,839	697,492	300,000	-
Interest and Other	121,622	247,461	181,380	165,527	113,980	103,500	800,992	825,915
Total Operating Revenues	829,257	928,094	827,029	828,256	796,819	800,992	1,100,992	825,915
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	829,257	928,094	827,029	828,256	796,819	800,992	1,100,992	825,915
Uses of Funds								
Operating Expenses								
Operating Costs	17,393	20,865	34,639	40,430	10,757	22,614	22,614	22,614
Total Operating Costs	17,393	20,865	34,639	40,430	10,757	22,614	22,614	22,614
Capital Acquisitions	295,367	797,516	731,682	1,073,686	443,263	773,618	376,659	1,242,322
Other Financing Uses	570,000	-	-	-	446,477	-	-	-
Total Uses of Funds	882,760	818,381	766,321	1,114,116	900,497	796,232	399,273	1,264,936
Net Sources(Uses) of Funds	(53,503)	109,713	60,708	(285,860)	(103,678)	4,760	701,719	(439,021)
Ending Funds Available	\$ 947,897	\$1,057,610	\$1,118,318	\$ 832,458	\$ 728,780	\$ 901,117	\$1,430,499	\$ 991,478
Funds Available Percentage Change	-5.34%	11.57%	5.74%	-25.56%	-12.45%	23.65%	58.75%	-30.69%



City of Englewood, Colorado **Budget 2012**

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.

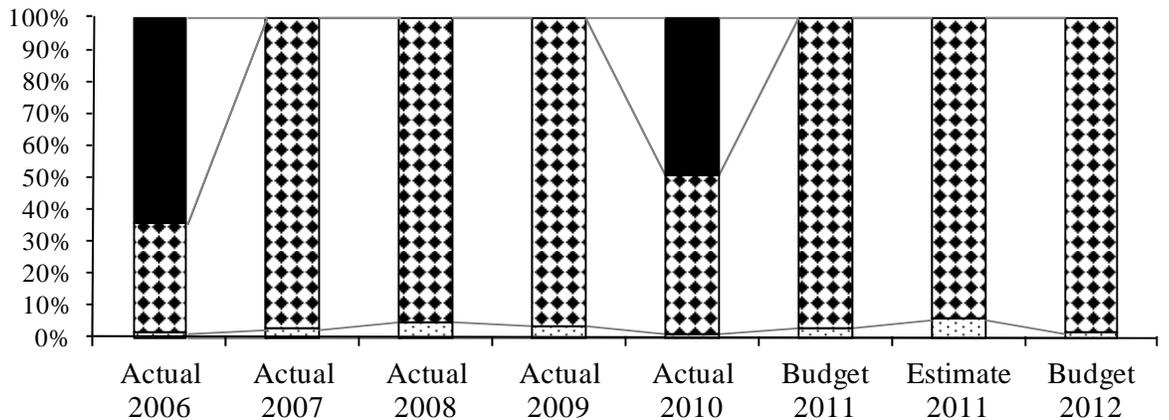
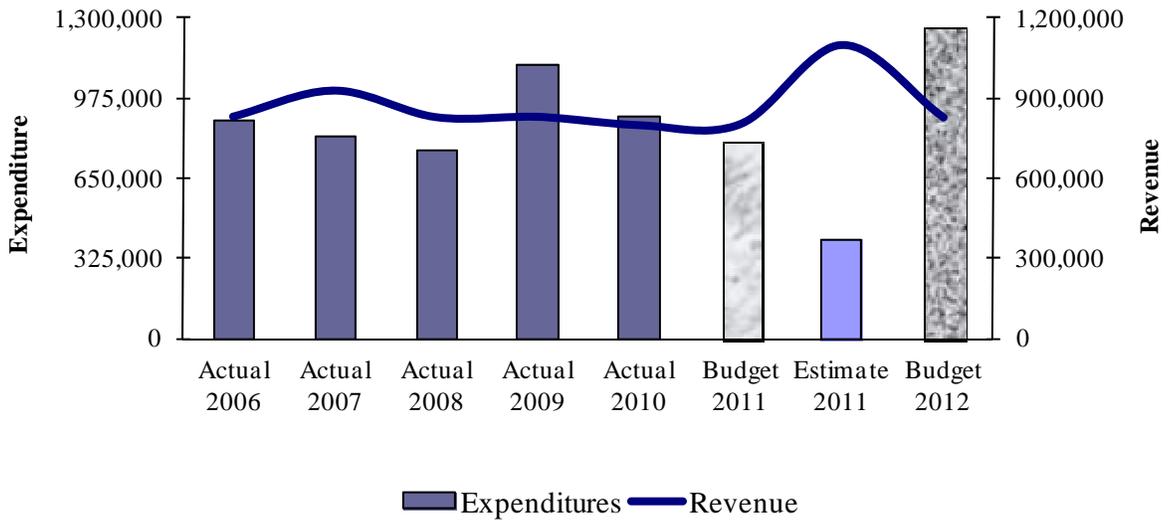
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. • Introduce hybrid vehicles into the fleet. 	<ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. • Continue to explore hybrid and electric vehicle options for fleet vehicles.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. 	<ul style="list-style-type: none"> • 4 units purchased capable of operating on E-85 and unleaded fuel • All vehicle replacements were evaluated as to criteria outlined in the CERF replacement policy according to vehicle life, hours or miles of use, and repair dollars spent.

City of Englewood, Colorado Budget 2012

Department Public Works
Fund Capital Equipment Replacement
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	829,257	928,094	827,029	828,256	796,819	800,992	1,100,992	825,915
Percent Change		11.92%	-10.89%	0.15%	-3.80%	0.52%	37.45%	-24.98%
Expenditures								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	12,611	20,866	34,640	40,430	10,757	22,614	22,614	22,614
Capital	300,149	797,515	731,681	1,073,686	443,263	773,618	376,659	1,242,322
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	570,000	-	-	-	446,477	-	-	-
Total Expenditures	882,760	818,381	766,321	1,114,116	900,497	796,232	399,273	1,264,936
Percent Change		-7.29%	-6.36%	45.39%	-19.17%	-11.58%	-49.85%	216.81%

Employees FIE	NA							
Percent Change FIE		—	—	—	—	—	—	—



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

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.

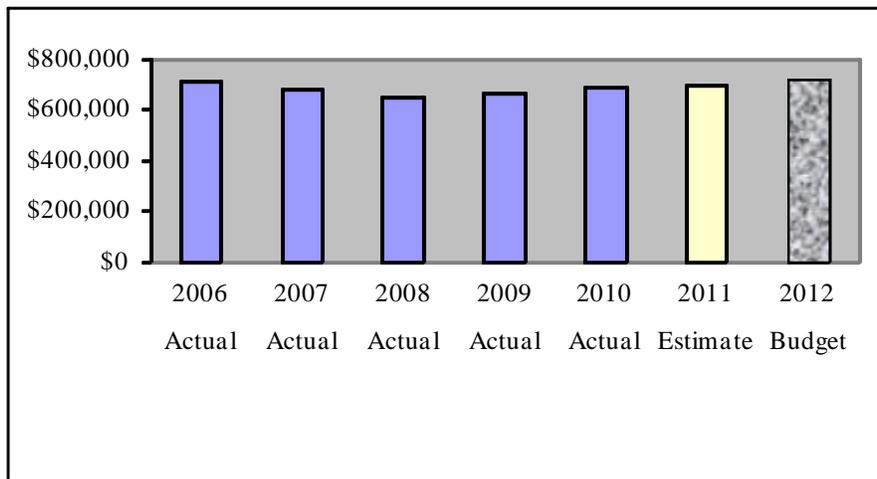
2012 Capital Equipment Replacement List

Unit Number	Year/Make/Model	Life Exp. Months	Est. Replacement Cost
1358	2001 SULLIVAN AIR COMP.	132	\$16,994.68
1411	2004 CHEVROLET SILVERADO 3500	96	\$34,860.56
1413	2004 CHEVROLET SILVERADO 2500	84	\$18,501.49
1976	2005 CHEVROLET 1500	84	\$16,056.90
2368	2000 GMC SONOMA	120	\$21,957.43
2377	2002 CHEVROLET S10	96	\$15,645.11
3226	2001 SULLIVAN AIR COMP.	132	\$16,994.68
3302	2004 FREIGHTLINER M2	96	\$89,379.40
3303	2004 FREIGHTLINER M2	96	\$89,416.46
3304	2004 FREIGHTLINER M2	96	\$89,379.40
3305	2004 FREIGHTLINER M2	96	\$89,415.22
3580	2001 FORD F150	132	\$32,507.64
4273	1998 GMC SAVANA	108	\$23,583.18
4274	2001 CHEVROLET MALIBU	108	\$19,859.31
5195	1998 GMC SAVANA	144	\$33,958.82
5196	1998 GMC SAVANA	168	\$36,729.86
5201	1999 JOHN DEERE 4400 HST	156	\$23,110.90
5216	2001 DODGE D 3500	108	\$31,772.70
5217	2001 KAWASAKI MULE	108	\$8,836.89
5220	2002 GMC SAVANA	120	\$28,131.76
5231	2005 GOSHEN GCII	84	\$71,291.87
5240	2007 KUBOTA F3680	60	\$19,362.33
5241	2007 KUBOTA F3680	60	\$19,362.33
5247	2001 FORD F150	132	\$31,443.35
6479	1997 FORD TAURUS	156	\$23,040.20
6491	2001 FORD E450	120	\$121,550.83
7356	2001 DODGE CARAVAN	132	\$27,702.77
7387	2005 CHEVROLET BLAZER	84	\$24,367.51
7388	2005 CHEVROLET IMPALA	84	\$24,452.29
7389	2005 CHEVROLET IMPALA	84	\$24,452.29
7390	2005 CHEVROLET IMPALA	84	\$24,452.29
7391	2005 CHEVROLET IMPALA	84	\$24,452.29
7417	2008 FORD CROWN VICTORIA	48	\$23,903.36
7951	2007 JACOBSEN LF3400	60	\$45,396.36
		Total	<u>\$1,242,322.48</u>

City of Englewood, Colorado **Budget 2012**

Department Public Works
Fund Capital Equipment Replacement
Revenue Item **Interdepartmental Service Charge**
Account **62.1001.39201**
Authorization Policy
Description Charges to departments for the replacement of capital equipment and vehicles.
Fee Schedule Based on assessment of estimated useful life and replacement cost of equipment.
Date Last Changed N/A
Previous Fee Schedule N/A
Formula Method N/A
Projection Method Based on assessment of estimated useful life and replacement cost of equipment.
Comments N/A

	Year	Amount	% Change
Actual	2006	707,635	0.34%
Actual	2007	680,633	-3.82%
Actual	2008	645,649	-5.14%
Actual	2009	662,729	2.65%
Actual	2010	682,839	3.03%
Estimate	2011	697,492	2.15%
Budget	2012	722,415	3.57%



City of Englewood, Colorado Budget 2012

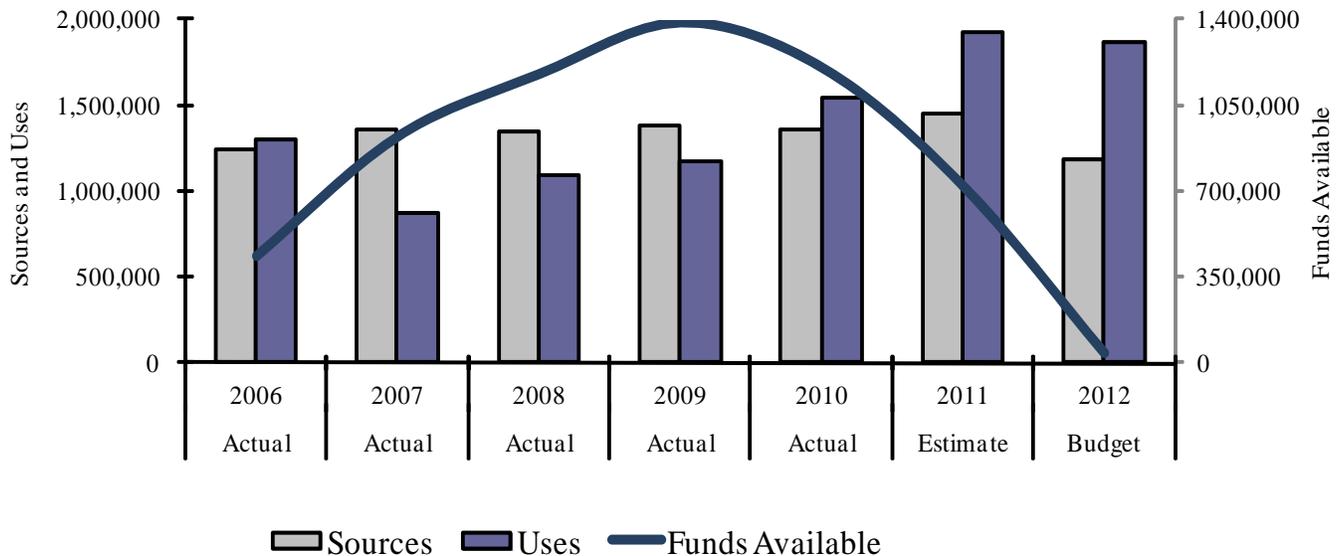
Department Human Resources

Fund Risk Management

RISK MANAGEMENT FUND

Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

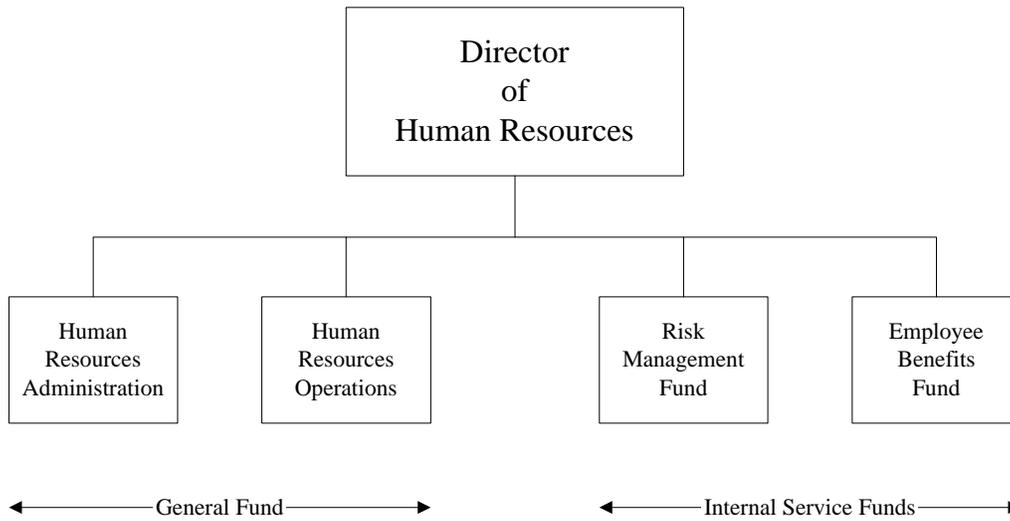
	2006	2007	2008	2009	2010	2011	2011	2012
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Funds Available	\$ 494,455	\$ 434,406	\$ 921,116	\$ 1,174,682	\$ 1,384,702	\$ 1,011,911	\$ 1,201,929	\$ 720,040
Sources of Funds								
Operating Revenues								
Intergovernmental service charges:								
Property and liability	749,457	809,718	771,074	831,074	831,304	889,074	889,074	755,843
Workers' Compensation	448,767	488,914	522,648	514,103	514,103	507,197	507,197	406,184
Other	40,731	57,523	56,187	41,920	16,321	49,000	49,000	25,000
Total Operating Revenues	1,238,955	1,356,155	1,349,909	1,387,097	1,361,728	1,445,271	1,445,271	1,187,027
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	1,238,955	1,356,155	1,349,909	1,387,097	1,361,728	1,445,271	1,445,271	1,187,027
Uses of Funds								
Operating Expenses								
Property and liability	516,510	529,658	587,718	488,241	521,792	497,548	888,791	741,212
Workers' Compensation	482,495	339,787	508,625	688,836	572,709	811,611	492,369	406,638
Total Operating Expenses	999,004	869,445	1,096,343	1,177,077	1,094,501	1,309,159	1,381,160	1,147,850
Other Financing Uses	300,000	-	-	-	450,000	546,000	546,000	720,000
Total Uses of Funds	1,299,004	869,445	1,096,343	1,177,077	1,544,501	1,855,159	1,927,160	1,867,850
Net Sources(Uses) of Funds	(60,049)	486,710	253,566	210,020	(182,773)	(409,888)	(481,889)	(680,823)
Ending Funds Available	\$ 434,406	\$ 921,116	\$ 1,174,682	\$ 1,384,702	\$ 1,201,929	\$ 602,023	\$ 720,040	\$ 39,217
Funds Available Percentage Change	-12.14%	112.04%	27.53%	17.88%	-13.20%	-49.91%	19.60%	-94.55%



City of Englewood, Colorado **Budget 2012**

Department Human Resources

Fund Risk Management



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

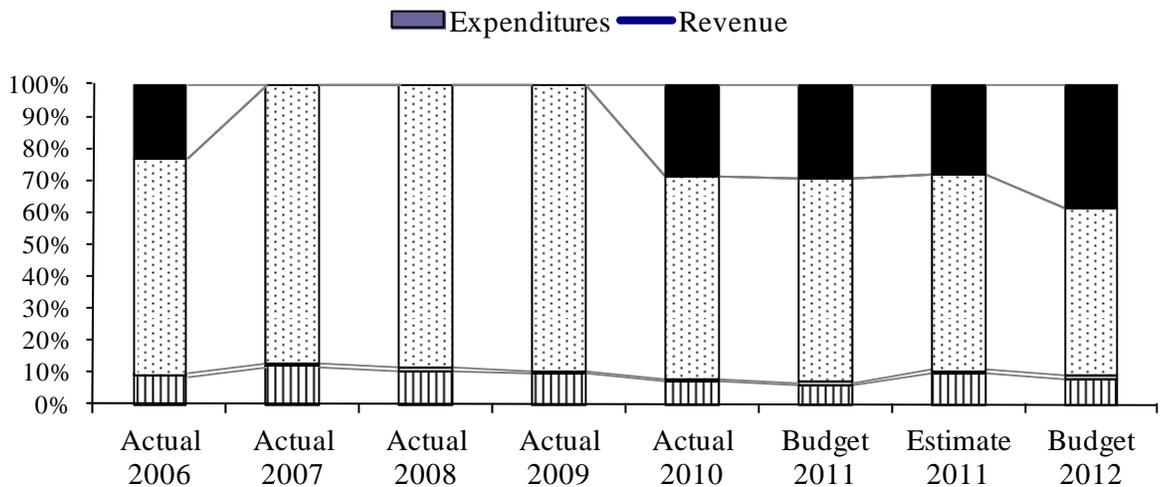
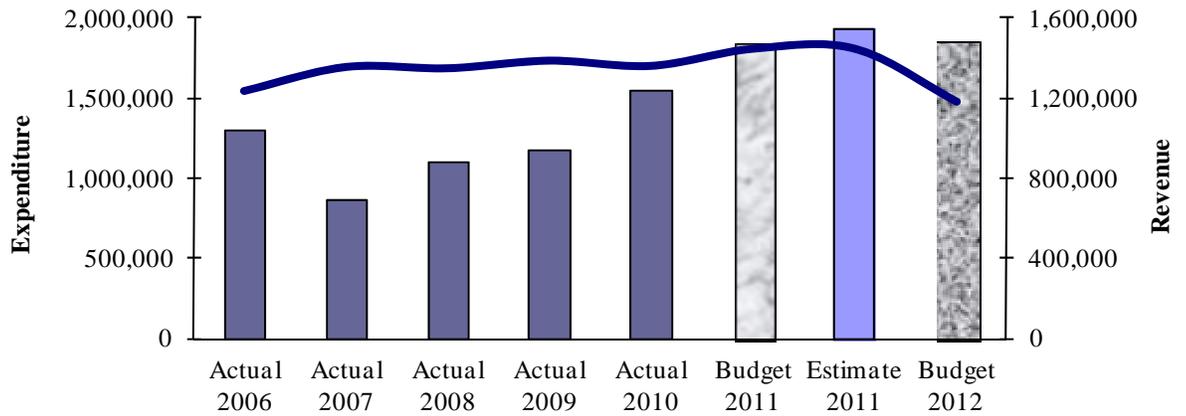
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury 	<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury 	<ul style="list-style-type: none"> Received the 2010 Loss Prevention Award from CIRSA for the outstanding accomplishment in the management of a successful Loss Control Program.

City of Englewood, Colorado Budget 2012

Department Human Resources
Fund Risk Management
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	1,238,955	1,356,155	1,349,909	1,387,097	1,361,728	1,445,271	1,445,271	1,187,027
Percent Change		9.46%	-0.46%	2.75%	-1.83%	6.14%	0.00%	-17.87%
Expenditures								
Personnel	113,806	103,978	112,716	115,026	113,644	111,088	183,089	146,044
Commodities	5,451	8,122	9,927	2,056	2,021	20,000	20,000	20,000
Contractual	879,747	757,345	973,700	1,059,995	978,836	1,178,071	1,178,071	981,806
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	300,000	-	-	-	450,000	546,000	546,000	720,000
Total Expenditures	1,299,004	869,445	1,096,343	1,177,077	1,544,501	1,855,159	1,927,160	1,867,850
Percent Change		-33.07%	26.10%	7.36%	31.21%	20.11%	3.88%	-3.08%

Employees FTE	1,400	1,400	1,250	1,400	1,302	1,292	1,970	1,500
Percent Change FTE		0.000%	-10.714%	12.000%	-6.971%	-0.775%	52.440%	-23.858%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado **Budget 2012**

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

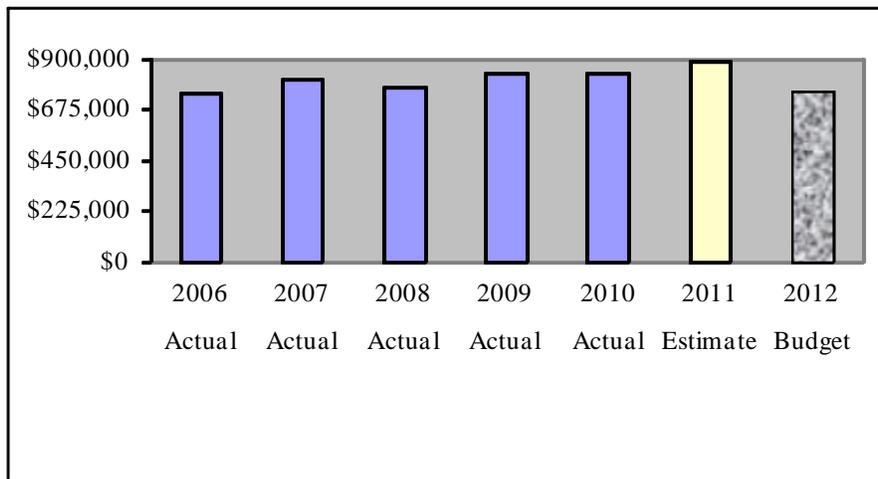
Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure.	1. Ensures adequate cost effective property insurances are maintained for all City assets	Property inspections completed at least twice per year.
A City that is safe, clean, healthy and attractive.	2. Evaluate and address potential risks to citizens at City facilities and City sponsored programs with goal of eliminating, reducing or financing these risks using the most cost effective approach.	Routine inspections are completed as well as those initiated in response to potential hazards.
A progressive City that provides responsive and cost efficient services	3. Ensures safety programs result in prevention of employee injury.	Actively participate with the Pool (CIRSA) Which involves meeting the loss control standards that have been set up for the Organization as a whole as well as individual departments.
A City that provides diverse cultural, recreational and entertainment opportunities.	4. Ensure Risks related to City Recreational and cultural events are identified and addressed with appropriate risk financing and insurance coverage. 5. Ensure that special events and public art are evaluated for property and liability purposes.	Risks evaluated through inspections , loss control standards are set, yearly audits performed and certificates of insurance secured.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

Department	Human Resources
Fund	Risk Management
Revenue Item	Property & Liability Insurance Charge
Account	63.0503.39311
Authorization	Policy
Description	Departmental charges for P & L insurance.
Fee Schedule	Based on premiums.
Date Last Changed	Annually
Previous Fee Schedule	N/A
Formula Method	Allocated to departments based # of employees, # of drivers, Sq Ft. and experience
Projection Method	Use actual premiums to allocate.
Comments	N/A

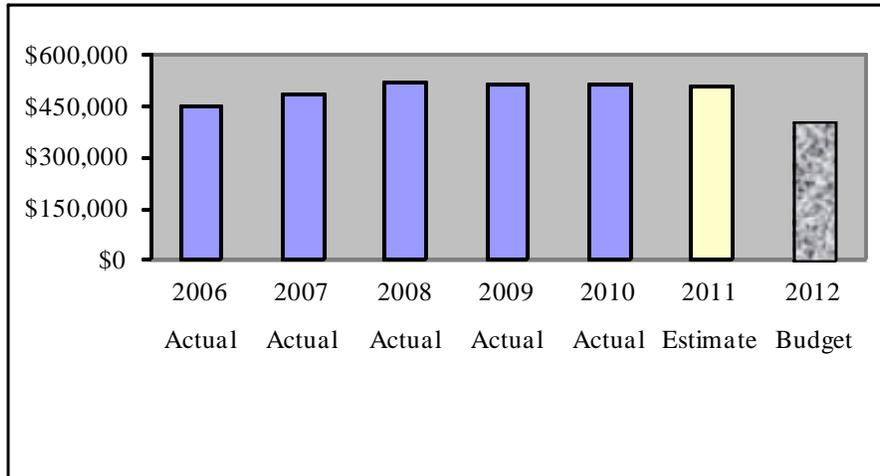
	Year	Amount	% Change
Actual	2006	749,457	5.26%
Actual	2007	809,718	8.04%
Actual	2008	771,074	-4.77%
Actual	2009	831,074	7.78%
Actual	2010	831,304	0.03%
Estimate	2011	889,074	6.95%
Budget	2012	755,843	-14.99%



City of Englewood, Colorado **Budget 2012**

Department Human Resources
Fund Risk Management
Revenue Item **Workers' Compensation Premium Charge**
Account **63.0504.39321**
Authorization Policy
Description Departmental premiums for Workers' Compensation insurance.
Fee Schedule Based on premiums
Date Last Changed Annually
Previous Fee Schedule N/A
Formula Method Allocated to departments based on risk, number of employees and experience.
Projection Method Use actual premiums to allocate.
Comments N/A

	Year	Amount	% Change
Actual	2006	448,767	9.55%
Actual	2007	488,914	8.95%
Actual	2008	522,648	6.90%
Actual	2009	514,103	-1.63%
Actual	2010	514,103	0.00%
Estimate	2011	507,197	-1.34%
Budget	2012	406,184	-19.92%



City of Englewood, Colorado **Budget 2012**

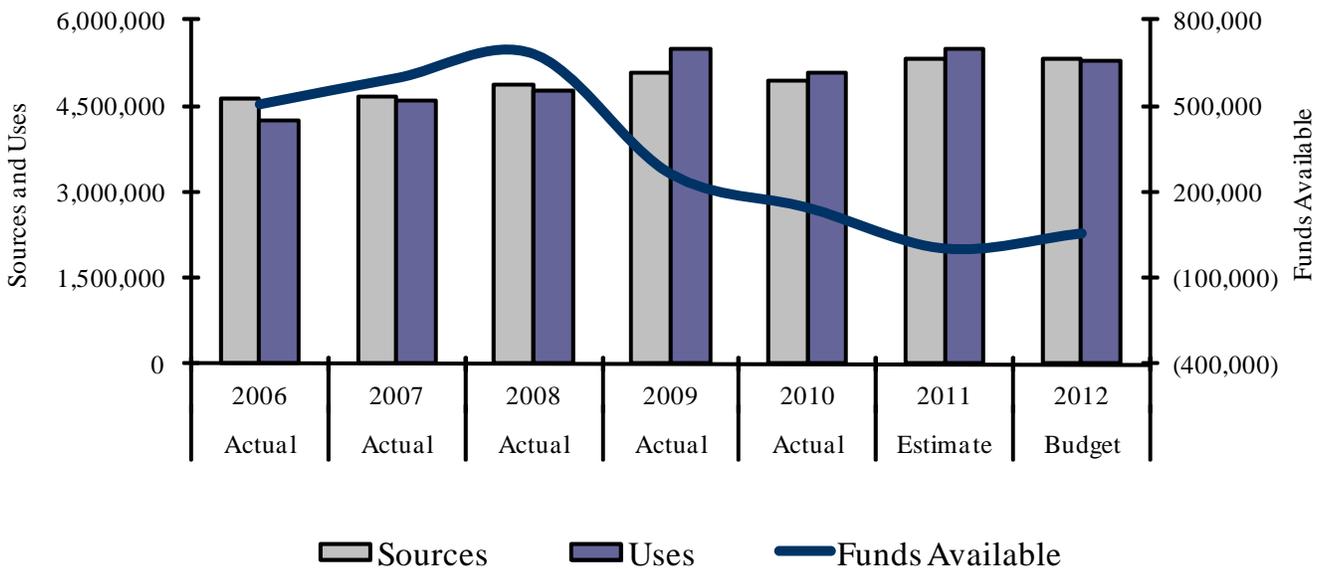
Department Human Resources

Fund Employee Benefits

EMPLOYEE BENEFITS FUND

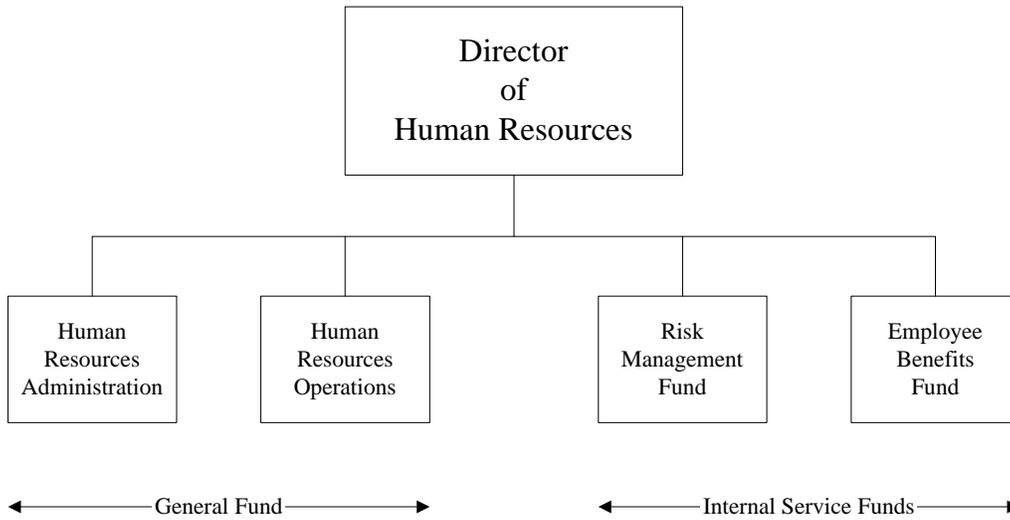
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2006 <i>Actual</i>	2007 <i>Actual</i>	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Adopted Budget</i>	2011 <i>Estimated Actual</i>	2012 <i>Adopted Budget</i>
Beginning Funds Available	\$ 112,829	\$ 505,071	\$ 596,733	\$ 680,395	\$ 261,252	\$ 154,571	\$ 143,435	\$ 611
Sources of Funds								
Operating Revenues								
Departmental Charges:								
Medical	3,376,626	3,658,617	3,874,453	4,124,654	3,903,096	4,279,398	4,279,398	4,279,398
Dental	486,006	475,985	479,119	483,080	484,694	447,176	447,176	447,176
Life	56,876	55,079	57,914	61,525	64,825	70,000	70,000	70,000
LTD	70,957	115,853	83,748	55,966	82,290	113,472	113,472	113,472
Administrative fees	334,436	347,621	351,115	356,192	415,445	411,320	411,320	411,320
Other	3,612	19,597	17,778	244	625	16,060	16,060	16,060
Total Operating Revenues	4,328,513	4,672,752	4,864,127	5,081,661	4,950,975	5,337,426	5,337,426	5,337,426
Other Financing Sources	300,000	-	-	-	-	-	-	-
Total Sources of Funds	4,628,513	4,672,752	4,864,127	5,081,661	4,950,975	5,337,426	5,337,426	5,337,426
Uses of Funds								
Operating Expenses								
Insurance and claims	4,084,447	4,430,788	4,630,256	4,834,017	4,663,212	5,135,515	5,118,515	5,139,027
Personal services & admin	151,824	150,302	150,209	166,787	205,580	110,222	161,735	145,525
Total Operating Expenses	4,236,271	4,581,090	4,780,465	5,000,804	4,868,792	5,245,737	5,280,250	5,284,552
Other Financing Uses	-	-	-	500,000	200,000	200,000	200,000	-
Total Uses of Funds	4,236,271	4,581,090	4,780,465	5,500,804	5,068,792	5,445,737	5,480,250	5,284,552
Net Sources(Uses) of Funds	392,242	91,662	83,662	(419,143)	(117,817)	(108,311)	(142,824)	52,874
Ending Funds Available	\$ 505,071	\$ 596,733	\$ 680,395	\$ 261,252	\$ 143,435	\$ 46,260	\$ 611	\$ 53,485
Funds Available Percentage Change	\$ 3	18.15%	14.02%	-61.60%	-45.10%	-67.75%	-98.68%	8653.68%



City of Englewood, Colorado **Budget 2012**

Department Human Resources
Fund Employee Benefits



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

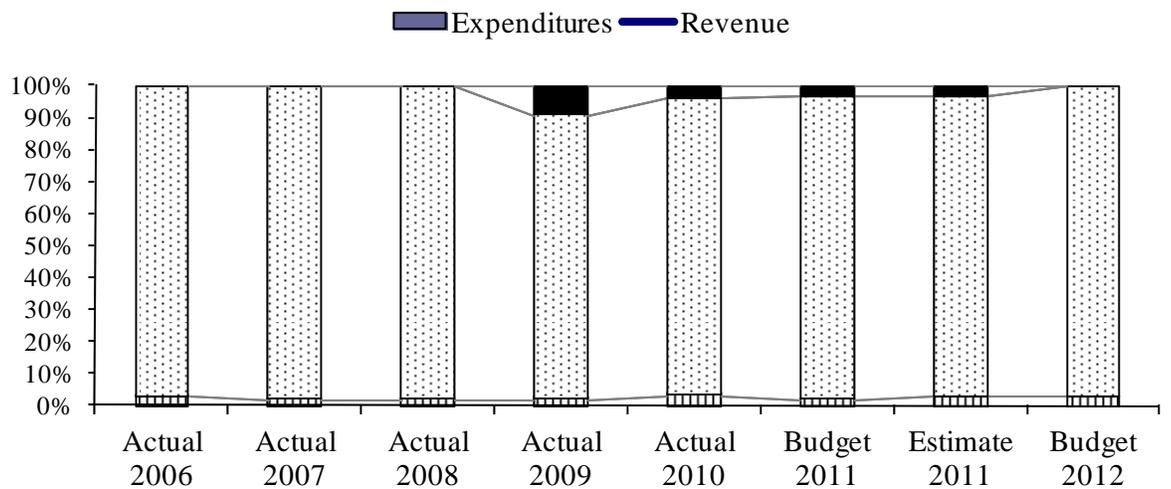
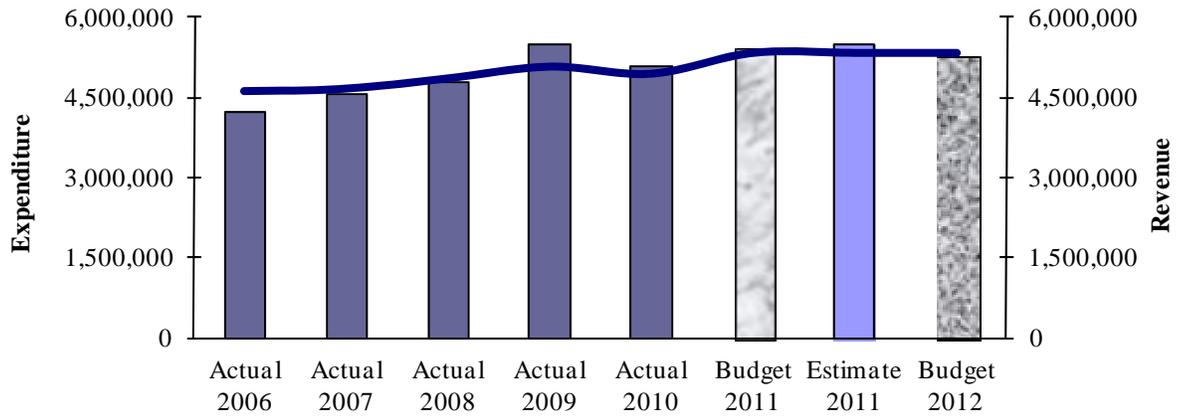
2011 Major Department Initiatives Planned	2012 Major Department Initiatives Planned
<ul style="list-style-type: none"> Implementation of wellness program enhancement with the goal of reducing City/employee health care expenses. 	<ul style="list-style-type: none"> Medical carrier mandated implementation of wellness program with the goal of reducing City/employee health care expenses.
2010 Major Department Initiatives Planned	2010 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Implementation of wellness program enhancement with the goal of reducing City/employee health care expenses. 	<ul style="list-style-type: none"> City was able to minimize premium increases in 2010 and had no plan changes for 2011.

City of Englewood, Colorado Budget 2012

Department Human Resources
Fund Employee Benefits
History and Budget

	Actual 2006	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Budget 2011	Estimate 2011	Budget 2012
Revenue	4,628,513	4,672,752	4,864,126	5,081,661	4,950,975	5,337,426	5,337,426	5,337,426
Percent Change		0.96%	4.10%	4.47%	-2.57%	7.81%	0.00%	0.00%
Expenditures								
Personnel	112,949	108,008	113,014	114,649	162,334	110,222	161,735	145,525
Commodities	13	-	-	98	208	-	-	-
Contractual	4,123,309	4,473,082	4,667,450	4,886,057	4,706,250	5,135,515	5,118,515	5,139,027
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	500,000	200,000	200,000	200,000	-
Total Expenditures	4,236,271	4,581,090	4,780,464	5,500,804	5,068,792	5,445,737	5,480,250	5,284,552
Percent Change		8.14%	4.35%	15.07%	-7.85%	7.44%	0.63%	-3.57%

Employees FTE	1.400	1.400	1.250	1.400	1.302	1.292	1.970	1.500
Percent Change FTE		0.000%	-10.714%	12.000%	-6.971%	-0.775%	52.440%	-23.858%



Personnel
 Commodities
 Contractual
 Capital
 Debt Service
 Transfer Out

City of Englewood, Colorado Budget 2012

Department Human Resources
Fund Employee Benefits
Division Employee Benefits
Account 64.0505
Description

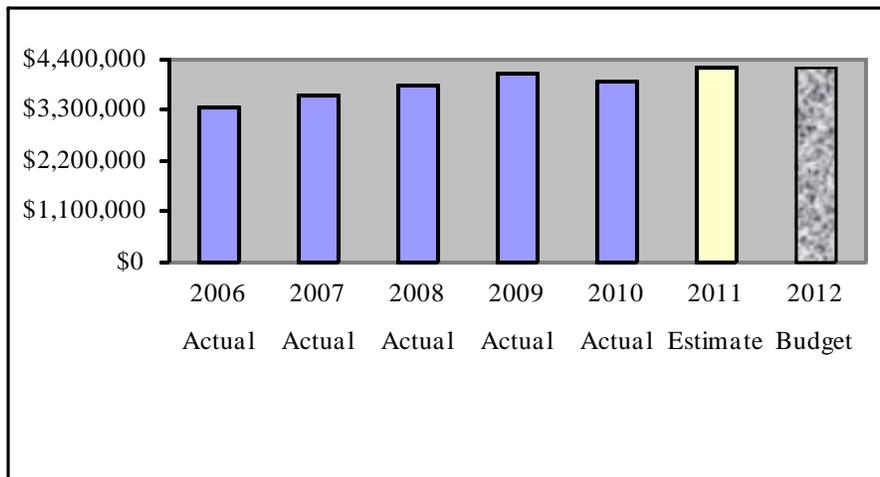
Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Ensures safety programs result in prevention of employee injury.	Received the 2010 Loss Prevention award from CIRSA (Pool) for outstanding accomplishment in the management of a successful loss control program which resulted in lower loss ratio.

Performance Measure	Goals / Activities Measured	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget

City of Englewood, Colorado **Budget 2012**

Department	Human Resources
Fund	Employee Benefits
Revenue Item	Medical Insurance Premiums
Account	64.0505.39411
Authorization	Policy
Description	Premiums charged to departments for the City-paid portion of health insurance.
Fee Schedule	See schedule on next page.
Date Last Changed	January, 2011
Previous Fee Schedule	See schedule on next page.
Formula Method	Premium X participants = revenue
Projection Method	Estimated premiums are available when the budget is being prepared.
Comments	Unknown factors include employees changing coverage after the budget is adopted.

	Year	Amount	% Change
Actual	2006	3,341,735	-0.97%
Actual	2007	3,591,284	7.47%
Actual	2008	3,803,833	5.92%
Actual	2009	4,086,082	7.42%
Actual	2010	3,885,167	-4.92%
Estimate	2011	4,219,398	8.60%
Budget	2012	4,219,398	0.00%



City of Englewood, Colorado Budget 2012

Department Human Resources

Fund Employee Benefits

Revenue Item Medical Insurance Premiums

Account 64.0505.39411

Medical Rates for 2012

FULL-TIME EMPLOYEE

Classification	2012 Premium	City Plan (HMO)			Buy-up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Full-time Employee (40 hr)	Employee Pays	\$38.54	\$127.18	\$254.35	\$139.73	\$349.95	\$588.50
	City Pays	\$346.84	\$720.67	\$1017.42	\$346.84	\$720.67	\$1017.42
	Total Mthly Premium	\$385.38	\$847.85	\$1271.77	\$486.57	\$1070.62	\$1605.92
	Per Pay Period (26)	\$17.79	\$58.70	\$117.39	\$64.49	\$161.52	\$271.62

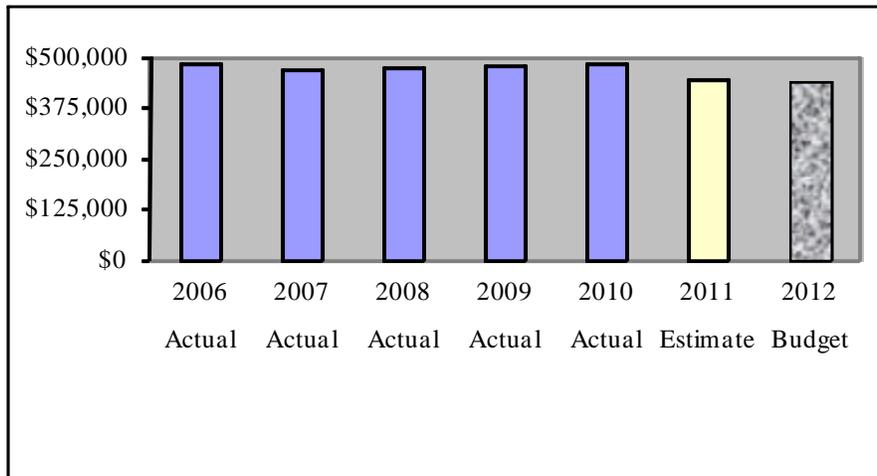
PART-TIME EMPLOYEE

Classification	2012 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	\$73.22	\$199.25	\$356.09	\$174.41	\$422.02	\$690.24
	City Pays	\$312.16	\$648.60	\$915.68	\$312.16	\$648.60	\$915.68
	Total Mthly Premium	\$385.38	\$847.85	\$1271.77	\$486.57	\$1070.62	\$1605.92
	Per Pay Period (26)	\$33.79	\$91.96	\$164.35	\$80.50	\$194.78	\$318.57
Part-time Employee (30 - 34.9 hrs) (80% of FT Employee)	Employee Pays	\$107.91	\$271.31	\$457.83	\$209.10	\$494.08	\$791.98
	City Pays	\$277.47	\$576.54	\$813.94	\$277.47	\$576.54	\$813.94
	Total Mthly Premium	\$385.38	\$847.85	\$1271.77	\$486.57	\$1070.62	\$1605.92
	Per Pay Period (26)	\$49.80	\$125.22	\$211.31	\$96.51	\$228.04	\$365.53
Part-time Employee (25 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$142.59	\$343.38	\$559.58	\$243.78	\$566.15	\$893.73
	City Pays	\$242.79	\$504.47	\$712.19	\$242.79	\$504.47	\$712.19
	Total Mthly Premium	\$385.38	\$847.85	\$1271.77	\$486.57	\$1070.62	\$1605.92
	Per Pay Period (26)	\$65.81	\$158.48	\$258.27	\$112.51	\$261.30	\$412.49
Part-time Employee (20 - 24.9 hrs) (60% of FT Employee)	Employee Pays	\$177.28	\$415.45	\$661.32	\$278.47	\$638.22	\$995.47
	City Pays	\$208.10	\$432.40	\$610.45	\$208.10	\$432.40	\$610.45
	Total Mthly Premium	\$385.38	\$847.85	\$1271.77	\$486.57	\$1070.62	\$1605.92
	Per Pay Period (26)	\$81.82	\$191.75	\$305.22	\$128.52	\$294.56	\$459.45

City of Englewood, Colorado **Budget 2012**

Department Human Resources
Fund Employee Benefits
Revenue Item Dental Insurance Premiums
Account 64.0505.39451
Authorization Policy
Description Premiums charged to departments for the City-paid portion of dental insurance.
Fee Schedule See following schedule
Date Last Changed January, 2006
Previous Fee Schedule See following schedule
Formula Method Premium X participants = revenue
Projection Method Estimated premiums are available when the budget is being prepared.
Comments Unknown factors include employees changing coverage after the budget is adopted.
 Before 2003, this account used to be combined with account 64.0505.39452.
 Cobra Dental. Cobra accounts are no longer budgeted.

	Year	Amount	% Change
Actual	2006	480,539	6.90%
Actual	2007	469,282	-2.34%
Actual	2008	472,303	0.64%
Actual	2009	479,003	1.42%
Actual	2010	481,173	0.45%
Estimate	2011	443,176	-7.90%
Budget	2012	443,176	0.00%



City of Englewood, Colorado Budget 2012

Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account 64.0505.39451

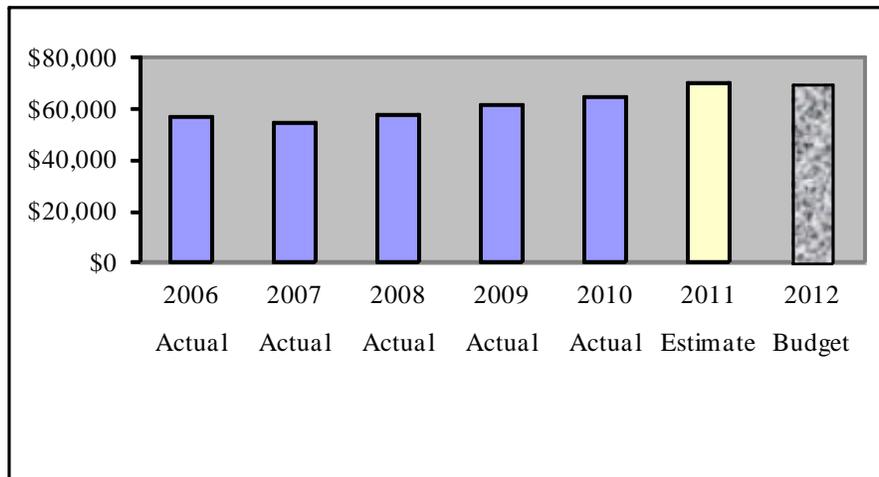
Delta Dental Rates For 2012

FULL-TIME EMPLOYEE				
Classification	2011 Premium	Single	Emp+1	Family
Full-time Employee (40 Hr)	City/Employee:	90%/10%	85%/15%	80%/20%
	Employee Pays	\$4.75	\$11.03	\$23.87
	City Pays	\$42.73	\$62.50	\$95.47
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$2.19	\$5.09	\$11.02
PART-TIME EMPLOYEE				
Classification	2011 Premium	Single	Emp+1	Family
Part-time Employee (35 -39.9 hrs) (90% of FT Employee)	Employee Pays	\$9.02	\$17.28	\$33.42
	City Pays	\$38.46	\$56.25	\$85.92
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$4.16	\$7.98	\$15.42
Part-time Employee (30 - 34.9 hrs) (80% of FT Employee)	Employee Pays	\$13.30	\$23.53	\$42.96
	City Pays	\$34.18	\$50.00	\$76.38
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$6.14	\$10.86	\$19.83
Part-time Employee (25 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$17.57	\$29.78	\$52.51
	City Pays	\$29.91	\$43.75	\$66.83
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$8.11	\$13.75	\$24.24
Part-time Employee (20 - 24.9 hrs) (60% of FT Employee)	Employee Pays	\$21.84	\$36.03	\$62.06
	City Pays	\$25.64	\$37.50	\$57.28
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$10.08	\$16.63	\$28.64

City of Englewood, Colorado **Budget 2012**

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 **\$.188** per \$1,000 of salary, up to a maximum salary depending on class.
Date Last Changed 2012
Previous Fee Schedule **\$.195** per \$1,000 of salary, up to a maximum salary depending on class
Formula Method Actual premiums
Projection Method Actual premiums
Comments Includes Accidental Death and Dismemberment. Although rates are down, salaries are increasing.

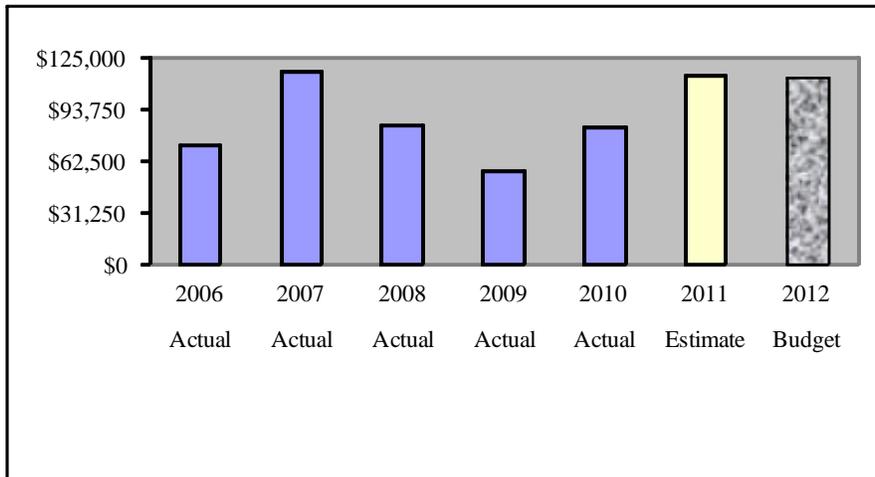
	Year	Amount	% Change
Actual	2006	56,876	4.94%
Actual	2007	55,079	-3.16%
Actual	2008	57,913	5.15%
Actual	2009	61,525	6.24%
Actual	2010	64,825	5.36%
Estimate	2011	70,000	7.98%
Budget	2012	70,000	0.00%



City of Englewood, Colorado **Budget 2012**

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 **\$.25** per \$100 of salary with a \$7,000.00 maximum/month.
Date Last Changed 2012
Previous Fee Schedule **\$.275** per \$100 of salary with a \$7,000.00 maximum/month.
Formula Method Actual premiums
Projection Method Actual premiums
Comments N/A

	Year	Amount	% Change
Actual	2006	70,956	-1.08%
Actual	2007	115,853	63.27%
Actual	2008	83,748	-27.71%
Actual	2009	55,966	-33.17%
Actual	2010	82,290	47.03%
Estimate	2011	113,472	37.89%
Budget	2012	113,472	0.00%



City of Englewood, Colorado **Budget 2012**

Department Human Resources

Fund Employee Benefits

Revenue Item Miscellaneous Services Charges

Account 64.0505.39481

Authorization Policy

Description Fees charged to departments for Employee Assistance Program (EAP), unemployment, retiree health assistance, and miscellaneous administration charge.

Fee Schedule Based on FTE's actual cost

Date Last Changed 2004

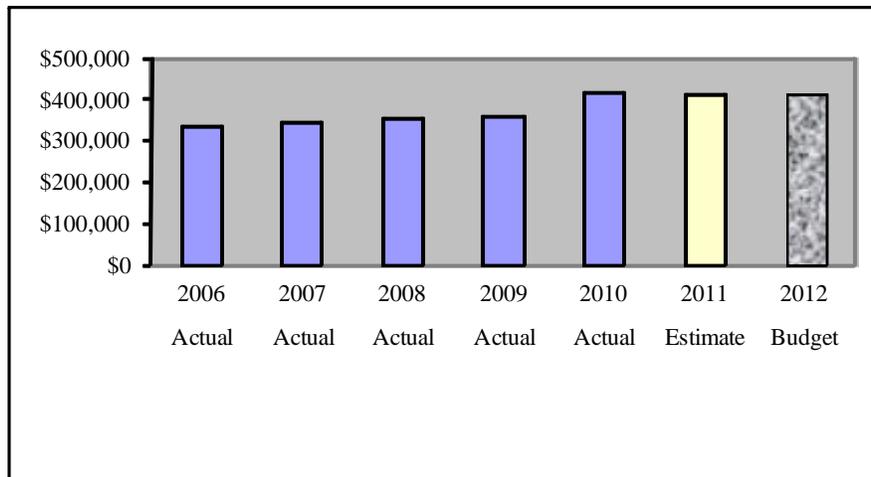
Previous Fee Schedule N/A

Formula Method Cost

Projection Method Estimate

Comments N/A

	Year	Amount	% Change
Actual	2006	332,866	6.07%
Actual	2007	345,541	3.81%
Actual	2008	351,115	1.61%
Actual	2009	356,192	1.45%
Actual	2010	415,445	16.64%
Estimate	2011	411,320	-0.99%
Budget	2012	411,320	0.00%

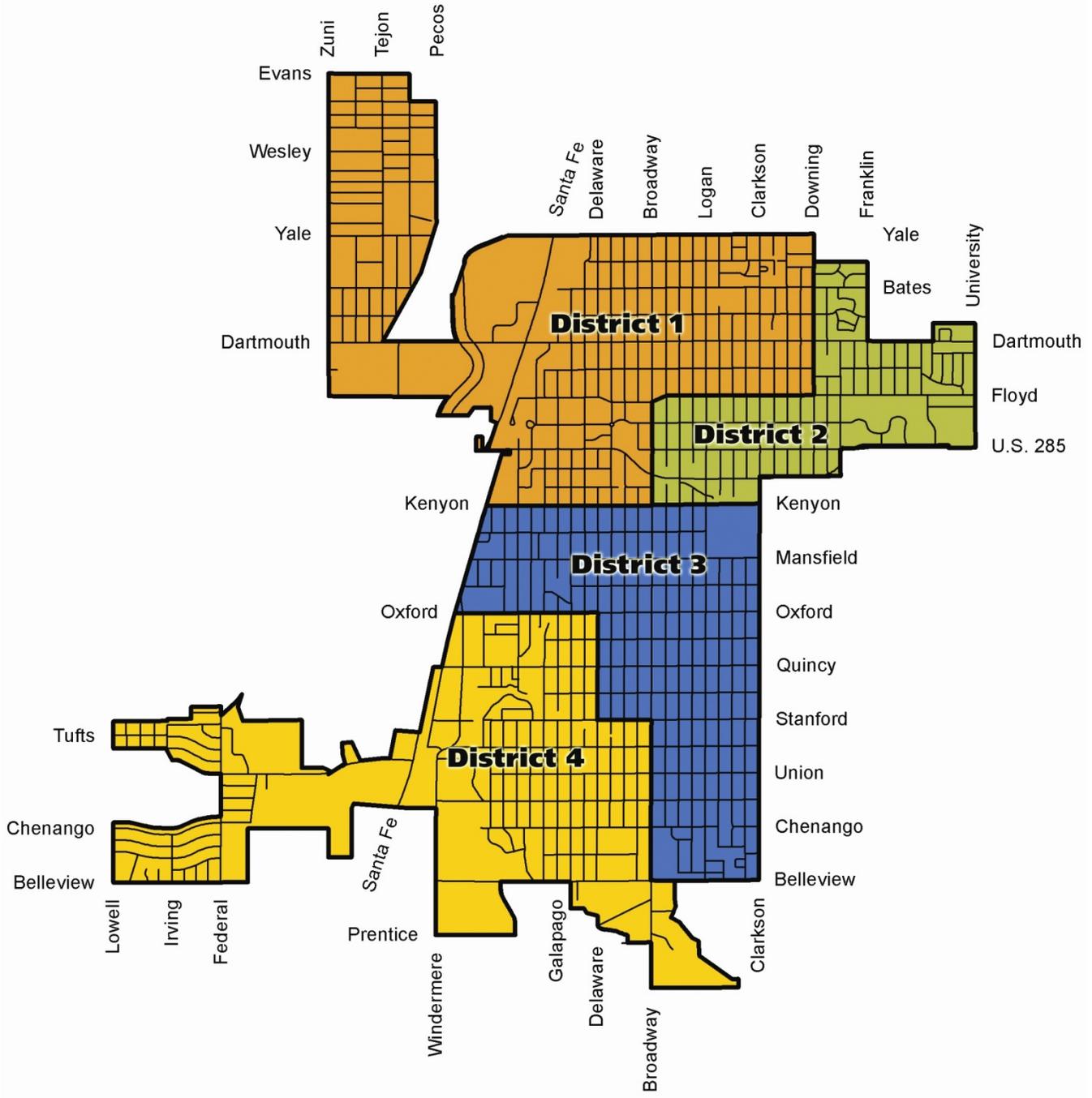


Supplemental Information

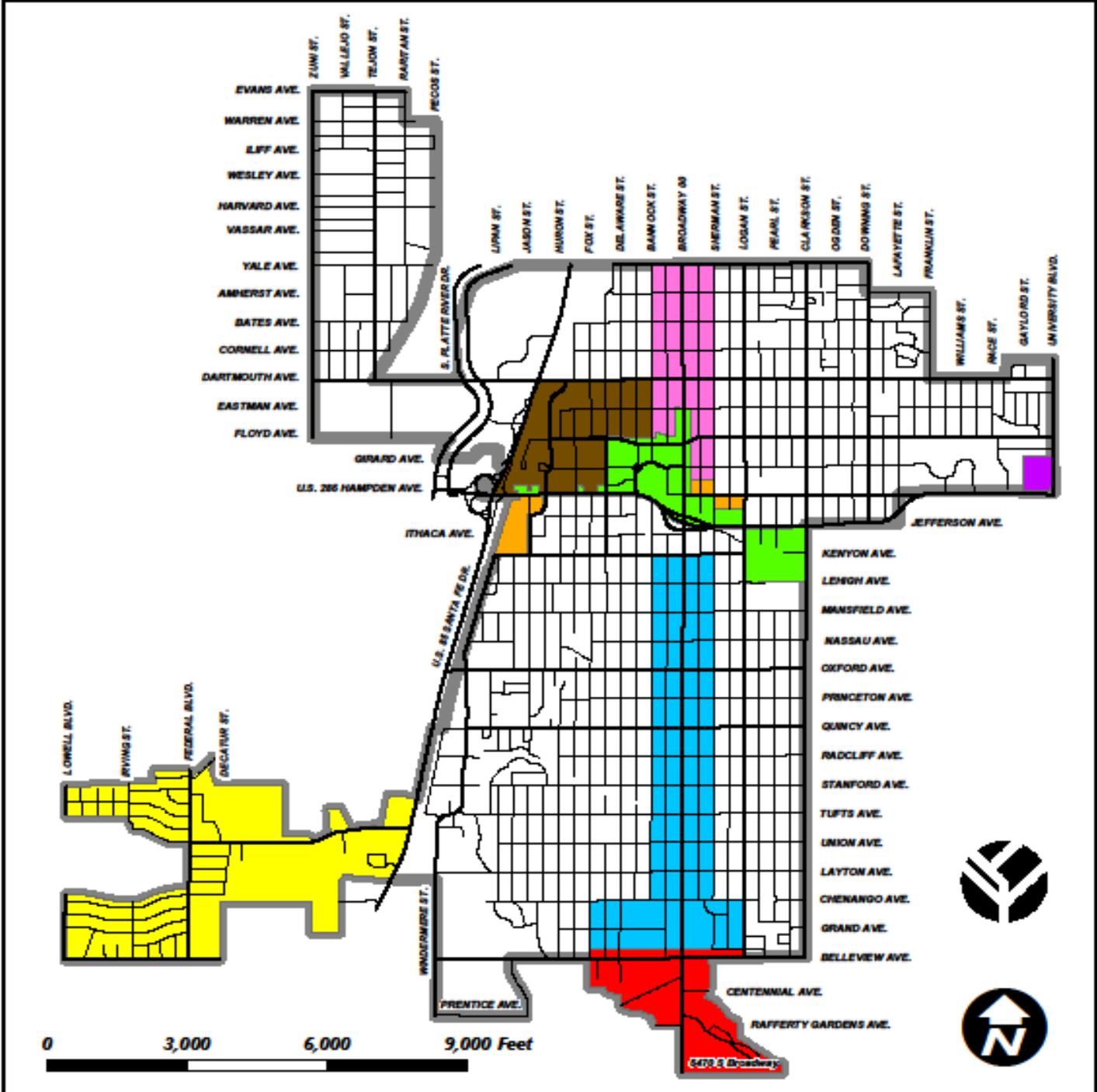
City of Englewood, Colorado Budget 2012

Council District Map

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



City of Englewood, Colorado Budget 2012 Sales and Use Tax Area Map



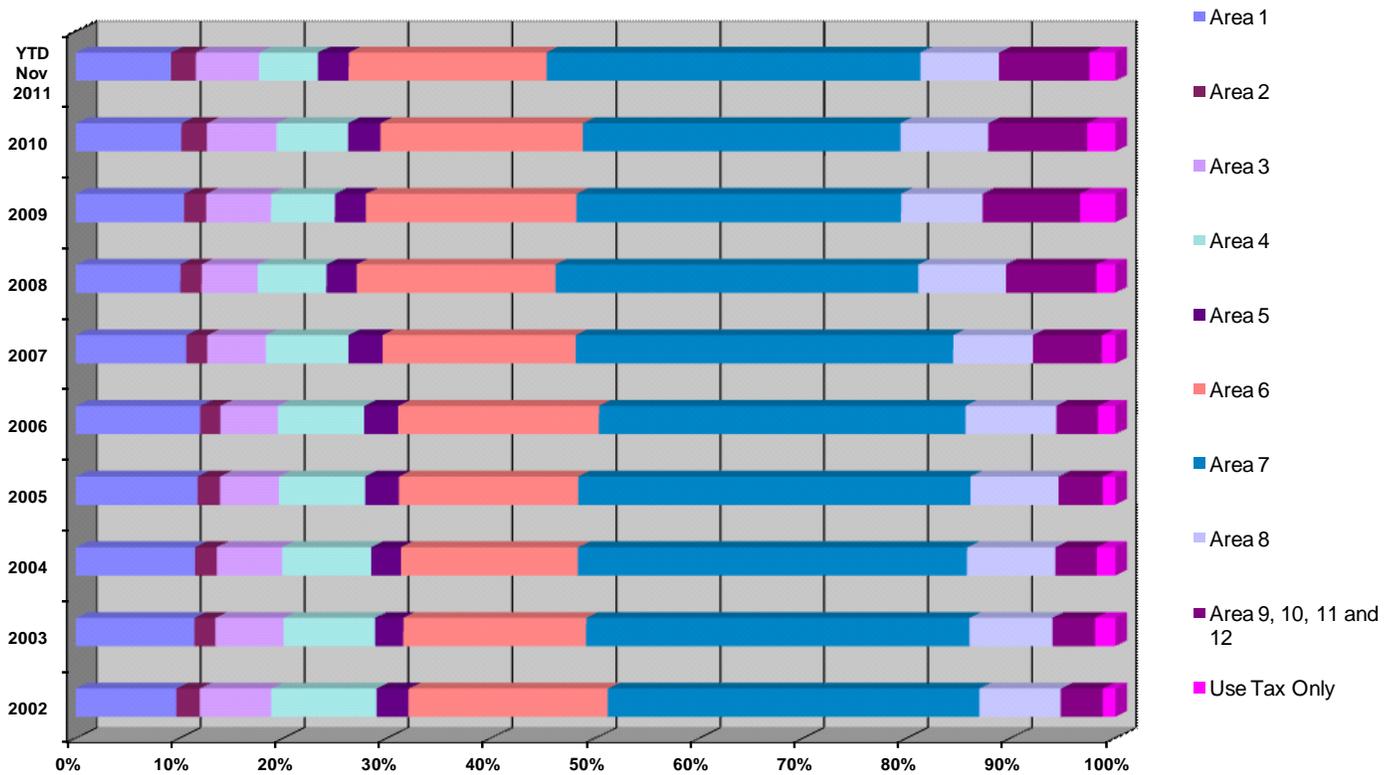
City of Englewood, Colorado: Sales Tax Areas

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> Area 1 Area 2 Area 3 Area 4 | <ul style="list-style-type: none"> Area 5 Area 9 and 10 Area 11 and 12 Area 13 | <ul style="list-style-type: none"> Arterials and Collectors Local Streets Englewood City Limits |
|---|---|---|

Areas Not Depicted on Map:
 Area 6 - Other City Locations Area 7 - Outside City Limits Area 8 - Public Utilities

City of Englewood, Colorado: Sales Tax Areas Map 2011.pdf

City of Englewood, Colorado Budget 2012
2002-2011 Sales and Use Tax Receipts by Area



	2002	2003	2004	2005	2006	2007	2008	2009	2010	YTD Nov
Area 1	9.66%	11.40%	11.49%	11.72%	11.96%	10.61%	10.06%	10.42%	10.16%	9.14%
Area 2	2.26%	2.01%	2.08%	2.16%	1.94%	2.02%	2.05%	2.13%	2.45%	2.42%
Area 3	6.88%	6.57%	6.28%	5.67%	5.55%	5.64%	5.37%	6.22%	6.68%	6.08%
Area 4	10.12%	8.81%	8.56%	8.30%	8.30%	7.95%	6.62%	6.15%	6.91%	5.66%
Area 5	3.10%	2.72%	2.89%	3.22%	3.27%	3.30%	2.91%	3.00%	3.11%	2.95%
Area 6	19.16%	17.59%	17.01%	17.27%	19.31%	18.58%	19.13%	20.23%	19.47%	19.03%
Area 7	35.74%	36.87%	37.44%	37.73%	35.26%	36.32%	34.91%	31.25%	30.58%	35.98%
Area 8	7.82%	7.99%	8.48%	8.48%	8.74%	7.66%	8.43%	7.83%	8.41%	7.55%
Area 9, 10, 11 and 12	4.08%	4.11%	4.02%	4.26%	4.02%	6.64%	8.72%	9.40%	9.53%	8.72%
Use Tax Only	1.18%	1.93%	1.75%	1.19%	1.65%	1.28%	1.80%	3.37%	2.70%	2.47%
Total	100.00%									

Area Descriptions

- | | |
|---|---|
| <p>Area 1 - CityCenter (Formerly Cinderella City)</p> <p>Area 2 - S of Yale, N of Kenyon between Bannock & Sherman</p> <p>Area 3 - S of Kenyon, N of Chenango between Bannock & Sherman and S of Chenango, N of Bellewood between Logan & Delaware</p> <p>Area 4 - Broadway and Belleview (Between Fox and Sherman and North side of Belleview and to the Southern City Limits)</p> <p>Area 5 - Federal and Belleview W of Santa Fe</p> | <p>Area 6 - All other City locations</p> <p>Area 7 - Outside City limits</p> <p>Area 8 - Public Utilities</p> <p>Area 9 and 10 - Downtown & Englewood Pkwy</p> <p>Area 11 and 12 - S of 285, N of Kenyon between Jason and Santa Fe</p> <p>Area 13 - Hampden Avenue (US 285) and University Boulevard</p> |
|---|---|

**City of Englewood, Colorado Budget 2012
Ten Years Legal Debt Margin Information**

Year	Assessed/Actual Valuation (1)	Debt Limit Percentage	Debt Limit	Debt Applicable to Limit	Legal Debt Margin	As a Percentage of Debt Limit
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%
2010	3,399,357,133	3.00%	101,980,714	10,850,000	91,130,714	11.9%

- (1) On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of **actual** valuation versus three percent (3%) of **assessed** valuation. The entire section (Section 104) of the Charter that establishes the debt margin follows:

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

Refer to the Notes to Financial Statements, particularly Note 3F, for detailed information regarding long-term indebtedness of the City.

Future debt issuance may be subject to the Taxpayer's Bill of Rights (TABOR).

City of Englewood, Colorado Budget 2012

PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2002	2003	2004	2005	2006	2007	2008	2009	2010	Budget 2011	Estimate 2011	Budget 2012	2011 Est vs 2012
General Fund (02)													
02-0201 City Manager's Office	5.700	5.680	5.600	5.000	5.500	5.500	5.380	5.000	4.962	4.923	4.925	5.000	0.08
02-0301 City Attorney's Office	6.900	6.900	4.800	5.375	5.380	5.500	5.500	5.500	5.702	5.663	5.704	5.784	0.08
02-0401 Municipal Court	13.800	11.050	10.200	10.990	10.990	11.055	10.900	10.607	10.236	10.197	12.213	9.960	-2.25
02-0501 Human Resources	5.000	5.000	4.620	3.620	4.675	4.675	4.670	3.770	3.543	3.515	2.729	3.400	0.67
02-0503 Human Resources - Employee Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Human Resources	5.000	5.000	4.620	3.620	4.675	4.675	4.670	3.770	3.543	3.515	2.729	3.400	0.67
02-0601 Finance & Admin Services - Administration	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.985	1.969	1.970	2.000	0.03
02-0602 Finance & Admin Services - City Clerk	3.750	2.950	2.950	3.000	3.000	3.000	3.000	3.000	2.977	2.954	2.955	3.000	0.04
02-0603 Finance & Admin Services - Accounting	4.700	6.100	5.300	5.330	5.580	5.330	5.900	4.900	4.862	4.825	4.827	4.900	0.07
02-0604 Finance & Admin Services - Revenue & Budget	8.100	8.000	8.000	8.000	8.000	7.269	7.000	7.000	6.946	6.892	6.895	7.000	0.11
02-0605 Finance & Admin Services - Purchasing	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.992	0.985	0.985	1.000	0.02
Subtotal - Finance & Administrative Services	20.550	20.050	19.250	19.330	19.580	18.599	18.900	17.900	17.762	17.625	17.632	17.900	0.27
02-0701 Information Technology	10.000	10.000	10.000	8.500	9.600	9.600	10.600	11.500	10.419	10.339	10.343	10.500	0.16
02-0801 Community Development	13.000	13.000	11.500	11.500	12.000	12.000	12.000	11.000	10.915	10.831	10.835	11.000	0.16
02-0801 Housing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Community Development	13.000	13.000	11.500	11.500	12.000	12.000	12.000	11.000	10.915	10.831	10.835	11.000	0.16
02-1001 Public Works-Administration	2.000	2.000	2.000	3.310	2.000	2.000	2.000	2.000	1.985	1.969	1.978	2.000	0.02
02-1002 Public Works - Engineering Services	5.000	4.340	6.900	2.750	3.334	3.334	3.334	3.134	2.986	2.963	2.964	3.009	0.05
02-1003 Public Works - Streets & Drainage	15.000	14.000	13.900	13.000	13.000	13.000	13.000	13.000	10.915	10.831	10.835	11.000	0.16
02-1004 Public Works - Traffic Maintenance	7.000	7.000	7.000	7.130	6.500	6.500	6.500	6.500	6.450	6.400	6.403	6.500	0.10
02-1005 Public Works - General Operations & Maint	25.000	24.000	25.000	23.000	22.700	22.700	21.700	21.700	21.839	21.677	20.685	21.000	0.32
Subtotal - Public Works	54.000	51.340	54.800	49.190	47.534	47.534	46.534	46.334	44.175	43.840	42.864	43.509	0.65
02-1101 Safety Services - Administration	13.200	11.500	11.600	10.625	10.700	10.600							
02-1102 Fire- Operations	53.000	56.000	55.000	52.000	55.000	57.000							
02-1103 Fire - Support Services	7.000	4.000	4.000	3.000	3.000	0.000							
02-1104 Police - Communications & Records	20.630	19.500	17.000	17.250	19.630	18.130							
02-1105 Police - Operations	56.880	54.880	52.370	62.750	49.950	69.900							
02-1106 Police - Support Services	22.000	21.000	22.900	8.000	20.200	0.000							
02-1107 Building & Safety	8.000	8.000	7.000	7.000	7.000	7.000							
02-1108 Neighborhood & Environmental Services	10.000	10.000	8.000	8.000	6.000	6.000							
Subtotal - Safety Services	190.710	184.880	177.870	168.625	171.480	168.630	0.000	0.000	0.000	0.000	0.000	0.000	0.00
02-1102 Fire- Operations and Support Services							58.000	58.800	58.421	56.987	57.495	58.370	0.88
02-1107 Building & Safety							7.000	7.000	6.946	6.892	6.895	7.000	0.11
Subtotal - Fire Department							65.000	65.800	65.367	63.879	64.390	65.370	0.98
02-1101 Police - Administration							8.600	8.600	8.534	8.468	8.471	8.600	0.13
02-1104 Police - Communications & Records							17.130	15.400	14.789	14.677	14.184	14.200	0.02
02-1105 Police - Operations and Support Services							69.900	70.700	72.141	70.892	71.905	73.000	1.10
02-1108 Neighborhood & Environmental Services							6.000	6.000	5.954	4.923	4.925	5.000	0.08
Subtotal - Police Department							101.630	100.700	101.417	98.960	99.485	100.800	1.32
02-1201 Library	19.000	18.810	17.200	15.625	16.380	15.970	15.700	16.640	16.268	15.598	15.110	15.340	0.23
02-1301 Recreation - Administration	4.000	4.000	4.000	5.000	4.000	4.000	4.000	4.000	3.969	3.939	4.925	4.000	-0.93
02-1302 Recreation - Rec Center	2.000	2.000	6.200	6.250	7.160	6.269	6.580	6.580	6.529	6.479	6.481	5.160	-1.32
02-1303 Malley Center			2.000	2.000	2.780	2.780	2.500	2.500	2.481	2.462	3.940	3.000	-0.94
02-1304 Recreation Programs			9.300	7.000	7.000	8.920	8.580	8.580	8.514	8.448	8.205	8.000	-0.21
02-1305 Parks	18.000	18.500	15.000	17.000	17.000	16.500	16.000	15.500	15.381	14.277	14.283	13.500	-0.78
02-1308 Pirates Cove					0.250	0.730	0.750	0.750	0.998	0.985	0.985	1.739	0.75
Recreation - Adult Cultural Arts	1.000	1.000											0.00
Recreation - Adult Ed, Special Events - Malley	1.000	1.000											0.00
Recreation - Adult Spl Int, Ed & Travel	1.000	1.000											0.00
Recreation - Before & After School	2.000	1.000											0.00
Recreation - Youth Programs	1.000	1.000											0.00
Recreation - Outdoor & Environment Rec	0.000	0.000											0.00
Recreation - Senior Citizen Rec	2.000	0.020											0.00
Recreation - Aquatics Indoor Pool	2.000	1.670											0.00
Recreation - Aquatics Outdoor Pool	1.000	0.330											0.00
Recreation - Fitness & Dance	1.000	1.000											0.00
Recreation - Playgrounds & Daycamp	1.000	0.000											0.00
Recreation - Marketing & Publications	1.000	1.000											0.00
Recreation - Special Events	1.000	1.000											0.00
Recreation - LDC Interchange Maintenance	1.000	0.000											0.00
Recreation - Adult Sports	1.000	1.000											0.00
Recreation - Youth Sports	1.000	1.000											0.00
Recreation - Ballfield Maintenance	1.000	1.000											0.00
Subtotal - Parks and Recreation	43.000	37.520	36.500	37.250	38.190	39.199	38.410	37.910	37.872	36.589	38.819	35.399	-3.42
Total General Fund	381.660	364.230	352.340	335.005	341.309	338.262	335.224	332.661	328.638	321.958	325.047	323.962	-1.08

City of Englewood, Colorado Budget 2012
PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2002	2003	2004	2005	2006	2007	2008	2009	2010	Budget 2011	Estimate 2011	Budget 2012	2011 Est vs 2012
Open Space Fund (10)													
10-1305 Open Space Fund							1.000	1.000	0.992	0.985	0.985	1.000	0.02
Public Improvement Fund (PIF) (30)													
30-1006 Concrete Replacement						0.385	0.385	0.000	0.000	0.000	0.000	0.000	0.00
Water (40), Sewer (41) & Storm Drainage (42)													
40-1601 Source of Supply	4.740	4.740	5.000	5.000	4.450	5.200	4.200	5.200	4.168	4.135	4.137	4.200	0.06
40-1602 Power & Pumping	3.200	3.200	3.000	3.000	3.200	3.200	3.200	3.200	3.175	3.151	3.152	3.200	0.05
40-1603 Purification	8.200	8.200	8.000	9.000	7.200	8.200	8.700	8.200	8.137	8.074	8.077	8.200	0.12
40-1604 Transmission & Distribution	7.700	7.700	8.000	8.000	7.700	7.700	7.700	7.700	7.641	7.582	7.585	7.700	0.12
40-1607 Administration & General	6.120	6.120	14.000	15.670	6.420	6.420	6.200	6.100	6.053	6.006	6.994	7.100	0.11
41-1605 Wastewater Collections	4.500	4.500	4.000	5.000	5.700	5.750	5.500	5.500	5.458	5.415	5.418	5.500	0.08
41-1607 Administration - Sewer	7.370	7.370	0.000	0.000	9.195	8.940	9.350	8.950	8.881	8.812	9.801	9.950	0.15
42-1606 Storm Drainage	0.650	0.650	0.650	0.000	0.450	0.200	0.200	0.200	0.199	0.197	0.197	0.200	0.00
42-1607 Storm Drainage Administration & General	0.000	0.000	0.000	0.000	0.000	0.450	0.450	0.450	0.447	0.443	0.443	0.450	0.01
Total - Utilities	42.480	42.480	42.650	45.670	44.315	46.060	45.500	45.500	44.158	43.816	45.803	46.500	0.70
Golf Course Fund (43)													
43-1306 Golf Course - Operations	3.000	3.000	3.000	2.975	2.750	2.750	3.000	3.000	1.985	1.969	2.837	2.880	0.04
43-1307 Golf Course - Maintenance	6.500	6.500	6.000	7.000	6.000	6.000	6.000	5.500	5.458	5.415	4.433	4.500	0.07
Total - Golf Course	9.500	9.500	9.000	9.975	8.750	8.750	9.000	8.500	7.442	7.385	7.269	7.380	0.11
Concrete Utility Fund (44)													
44-1001 Concrete Utility Fund - Administration						1.916	1.916	1.916	1.901	1.887	1.887	1.916	0.03
44-1006 Concrete Utility Fund - Program	1.000	1.000	1.000	1.000	3.531	1.615	1.620	2.000	1.985	1.969	1.970	2.000	0.03
Total - Concrete Utility	1.000	1.000	1.000	1.000	3.531	3.531	3.536	3.916	3.886	3.856	3.857	3.916	0.06
Central Services Fund (60)													
60-0610 Central Services - Print Shop	1.000	1.000	1.000	1.000	1.000	1.000	1.100	1.100	1.092	1.083	1.084	1.100	0.02
ServiCenter Fund (61)													
61-1007 ServiCenter-Garage	11.000	11.000	10.000	11.000	9.000	10.000	10.000	9.000	8.931	8.862	8.865	9.000	0.14
61-1008 ServiCenter-Administration	0.000	0.000	0.000	0.000	1.300	1.300	1.300	2.300	0.992	0.985	0.985	1.000	0.02
Total - ServiCenter	11.000	11.000	10.000	11.000	10.300	11.300	11.300	11.300	9.923	9.846	9.850	10.000	0.15
Risk Management Fund (63)													
63-0503 Self-Insurance (Property & Liability)	1.000	1.500	1.500	1.500	1.400	1.400	1.250	1.400	1.302	1.292	1.970	1.500	-0.47
Employees Benefits Fund (64)													
64-0505 Self-Insurance (Employee Benefits)	2.600	1.500	2.300	1.500	1.400	1.400	1.250	1.400	1.302	1.292	1.970	1.500	-0.47
Englewood Environmental Fund (85)													
85-8501 Englewood Environmental Fund					0.750	0.500	0.500	0.700	0.819	0.812	0.566	0.575	0.01
Littleton/Englewood Treatment Plant (LEWWTP) Fund (90)													
90-1701 Projects Regulatory Management					5.000	5.000	5.000	5.000	4.962	4.923	1.970	2.000	0.03
90-1702 Beneficial Use					5.000	5.000	5.000	5.000	4.962	4.923	4.925	5.000	0.08
90-1703 Maintenance					18.000	18.000	16.000	17.000	17.862	17.723	21.674	22.000	0.33
90-1704 Operations					26.000	25.240	26.600	26.600	27.388	27.175	27.186	27.600	0.41
90-1705 Laboratory					6.400	6.400	6.400	6.400	6.351	6.154	6.304	6.400	0.10
90-1706 Business Services					9.730	10.730	10.500	10.500	10.419	9.354	11.328	11.500	0.17
90-1707 Pretreatment					5.000	6.000	7.000	7.000	6.946	6.892	6.910	7.000	0.09
Total - LEWWTP	72.000	74.000	74.000	74.000	75.130	76.370	76.500	77.500	78.888	77.145	80.296	81.500	1.20
GRAND TOTAL													
	522.240	506.210	493.790	480.650	487.885	488.958	486.545	484.977	478.443	469.470	478.697	478.933	0.236
Change in number of Employees	13.260	-16.030	-12.420	-13.140	7.235	1.073	-2.413	-1.568	-6.534	-8.973	9.227	0.236	
Percentage Increase (Decrease)	2.61%	-3.07%	-2.45%	-2.66%	1.51%	0.22%	-0.49%	-0.32%	-1.35%	-1.88%	1.97%	0.05%	

*Recreation, including Golf Course, hires seasonal temporaries and does not budget these as Full Time Equivalents.

There are also various temporary positions and internships.

Upon conversion to the new financial system (2002), many divisions were combined. We have tried to show both the old and new structure when possible.

City of Englewood, Colorado Budget 2012
Ten years Operating Indicators by Function/Program

Function/Program	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Police										
Number of law violations	46,800	45,292	21,754	22,228	38,904	39,911	40,680	40,207	43,766	43,365
Number of uniformed officers	77	73	73	68	69	68	68	69	71	72
Fire										
Number of calls	3,930	4,131	3,802	3,595	4,100	3,844	4,085	4,058	3,987	3,911
Number of firefighters	59	59	48	52	55	55	56	56	56	55
Building Division										
Commercial construction value	6,564,000	24,067,405	5,957,074	603,833	2,792,800	41,143,000	3,766,805	22,071,707	8,402,603	14,919,187
Number of units	7	7	8	3	5	8	15	130	77	99
Residential construction value	10,957,401	565,844	570,066	638,115	2,846,597	4,927,013	9,976,544	4,177,080	3,700,373	3,681,187
Number of units	292	4	3	6	21	25	20	264	236	230
Building permits value	67,555,400	46,208,851	37,487,565	29,107,108	26,092,072	27,051,370	85,478,543	31,659,277	18,318,108	30,235,127
Number of permits	2948	2524	2261	2352	2110	1842	2147	2065	2018	2479
Parks and Recreation										
Englewood Recreation Center										
Admissions	307,000	310,000	303,000	313,000	310,000	315,000	317,000	309,000	313,000	308,000
Malley Recreation Center										
Memberships	3,972	4,001	4,069	4,281	4,116	2,882	2,775	2,812	2,504	2,477
Park Shelter Reservations	559	558	521	509	487	414	475	454	476	459
Golf Rounds Played: *										
9 hole	21,937	22,413	21,033	19,718	19,672	19,047	22,070	17,000	16,078	16,578
18 hole	33,767	34,534	32,072	28,484	30,113	25,995	-	19,061	25,277	25,570
Par 3 Course	26,701	27,344	24,734	22,131	20,469	16,149	-	11,794	21,985	20,961
Water										
New connections	39	23	12	18	11	22	18	8	5	6
Water Main Breaks	16	26	30	30	45	29	39	36	34	34
Average Daily Consumption										
(Millions of gallons)	8.370	8.000	7.430	5.200	7.010	7.093	6.050	7.000	6.800	6.300
Peak Daily Consumption										
(Millions of gallons)	17.7	16.5	16	15.2	16.2	16.3	15.45	15.75	16.5	12.27
Wastewater										
Average Daily Sewage Treated										
(Millions of gallons)	26.5	24.3	22.6	22.3	21.4	22.0	22.1	21.8	22.8	22.6

* Portions of the Golf Course were closed for reconstruction during 2006-2008

Sources: Various City Departments

City of Englewood, Colorado Budget 2012
Ten years Capital Asset Statistics by Function/Program

Function/Program	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Police										
Marked police vehicles	23	23	23	23	21	21	19	18	20	20
Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations										
	3	3	3	3	3	3	3	3	3	3
Public Works										
Miles of streets and alleys										
Streets	121.48	121.48	121.48	121.63	121.63	121.63	121.63	121.63	121.63	121.63
Alleys	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Parks and Recreation										
Parks	12	12	12	12	12	12	12	12	12	12
Acreage	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1
Median strips	5	5	5	5	5	5	5	5	5	5
Acreage	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86
Greenbelts	3	3	3	3	3	3	3	3	3	3
Acreage	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67
Athletic fields	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	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
Water										
Water Mains (miles)	155	155	155	155	155	155	155	155	155	155
Fire hydrants	550	550	550	550	550	550	550	550	570	570
Storage Capacity										
(Millions of gallons)	13.5	13.5	13.5	13.5	13.5	13.5	6.5	6.7	6.7	6.7
Daily Plant Capacity										
(Millions of gallons)	28	28	28	28	28	28	28	28	28	28
Wastewater										
Sanitary Sewers (miles)	530	530	530	530	530	530	530	530	530	530
Treatment Capacity										
(Millions of gallons)	36.3	36.3	36.3	36.3	36.3	36.3	36.3	36.3	50	50

Sources: Various City Departments

City of Englewood, Colorado **Budget 2012**

BY AUTHORITY

ORDINANCE NO. 59
SERIES OF 2011

COUNCIL BILL NO. 60
INTRODUCED BY COUNCIL
MEMBER WILSON

AN ORDINANCE ADOPTING THE BUDGET OF THE CITY OF ENGLEWOOD,
COLORADO, FOR THE FISCAL YEAR 2012.

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 2012 was duly submitted by the City Manager to the City Council on August 29, 2011; 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 6, 2011. Regular notice of the time and place of said hearing was published within seven days after submission of the budget in the manner provided in the Charter for the publication of an ordinance; and

WHEREAS, the City Council of the City of Englewood has studied and discussed the budget on numerous occasions;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That the budget of the City of Englewood, Colorado, for the fiscal year 2012, as submitted by the City Manager, duly considered by the City Council and changes made by the City Manager to reflect Council discussion after public hearing, is adopted as the budget for the City of Englewood for the fiscal year 2012.

Section 2. GENERAL FUND

2012 BUDGET

Total Fund Balance, January 1, 2012

\$ 8,753,654

Revenues

Sales/Use Tax	22,115,126
Property and Specific Ownership Tax	3,130,000
Franchise/Occupation/Cigarette Tax	3,255,651
License/Permits	574,025
Intergovernmental Revenue	1,552,315
Charges for Services	3,392,567
Cultural & Recreation	2,599,668
Fines & Forfeitures	1,318,450
Interest	100,000
Miscellaneous	419,153

Total Revenues

\$ 38,456,955

Other Financing Sources

1,969,785

City of Englewood, Colorado **Budget 2012**

Total Sources of Funds \$ 40,426,740

	Expenditures
Legislation	333,793
City Manager's Office	672,072
City Attorney's Office	746,734
Municipal Court	974,417
Human Resources	470,910
Finance and Administrative Services	1,541,645
Information Technology	1,360,355
Community Development	1,478,398
Public Works	5,436,637
Police	10,921,455
Fire	7,711,732
Library Services	1,256,481
Parks and Recreation Services	5,834,425
Contingencies	150,000
Debt Service	2,060,739
Total Uses of Funds	\$ 40,949,793
 Total Fund Balance, December 31, 2012	 \$ 8,230,601

Section 3. SPECIAL REVENUE FUNDS

<u>Conservation Trust Fund</u>	
Fund Balance, January 1, 2012	\$ 98,916
Revenues	\$ 327,000
 Expenditures	 \$ 403,500
Fund Balance, December 31, 2012	\$ 22,416
 <u>Community Development Fund</u>	
Fund Balance, January 1, 2012	\$ -0-
Revenues	\$ 300,000
 Expenditures	 \$ 300,000
Fund Balance, December 31, 2012	\$ -0-

City of Englewood, Colorado **Budget 2012**

<u>Donors Fund</u>	
Fund Balance, January 1, 2012	\$ 101,072
Revenues	\$ 96,500
Expenditures	\$ 172,780
Fund Balance, December 31, 2012	\$ 24,792
 <u>Malley Center Trust Fund</u>	
Fund Balance, January 1, 2012	\$ 291,667
Revenues	\$ 15,000
Expenditures	\$ 15,000
Fund Balance, December 31, 2012	\$ 291,667
 <u>Parks and Recreation Trust Fund</u>	
Fund Balance, January 1, 2012	\$ 449,303
Revenues	\$ 20,000
Expenditures	\$ 20,000
Fund Balance, December 31, 2012	\$ 449,303
 <u>Open Space Fund</u>	
Fund Balance, January 1, 2012	\$ 190,551
Revenues	\$ 645,000
Expenditures	\$ 772,000
Fund Balance, December 31, 2012	\$ 63,551
 <u>Neighborhood Stabilization Program Fund</u>	
Fund Balance, January 1, 2012	\$ 526,386
Revenues	\$ 1,488,436
Expenditures	\$ 2,014,822
Fund Balance, December 31, 2012	\$ -0-

Section 4. DEBT SERVICE FUND

<u>General Obligation Bond Fund</u>	
Fund Balance, January 1, 2012	\$ 164,656
Revenues	\$ 853,500
Expenditures	\$ 959,200
Fund Balance, December 31, 2012	\$ 58,956

City of Englewood, Colorado **Budget 2012**

Section 5. CAPITAL PROJECT FUNDS

<u>Public Improvement Fund</u>	
Fund Balance, January 1, 2012	\$ 329,782
Revenues	\$ 1,754,000
Expenditures and Transfers	\$ 2,000,739
Fund Balance, December 31, 2012	\$ 83,043
<u>Capital Projects Fund</u>	
Fund Balance, January 1, 2012	\$ <42,239>
Revenues and Transfers In	\$ 340,000
Expenditures	\$ 274,781
Fund Balance, December 31, 2012	\$ 22,980

Section 6. ENTERPRISE FUNDS

<u>Water Fund</u>	
Fund Balance, January 1, 2012	\$ 6,818,223
Revenues	\$ 11,832,380
Expenditures	\$ 13,049,665
Fund Balance, December 31, 2012	\$ 5,600,938
<u>Sewer Fund</u>	
Fund Balance, January 1, 2012	\$ 3,644,933
Revenues	\$ 25,984,080
Expenditures	\$ 18,894,661
Fund Balance, December 31, 2012	\$ 10,734,352
<u>Storm Drainage Fund</u>	
Fund Balance, January 1, 2012	\$ 749,062
Revenues	\$ 331,232
Expenditures	\$ 348,473
Fund Balance, December 31, 2012	\$ 731,821
<u>Golf Course Fund</u>	
Fund Balance, January 1, 2012	\$ 538,560
Revenues	\$ 2,312,426
Expenditures	\$ 2,161,643
Fund Balance, December 31, 2012	\$ 689,343
<u>Concrete Utility Fund</u>	
Fund Balance, January 1, 2012	\$ 294,204
Revenues	\$ 711,200

City of Englewood, Colorado **Budget 2012**

Expenditures	\$	697,249
Fund Balance, December 31, 2012	\$	308,155
 <u>Housing Rehabilitation Fund</u>		
Fund Balance, January 1, 2012	\$	909,889
Revenues	\$	1,000,000
 Expenditures		
Fund Balance, December 31, 2012	\$	909,889

Section 7. INTERNAL SERVICE FUNDS

<u>Central Services Fund</u>		
Fund Balance, January 1, 2012	\$	107,882
Revenues	\$	353,400
 Expenditures and Transfers		
Fund Balance, December 31, 2012	\$	107,819
 <u>Servicenter Fund</u>		
Fund Balance, January 1, 2012	\$	950,990
Revenues	\$	2,273,080
 Expenditures & Transfers		
Fund Balance, December 31, 2012	\$	963,647
 <u>Capital Equipment Replacement Fund</u>		
Fund Balance, January 1, 2012	\$	1,430,499
Revenues	\$	825,915
 Expenditures		
Fund Balance, December 31, 2012	\$	991,478
 <u>Risk Management Fund</u>		
Fund Balance, January 1, 2012	\$	720,040
Revenues	\$	1,187,027
 Expenditures and Transfers		
Fund Balance, December 31, 2012	\$	39,217
 <u>Employee Benefits Fund</u>		
Fund Balance, January 1, 2012	\$	611
Revenues	\$	5,337,426
 Expenditures and Transfers		
Fund Balance, December 31, 2012	\$	53,485

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.

City of Englewood, Colorado **Budget 2012**

Introduced, read in full, and passed on first reading on the 3rd day of October, 2011.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 7th day of October, 2011.

Published as a Bill for an Ordinance on the City's official website beginning on the 5th day of October, 2011 for thirty (30) days.

Read by title and passed on final reading on the 17th day of October, 2011.

Published by title in the City's official newspaper as Ordinance No. 59, Series of 2011, on the 21st day of October, 2011.

Published by title on the City's official website beginning on the 19th day of October, 2011 for thirty (30) days.

ATTEST


James K. Woodward, Mayor


Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 59, Series of 2011.


Loucrishia A. Ellis

City of Englewood, Colorado **Budget 2012**

BY AUTHORITY

ORDINANCE NO. 60
SERIES OF 2011

COUNCIL BILL NO. 61
INTRODUCED BY COUNCIL
MEMBER JEFFERSON

AN ORDINANCE APPROPRIATING MONIES FOR ALL MUNICIPAL PURPOSES IN THE CITY OF ENGLEWOOD, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2012, AND ENDING DECEMBER 31, 2012, CONSTITUTING WHAT IS TERMED THE ANNUAL APPROPRIATION BILL FOR THE FISCAL YEAR 2012.

WHEREAS, a public hearing on the Proposed 2012 Budget was held September 6, 2011; and

WHEREAS, the operating budgets and Multiple Year Capital Plan for all City departments and funds were reviewed at a budget workshop held on September 12, 2011; 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, 2012, and ending December 31, 2012, the amounts hereinafter set forth for the object and purpose specified and set opposite thereto, specifically as follows:

GENERAL FUND

Legislation	\$	333,793
City Manager's Office		672,072
City Attorney's Office		746,734
Municipal Court		974,417
Human Resources		470,910
Finance and Administrative Services		1,541,645
Information Technology		1,360,355
Community Development		1,478,398
Public Works		5,436,637
Police		10,921,455
Fire		7,711,732
Library Services		1,256,481
Parks and Recreation Services		5,834,425
Contingencies		150,000
Debt Service – Civic Center		1,574,000
Debt Service – Other		<u>486,739</u>

City of Englewood, Colorado **Budget 2012**

Total General Fund \$ 40,949,793

CONSERVATION TRUST FUND

Total Conservation Trust Fund \$ 403,500

COMMUNITY DEVELOPMENT FUND

Total Community Development Fund \$ 300,000

DONORS FUND

Total Donors Fund \$ 172,780

MALLEY CENTER TRUST FUND

Total Malley Center Trust Fund \$ 15,000

PARKS AND RECREATION TRUST FUND

Total Parks and Recreation Trust Fund \$ 20,000

OPEN SPACE FUND

Total Open Space Fund \$ 772,000

NEIGHBORHOOD STABILIZATION PROGRAM FUND

Total Neighborhood Stabilization Program Fund \$ 2,014,822

GENERAL OBLIGATION BOND FUND

Total General Obligation Bond Fund \$ 959,200

PUBLIC IMPROVEMENT FUND

Total Public Improvement Fund \$ 2,000,739

City of Englewood, Colorado **Budget 2012**

CAPITAL PROJECTS FUND

Total Capital Projects Fund \$ 274,781

WATER FUND

Total Water Fund \$ 13,049,665

SEWER FUND

Total Sewer Fund \$ 18,894,661

STORM DRAINAGE FUND

Total Storm Drainage Fund \$ 348,473

GOLF COURSE FUND

Total Golf Course Fund \$ 2,161,643

CONCRETE UTILITY FUND

Total Concrete Utility Fund \$ 697,249

HOUSING REHABILITATION FUND

Total Housing Rehabilitation Fund \$ 1,000,000

CENTRAL SERVICES FUND

Total Central Services Fund \$ 353,463

SERVICENTER FUND

Total ServiCenter Fund \$ 2,260,423

CAPITAL EQUIPMENT REPLACEMENT FUND

Total Capital Equipment Replacement Fund \$ 1,264,936

RISK MANAGEMENT FUND

Total Risk Management Fund \$ 1,867,850

City of Englewood, Colorado **Budget 2012**

EMPLOYEE BENEFITS FUND

Total Employee Benefits Fund \$ 5,284,552

Section 2. The foregoing appropriations shall be considered to be appropriations to groups within a program or department within the fund indicated but shall not be construed to be appropriated to line items within any groups, even though such line items may be set forth as the adopted budget for the fiscal year 2012.

Section 3. All monies in the hands of the Director of Finance and Administrative Services, or to come into the Director's hands for the fiscal year 2012, may be applied on the outstanding claims now due or to become due in the said fiscal year of 2012.

Section 4. All unappropriated monies that may come into the hands of the Director of Finance and Administrative Services during the year 2012, may be so distributed among the respective funds herein as the City Council may deem best under such control as is provided by law.

Section 5. During or at the close of the fiscal year of 2011, any surplus money in any of the respective funds, after all claims for 2011 against the same have been paid, may be distributed to any other fund or funds at the discretion of the City Council.

Introduced, read in full, and passed on first reading on the 3rd day of October, 2011.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 7th day of October, 2011.

Published as a Bill for an Ordinance on the City's official website beginning on the 5th day of October, 2011 for thirty (30) days.

Read by title and passed on final reading on the 17th day of October, 2011.

Published by title in the City's official newspaper as Ordinance No. 10, Series of 2011, on the 21st day of October, 2011.

Published by title on the City's official website beginning on the 19th day of October, 2011 for thirty (30) days.

ATTEST:


James K. Woodward, Mayor


Loucrishia A. Ellis, City Clerk

City of Englewood, Colorado **Budget 2012**

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. 60, Series of 2011.

Loucrishia A. Ellis

City of Englewood, Colorado **Budget 2012**

BY AUTHORITY

ORDINANCE NO. 63
SERIES OF 2011

COUNCIL BILL NO. 59
INTRODUCED BY COUNCIL
MEMBER McCASLIN

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 2011, due and payable as required by statute in the year 2012, a tax of 5.880 mills on the dollar for the General Fund of the City of Englewood, Colorado, and 1.741 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 3rd day of October, 2011.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 7th day of October, 2011.

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Published as a Bill for an Ordinance on the City's official website beginning on the 5th day of October, 2011 for thirty (30) days.

Read by title and passed on final reading on the 17th day of October, 2011.

Published by title in the City's official newspaper as Ordinance No. 63, Series of 2011, on the 21st day of October, 2011.

Published by title on the City's official website beginning on the 19th day of October, 2011 for thirty (30) days.

James K. Woodward, Mayor

ATTEST:

Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 63, Series of 2011.

Loucrishia A. Ellis

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GLOSSARY

Account	A separate financial reporting unit for budgeting, management or accounting purposes. Every transaction, starting with adoption of the budget is recorded in an account.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Adopted Budget	The financial program that forms the basis for fiscal year appropriations, as adopted by the City Council. Contains both the annual operating and capital budgets.
Ad Valorem Tax	A tax levied on taxable property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.
Agency Funds	Account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds.
Appropriation	A legal authorization to make expenditures and incur obligations for specific purposes. The maximum level of spending for each fund and each department as authorized annually by the City Council. Total appropriations include the original adopted budget and any supplemental adjustments made throughout the year, hence the Amended Budget.
art	art is a free shuttle which runs through the City from the Swedish/Craig complex and terminates at the CityCenter RTD hub. There are displays of public art at many of the stops. art is funded by the City, RTD, and DRCoG. (The lack of capitalization is deliberate.)
Balanced Budget	A budget in which fund balance or funds available and current revenues equal or exceed current expenditures.
Bond	A written promise to pay a specified sum of money at a specified date in the future.
Budget	A plan of financial operation giving an estimate of proposed expenditures and the proposed means of financing them.
Budget Authority	Authority provided through an appropriation act approved by the council to enter into financial commitments, such as contracts and purchase orders, that will result in the eventual disbursement of cash. In the case of the operating budget, most budget authority lapses at the end of the fiscal year if the authority has not been committed at that point. In the case of the capital budget, authority may not lapse until construction of the project is completed.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: Accrual (GAAP), cash, or modified accrual. The City of Englewood's basis is modified accrual.
Budget Deficit	The result of current expenditures exceeding current revenues. The difference must be covered through either borrowing or tapping other resources, such as budget reserves.
Budget Guidelines	Guidelines developed by the City Manager and the executive management, in consultation with the council, that describe the budget environment—that is, revenue expectations and policy emphasis—for the forthcoming year. Departments make their budget requests on the basis of the guidelines.
Capita	A term adapted from the Latin phrase pro capite meaning "per (each) head" with pro meaning "per" or "for each", and capite (caput ablative) meaning "head." It is commonly and usually used in place of saying "for each person" or "per person".
Capital	An expenditure which results on the acquisition of or addition to fixed assets and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and is not readily susceptible to loss.

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GLOSSARY

Capital Project	A specific and identifiable improvement or purpose for which expenditures are proposed.
Capital Projects Fund	A governmental fund established to account for resources used for the acquisition of large capital improvements other than those acquisitions accounted for in proprietary or trust funds.
Cash Basis	A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made.
CDOT	Colorado Department of Transportation.
CERF	Capital Equipment Replacement Fund, used to replace the “rolling stock” on a scheduled basis.
Charges for Services	Charges or fees established to recover part or all of the costs incurred in the provision of services. These charges are based on the philosophy that the recipient of the benefits should pay for the services. These are also referred to as user fees.
Chart of Accounts	A chart that assigns a unique number to each type of account (e.g., salaries, property taxes, sales and use taxes, etc.) and to each budgetary unit in the organization. The chart of account provides a system for recording revenues and expenditures that fits the organizational structure.
CML	Colorado Municipal League.
Commodities	Goods purchased such as office supplies, janitorial supplies, chemicals or other operational supplies.
Comprehensive Annual Financial Report (CAFR)	Usually referred to by its abbreviation, this report summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund types and contains the following documents: 1) an independent auditor’s report; 2) management’s discussion and analysis (MD&A); 3) a statement of net assets (or a balance sheet for governmental funds); 4) a statement of activities for all funds; and 5) a statement of revenues, expenditures and changes in fund balance (an operating statement) for governmental funds. An operating statement comparing the budget with actual amounts will also be prepared for the general fund.
Contractual	Contractual services. Services purchased such as utilities, insurance, maintenance contract or consulting.
COP	Certificate of Participation. COPs are a type of financing where an investor purchases a share of the lease revenues over a period of time. In other words, the lease payments (principal and interest) are “certificated” and sold to investors.
Credit	An accounting term used in double-entry bookkeeping to indicate the right column of entry, as opposed to the left (debit) column, for entering a transaction. A credit entry increases the balance in a liability or revenue account but decreases the balance in an asset or expenditure/expense account.
CPF	Capital Projects Fund (also referred to as MYCP-Multi-Year Capital Plan) accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.
CRPA	Colorado Recreation and Parks Association.
CRS	Colorado Revised Statutes
CTF	Conservation Trust Fund. Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing parks and recreation facilities. Financing is provided primarily from State Lottery Funds.
DARE	Drug Awareness and Resistance Education.
Debit	An accounting term referring the left column for entering accounting data as opposed to the right (or

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credit) column. A debit entry increases the balance in an asset or expenditure/expense account; a debit entry for a liability or revenue account; however, decreases the account balance.

Debt Service Fund	A fund established to account for revenues and expenditures used to repay the principal and interest on debt.
Disbursement	Payment usually by check for goods or services that have been delivered and invoiced.
DOT	Department of Transportation.
DRCoG	Denver Regional Council of Governments.
Efficiency Measure	A type of performance measure that is the ratio of inputs to outputs. It measures the amount of input required for each unit of output of a good or service that has been produced.
EHA	Englewood Housing Authority.
EMC	Englewood Municipal Code.
EMS	Emergency Medical Services.
Encumbrance	Budget authority that is set aside when a purchase order or contract is approved. An encumbrance represents a contingent liability of the fund. It assures suppliers that sufficient funds will be available once the order is fulfilled. Encumbrances are also known as obligations.
Enterprise Fund	A separate fund used to account for services—for example, water, sewer, golf, airports—that are supported primarily by service charges paid by users.
EPA	Environmental Protection Agency.
EPL	Englewood Public Library.
ERC	Englewood Recreation Center. May also be called the Community Center.
EURA	Englewood Urban Renewal Authority.
Expenditure	An accounting term that refers to the value of goods and services received during a period of time, regardless of when they are used (accrual basis) or paid for (cash basis).
Expense	An accounting term that refers to the value of goods and services used during a period of time, regardless of when they were received (modified accrual) or paid for (cash basis). For example, depreciation is the expense incurred in using up fixed assets for the accounting period.
Fiduciary Fund	Records the financial resources that governments hold in trust for individuals or other governments.
Full-Time Equivalent (FTE)	The number of hours per year (typically 2080 hours) a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent.
Fund	A self-balancing set of accounts which comprise its assets, liabilities, fund balance, revenues and expenditures/expenses. These are set up to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitation.
Fund Balance	The difference between the fund's assets and liabilities. Portions of the fund balance may be reserved of the governmental and similar trust funds.
General Ledger	The final record where transactions are reconciled into current and fixed assets, liabilities, revenue, expenditure (or expense), encumbrance and fund balance. Accounting information is posted from the 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.

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General Obligation Bonds	Bonds that finance public projects such as streets, municipal facilities and park improvements. Repayment of the bonds is typically from property taxes and the bonds are backed by the full faith and credit of the issuing government.
GFOA	Government Finance Officers' Association.
GIS	Geographic Information System.
GOCO	Great Outdoors Colorado. Under the 1992 amendment to the Colorado Constitution that created GOCO, GOCO receives 50% of Lottery proceeds. All Lottery proceeds are distributed as follows: <ul style="list-style-type: none">• GOCO receives half of Lottery proceeds capped out at \$35 million a year adjusted for inflation. In Fiscal Year 2000/2001, GOCO is projected to receive approximately \$40 million.• 40% of Lottery proceeds are distributed to the Conservation Trust Fund for allocation to local governments and park and recreation districts for parks, recreation, and open space purposes.• 10% of Lottery proceeds are distributed directly to Colorado State Parks for state parks and outdoor recreation projects.• GOCO offers grant opportunities derived from the four categories outlined in the Colorado Constitution -- outdoor recreation, wildlife, open space and local government. There are five competitive grant cycles: Open Space, Local Government, Legacy, Trails and Planning & Capacity. GOCO also awards grants through the Division of Wildlife and Colorado State Parks
Governmental Funds	Funds through which most of the City's governmental functions are financed. They are accounted for on a spending or "financial flow" measurement focus which means only current assets and liabilities are generally included in the balance sheet. The reported fund balances (net current assets) are considered a measure of "available resources".
IGA	Intergovernmental Agreement.
Interfund Transfer	A flow of assets from one fund to finance activities in another fund without a requirement for repayment.
Internal Service Fund	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis.
ISTEA	Intermodal Surface Transportation Efficiency Act.
Journal	An accounting term that refers to the book of original entry in which all transactions are logged. By convention, debit entries are entered first, followed by credit entries. The journal provides a chronological listing of all transactions for that fund. Information is then posted from the journal to the general (and subsidiary) ledgers.
Legal Debt Limit	The maximum amount of general obligation debt allowed under the Englewood Municipal Code.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without specific approval from the legislative body.
LEWWTP	Littleton/Englewood Wastewater Treatment Plant.
Mill Levy	The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.
Modified Accrual	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
MYCP	Multi-Year Capital Plan. Also CIP (Capital Improvement Plan).
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.

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Net Operating Deficit	The condition in which net operating expenditures exceed net operating revenue.
Net Operating Surplus	The condition in which net operating revenue exceed net operating expenditures.
NFPA	National Fire Protection Agency.
NPDES	National Pollution Discharge Elimination System.
NRPA	National Recreation and Parks Association.
Personal Services	Expenditures for salaries and related benefits.
PGA	Professional Golf Association.
PIF	Public Improvement Fund. This fund was set up to provide for the construction of general or special improvements. Unlike most of the other funds, appropriations for this fund are for the length of the project and do not lapse at the end of the fiscal year. All use tax on vehicles and building use tax are designated to this fund.
PILT or PILOT	Payment In Lieu of Tax is made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.
Proprietary Funds	A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users.
Purchase Order	An agreement to buy goods and/or services from a specific vendor, with a promise to pay once delivery is made.
Revenue	Income received from normal business activities, usually from the sale of goods and services to customers. Revenue is also received from interest, dividends or royalties paid to them by other companies. Revenue may refer to income in general, or it may refer to the amount, in a monetary unit, received during a period of time, as in "Last year, Company X had revenue of \$32 million."
RTD	Regional Transportation District. In 1969, the Regional Transportation District was formed to provide a comprehensive public transportation network in the Denver area with a sales tax of six-tenths of one percent to subsidize operations. The district runs buses, light rail and access-a-ride operations. In November, 2004 voters approved an increase in the tax to 1% to be in effect January 1, 2005.
SCADA	Supervisory Control And Data Acquisition.
SCFD	Scientific and Cultural Facilities District. The Scientific & Cultural Facilities District (SCFD) is a regional special district that funds more than 300 scientific and cultural organizations in the six metro Denver counties of Adams, Arapahoe, Boulder, Denver, Douglas and Jefferson. Its creation by an overwhelming majority of the vote in 1988 is a testament to the broad public support for diverse cultural organizations in the region. The sales tax of one-tenth of one percent (a penny on every \$10) supports the organizations and currently produces more than \$30 million annually. Voters reaffirmed their support in 1994, when they approved the tax for another ten-year period.
SPCURE	South Platte Coalition for Urban River Evaluation.
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

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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.

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.



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