



**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, APRIL 16, 2012
COMMUNITY ROOM
6:00 P.M.**

- I. **Financial Report and Five Year Forecast**
Finance and Administrative Services Director Frank Gryglewicz and Revenue & Budget Manager Jennifer Nolan will discuss the March, 2012 Financial Report and the Five Year Forecast.
- II. **Economic Development/Summit Update – 6:30 p.m.**
Deputy City Manager Mike Flaherty, Community Development Director Alan White and Economic Development Coordinator Darren Hollingsworth will provide an update of Economic Development and the Economic Development Summit.
- III. **Emergency Notification Systems Upgrade – 7:00 p.m.**
Police Chief John Collins, Commander Tim Englert and Deputy City Manager will discuss the emergency notification systems upgrade.
- IV. **City Manager's Choice – 7:15 p.m.**
- V. **City Attorney's Choice**
- VI. **Council Member's Choice**
 - A. National League of Cities Economic Development Seminar in Manhattan Beach, CA.



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: April 12, 2012
Subject: 2011 Annual Update Financial Report

Summary of the 2011 General Fund Financial Report (Please note the numbers in this Report are not audited and subject to change until the Comprehensive Annual Financial Report is presented to Council)

REVENUES:

- Through December 2011, the City of Englewood collected **\$37,881,416 or \$1,166,962 or 3.2 percent more** than 2010.
- The City collected \$2,994,213 in property and \$246,062 in specific ownership tax through December.
- **Sales and use tax revenues were \$21,737,110 or \$870,595 or 4.2 percent more than December 2010**
- Cigarette tax collections were down \$5,557 compared to last year.
- Franchise fee collections were \$11,202 more than last year.
- Licenses and permit collections were \$82,973 more than 2010.
- Intergovernmental revenues were \$258,837 more than the prior year.
- Charges for services increased \$129,488 from last year.
- Recreation revenues increased \$145,440 from 2010.
- Fines and forfeitures were \$153,199 less than last year.
- Investment income was \$9,511 less than last year.
- Miscellaneous revenues were \$120,277 less than last year.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were up \$1,558,391 or 24.77 percent compared to last year, \$1,188,000 (15.1 percent of the total) of the total amount collected is due to the receipt of *one-time sales and use tax revenue* from several taxpayers and \$56,000 is due to a refund in 2010. The City has classified \$600,000 as “unearned” at this time.
- At this time potential refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed; the balance of the account to cover intercity claims is \$1,100,000.

CITY CENTER ENGLEWOOD (CCE):

- Sales and use tax revenue collected through December 2011 were \$2,078,548 or \$12,737 less than last year during the same period.

EXPENDITURES:

- Expenditures through December were \$39,496,268 or \$594,926 (1.5 percent) more than the \$38,901,342 expended through December 2010. Actual expenditures were \$1,469,777 (3.6 percent) under budget. The City refunded \$45,233 in sales and use tax claims in 2011. The average annual claims paid over the past ten years totaled \$333,868.

REVENUES OVER/UNDER EXPENDITURES:

- Expenditures exceeded revenues by \$1,614,852 this year compared to expenditures exceeding revenues by \$2,186,888 in 2010. Net transfers made up the “loss” and increased ending reserves.

TRANSFERS:

- Net 2011 transfers-in to date of \$1,937,858 were made by the end of December 2011 (please refer to page 14 for makeup).

FUND BALANCE:

- The unaudited total fund balance is \$8,817,685 or 23.3% of revenue. The 2011 reserved fund balance total \$3,855,161 or 10.2% of unaudited revenue. The unassigned fund balance for 2011 is estimated at \$4,962,524 or 13.1 percent of unaudited revenues.
- The 2011 unaudited Long Term Asset Reserve (LTAR) balance is \$2,406,649 (please refer to page 14).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$1,978,846 in revenues and spent \$3,731,053 year-to-date. Unaudited year-end fund balance is \$274,179.

General Fund Comparative Revenue, Expenditure & Fund Balance Report as of December 31, 2011

Percentage of Year Completed = 100%

Fund Balance January 1	\$ 8,157,514	\$ 8,494,679	\$ 8,494,679	\$ 9,234,957	\$ 9,234,957	\$ 11,102,763	\$ 11,102,763			
Revenues	2011				2010			2009		
	Budget	Dec-11	% Budget	YE Estimate	Dec-10	Dec-10	% YTD	Dec-09	Dec-09	% YTD
Property Tax	3,017,000	2,994,213	99.24%	2,994,213	3,020,884	3,020,884	100.00%	2,971,303	2,971,303	100.00%
Specific Ownership Tax	250,000	246,062	98.42%	246,062	263,434	263,434	100.00%	276,415	276,415	100.00%
Sales & Use Taxes	21,216,000	21,737,110	102.46%	21,737,110	20,866,515	20,866,515	100.00%	20,624,659	20,624,659	100.00%
Cigarette Tax	190,000	190,763	100.40%	190,763	196,320	196,320	100.00%	218,448	218,448	100.00%
Franchise Fees	2,650,851	2,631,393	99.27%	2,631,393	2,620,191	2,620,191	100.00%	2,452,611	2,452,611	100.00%
Hotel/Motel Tax	8,713	9,820	112.71%	9,820	8,806	8,806	100.00%	9,141	9,141	100.00%
Licenses & Permits	575,100	778,536	135.37%	778,536	695,563	695,563	100.00%	588,303	588,303	100.00%
Intergovernmental Revenue	1,822,096	1,724,807	94.66%	1,724,807	1,465,970	1,465,970	100.00%	1,333,688	1,333,688	100.00%
Charges for Services	3,338,567	3,384,318	101.37%	3,384,318	3,254,830	3,254,830	100.00%	3,163,735	3,163,735	100.00%
Recreation	2,587,653	2,635,221	101.84%	2,635,221	2,489,781	2,489,781	100.00%	2,315,598	2,315,598	100.00%
Fines & Forfeitures	1,509,150	1,284,758	85.13%	1,284,758	1,437,957	1,437,957	100.00%	1,639,678	1,639,678	100.00%
Interest	200,000	91,034	45.52%	91,034	100,545	100,545	100.00%	229,999	229,999	100.00%
Miscellaneous	421,507	173,381	41.13%	173,381	293,658	293,658	100.00%	643,311	643,311	100.00%
Total Revenues	37,786,637	37,881,416	100.25%	37,881,416	36,714,454	36,714,454	100.00%	36,466,889	36,466,889	100.00%
Expenditures										
Legislation	346,120	298,731	86.31%	298,731	309,870	309,870	100.00%	346,045	346,045	100.00%
City Attorney	762,518	706,841	92.70%	706,841	702,228	702,228	100.00%	678,038	678,038	100.00%
Court	999,105	848,775	84.95%	848,775	901,469	901,469	100.00%	914,493	914,493	100.00%
City Manager	664,732	639,184	96.16%	639,184	659,882	659,882	100.00%	674,170	674,170	100.00%
Human Resources	481,102	430,792	89.54%	430,792	419,421	419,421	100.00%	456,275	456,275	100.00%
Financial Services	1,550,906	1,446,313	93.26%	1,446,313	1,445,581	1,445,581	100.00%	1,575,924	1,575,924	100.00%
Information Technology	1,338,543	1,332,766	99.57%	1,332,766	1,280,660	1,280,660	100.00%	1,360,237	1,360,237	100.00%
Public Works	5,498,891	5,259,875	95.65%	5,259,875	5,137,364	5,137,364	100.00%	5,152,891	5,152,891	100.00%
Fire Department	7,668,172	7,666,842	99.98%	7,666,842	7,425,903	7,425,903	100.00%	7,320,268	7,320,268	100.00%
Police Department	10,614,838	10,395,239	97.93%	10,395,239	10,312,633	10,312,633	100.00%	10,183,891	10,183,891	100.00%
Community Development	1,507,655	1,359,264	90.16%	1,359,264	1,301,473	1,301,473	100.00%	1,366,437	1,366,437	100.00%
Library	1,266,520	1,145,613	90.45%	1,145,613	1,284,083	1,284,083	100.00%	1,275,554	1,275,554	100.00%
Recreation	6,015,739	5,717,147	95.04%	5,717,147	5,811,809	5,811,809	100.00%	5,727,968	5,727,968	100.00%
Debt Service	2,098,204	2,096,463	99.92%	2,096,463	1,860,827	1,860,827	100.00%	1,805,208	1,805,208	100.00%
Contingency	153,000	152,423	99.62%	152,423	48,139	48,139	100.00%	160,578	160,578	100.00%
Total Expenditures	40,966,045	39,496,268	96.41%	39,496,268	38,901,342	38,901,342	100.00%	38,997,977	38,997,977	100.00%
Excess revenues over (under) expenditures	(3,179,408)	(1,614,852)	50.79%	(1,614,852)	(2,186,888)	(2,186,888)		(2,531,088)	(2,531,088)	
Net transfers in (out)	2,519,204	1,937,858	76.92%	1,937,858	1,446,610	1,446,610	100.00%	663,282	663,282	100.00%
Total Fund Balance	\$ 7,497,310	\$ 8,817,685	117.61%	\$ 8,817,685	\$ 8,494,679	\$ 8,494,679	100.00%	\$ 9,234,957	\$ 9,234,957	100.00%

Fund Balance Analysis

Total Fund Balance	\$ 7,497,310	\$ 8,817,685	\$ 8,817,685	\$ 8,494,679	\$ 9,234,957
Reserves/designations:					
-Emergencies (TABOR)	1,170,000	1,150,000	1,150,000	1,150,000	1,170,000
-LTAR	2,713,467	2,406,649	2,406,649	2,130,520	3,131,980
-MOA	-	-	-	-	39,200
-COPS Grant	298,512	298,512	298,512	298,512	-
Reserved Fund Balance	\$ 4,181,979	\$ 3,855,161	\$ 3,855,161	\$ 3,579,032	\$ 4,341,180
Estimated unres/undesig Fund Balance	\$ 3,315,331	\$ 4,962,524	\$ 4,962,524	\$ 4,915,647	\$ 4,893,777
As a percentage of projected revenues	8.75%		13.10%	13.39%	13.42%
As a percentage of budgeted revenues	8.77%		13.13%		
Target	3,778,664	-	5,667,996		



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: April 12, 2012
Subject: March 2012 Financial Report

Please note any references to 2011 have not been audited and are subject to change until the annual audit and Comprehensive Annual Financial Report is completed.

REVENUES:

- Through March 2012, the City of Englewood collected **\$9,230,491 or \$176,434 or 1.9 percent less** than last year (See the chart on page 3 and the attached full report for details on changes in revenue in past year. Please note the change in Intergovernmental Revenue and Sales and Use Tax are the main reasons for the overall revenue reduction between 2012 and 2011. In 2011 the City received one-time grants that increased total revenues collected. Also one-time audit and reported Sales and Use Tax revenue were received in 2011 that were not received in 2012.
- The City collected \$670,540 in Property Tax and \$45,311 in Specific Ownership Tax through March.
- **Year-to-date sales and use tax revenues were \$5,682,345 or \$247,952 or 4.2 percent less than March 2011**
- Cigarette tax collections were down \$898 compared to last year.
- Franchise fee collections were \$39,404 more than last year.
- Licenses and permit collections were \$279 more than 2011.
- Intergovernmental revenues were \$237,549 less than the prior year (due to large one-time collections last year).
- Charges for services decreased \$57,994 from last year.
- Recreation revenues decreased \$17,394 from 2011.
- Fines and forfeitures were \$47,214 more than last year.
- Investment income was \$18,747 more than last year.
- The City collected \$174,331 in rents from the properties at McLellan Reservoir.
- Miscellaneous revenues were \$15,113 more than last year.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were down \$175,930 or 7.9 percent compared to last year.
- At this time potential refunds total approximately \$1,290,000 for claims submitted to Englewood but not completed; the balance of the account to cover intercity claims is \$1,100,000.

CITY CENTER ENGLEWOOD (CCE):

- Sales and use tax revenue collected through March 2012 were \$864,011.

EXPENDITURES:

- Expenditures through March were \$9,775,093 or \$1,134,008 (13.2 percent) more than the \$8,641,085 expended through March 2011. *Expenditures year-to-date includes an "extra" payroll, but this will not impact estimated expenditures for the year.* The City's refund of sales and use tax claims through March 2012 totaled \$82,548.

REVENUES OVER/UNDER EXPENDITURES:

- Expenditures exceeded revenues by \$544,602 this year compared to revenues exceeding expenditures by \$765,840 in 2011.

TRANSFERS:

- Net 2012 transfers-in to date of \$972,739 were made by the end of March 2012 (please refer to page 14 for the makeup).

FUND BALANCE:

- The unaudited total fund balance is \$7,960,632 or 20.3% of estimated revenue. The estimated Unassigned Fund Balance for 2012 is estimated at \$3,666,655 or 9.4 percent of unaudited revenues.
- The 2012 unaudited Long Term Asset Reserve (LTAR) balance is \$2,406,649 (please refer to page 14).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$738,505 in revenues and spent \$1,344,430 year-to-date. Estimated year-end fund balance is \$70,427.

City of Englewood, Colorado

March 2012 Financial Report

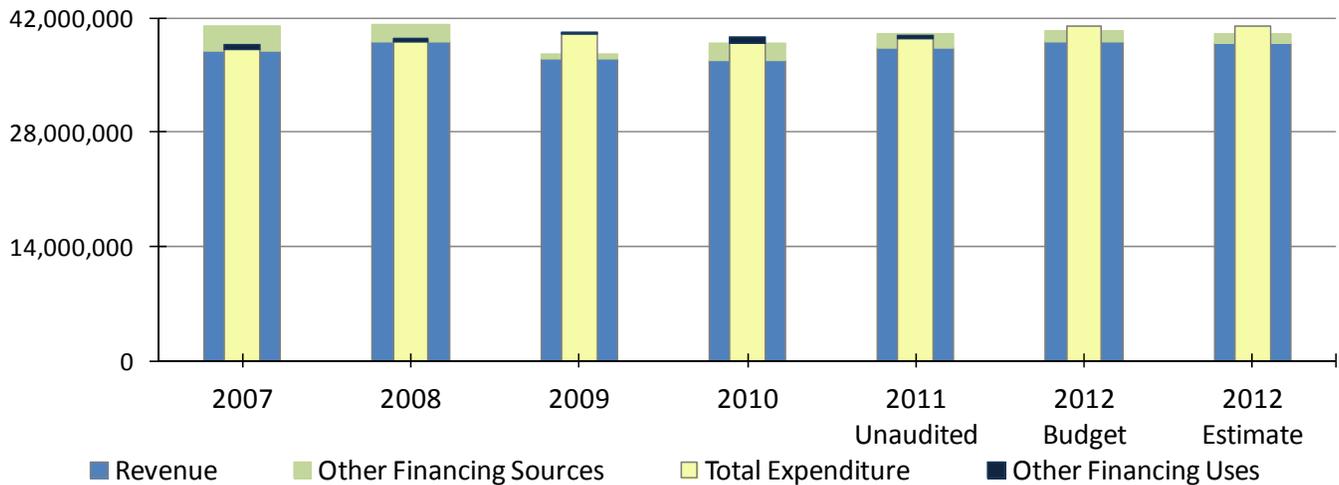
GENERAL FUND OVERVIEW AND ANALYSIS

The General Fund accounts for the major “governmental” activities of the City. These activities include “direct” services to the public such as Police, Fire, Public Works, Parks and Recreation, and Library Services. General government also provides administrative and oversight services through the offices of City Manager and City Attorney; the departments of Information Technology, Finance and Administrative Services, Community Development, Human Resources, Municipal Court and Legislation. Debt service, lease payments, and other contractual payments are also commitments of the General Fund.

General Fund - Surplus and Deficits

The graph below depicts the history of sources and uses of funds from 2007 to 2012 Estimate. As illustrated, both surpluses and deficits have occurred in the past. The gap has narrowed over the past few years by reducing expenditures, freezing positions, negotiating lower-cost health benefits, increased revenue collections. Continued efforts will be required to balance revenues and expenditures, especially with persistent upward pressure on expenditures due to increases in the cost of energy, wages and benefits.

General Fund: Total Sources and Uses of Funds



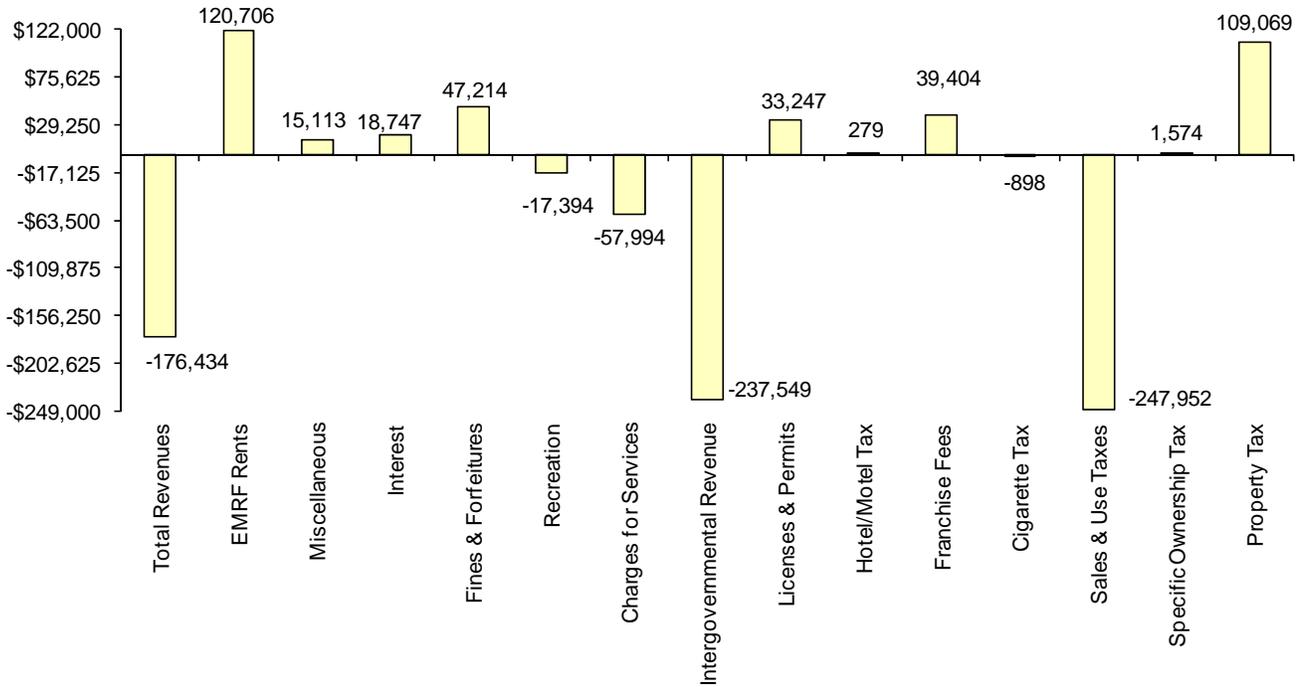
The table below summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended March, 2012. Comparative figures for years 2011 and 2010 are presented as well. The table also highlights the dollar and percentage changes between those periods.

	2012	2012 vs 2011 Increase (Decrease)		2011	2011 vs 2010 Increase (Decrease)		2010
General Fund							
Year-To-Date Revenue	\$ 9,230,491	\$ (176,434)	(1.88%)	\$ 9,406,925	\$ 490,949	5.51%	\$ 8,915,976
Year-To-Date Expenditure	9,775,093	\$ 1,134,008	13.12%	8,641,085	\$ (119,995)	(1.37%)	8,761,080
Net Revenue (Expenditure)	\$ (544,602)	\$ (1,310,442)		\$ 765,840	\$ 610,944		\$ 154,896
Estimated Unassigned Fund Balance	\$ 3,666,655	\$ (1,295,869)	(26.11%)	\$ 4,962,524	\$ 46,877	.95%	\$ 4,915,647
Sales & Use Tax Revenue YTD	\$ 5,682,345	\$ (247,952)	(4.18%)	\$ 5,930,297	\$ 379,563	6.84%	\$ 5,550,734
Outside City Sales & Use Tax YTD	\$ 2,039,254	\$ (175,930)	(7.94%)	\$ 2,215,184	\$ 462,006	26.35%	\$ 1,753,178

General Fund Revenues

The City of Englewood’s total budgeted revenue is \$38,456,955. Total revenue collected through March 2012 was \$6,036,933 or \$207,727 (3.3 percent) less than was collected in 2011. The chart below illustrates changes in General Fund revenues this year as compared to last year.

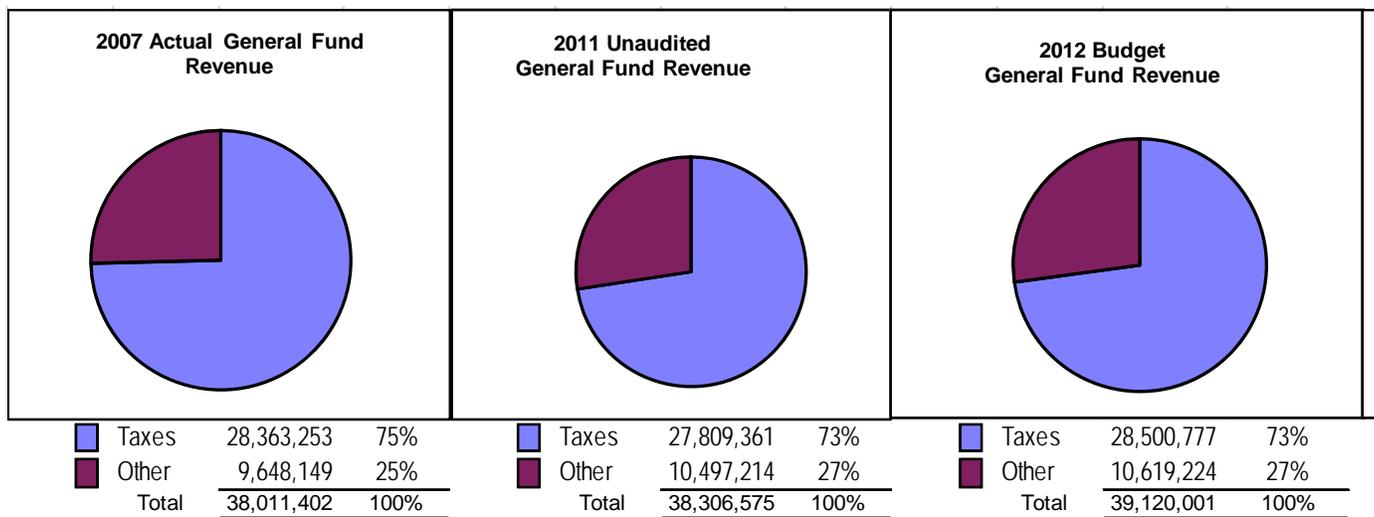
2012 Year-To-Date Change in General Fund Revenue as Compared to Prior Year



General Fund - Taxes

The General Fund obtains most of its revenue from taxes. In 2011 total unaudited revenues were \$37,881,416 of which \$27,809,361 (73.4 percent) came from tax collections. Taxes include property, sales and use, specific ownership, cigarette, utilities, franchise fees, and hotel/motel. The following pie charts illustrate the contribution of taxes to total revenue for 2007, 2011 unaudited and 2012 Budget. Taxes as a percentage of total revenue have declined slightly as other fees and charges have been increased to help offset rising costs and relatively flat tax revenues.

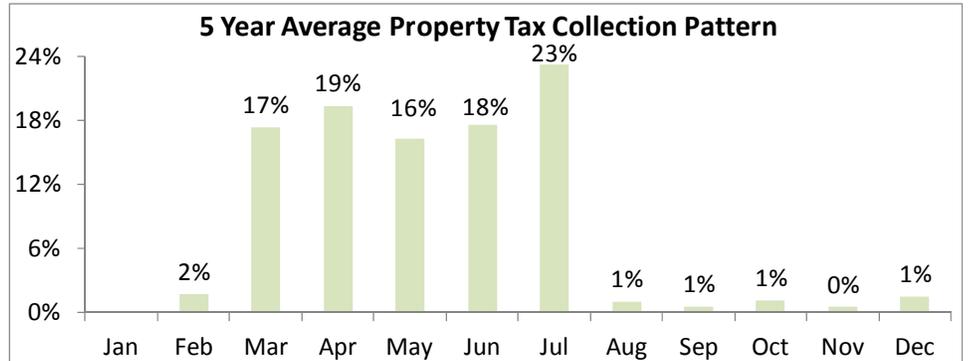
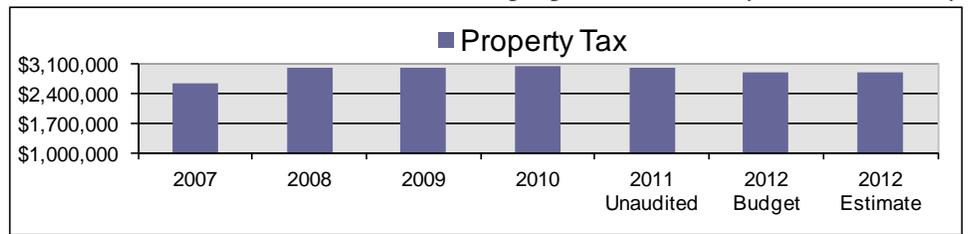
General Fund Revenues Taxes vs. Other



Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2011 mill levy collected in 2012 is 7.911 mills. The 2011 mill levy for general operations collected in 2012 is 5.880 mills. In 2001,

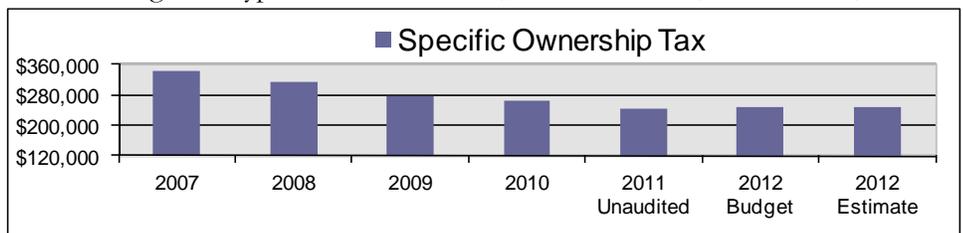
voters approved a separate, dedicated mill levy for principal and interest payments on the City's general obligation debt for the construction of parks and recreation projects. The dedicated general obligation debt mill levy is accounted for in the Debt Service Fund. The dedicated general obligation debt mill levy dedicated for the City's general obligation debt collected in 2012 is 1.741 mills.

Property tax collections grew from \$2,623,118 in 2007 to \$2,994,213 in 2011. This was an increase of \$371,095 or 14.1 percent. In 2011 the City collected \$2,994,213 or 10.8 percent of 2010 total taxes and eight percent of total revenues from property taxes. The City budgeted \$2,880,000 for 2012; and collected \$670,540 through March 2012. The estimate for the year is \$2,880,000.



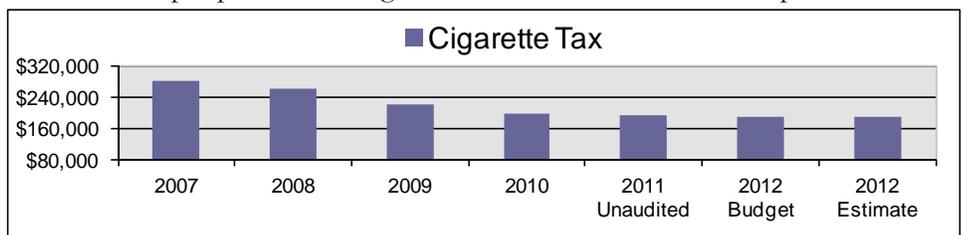
Specific ownership: These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc.

These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the following month. The City collected \$341,423 in 2007 and \$246,062 in 2011 which is a decrease of \$95,361 or 27.9 percent. The City collected \$246,062 in 2011 which is less than one percent of total revenues and total taxes. The City budgeted \$250,000 for 2011 and collected \$45,311 through March 2012. The estimate for the year is \$250,000.



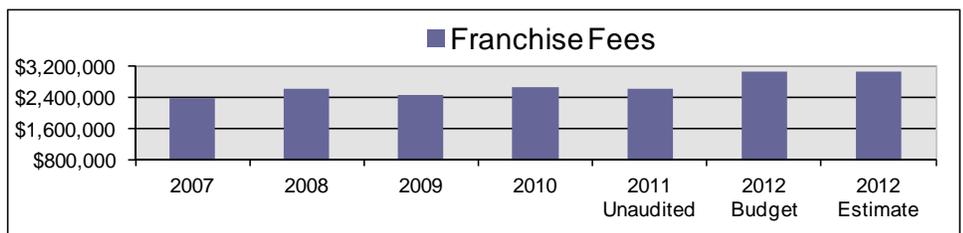
Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year.

These taxes have fallen significantly in the past and continue to fall after the 2009 federal tax increase of approximately \$.62 per pack went into effect. This federal tax increase will fund the State Children's Health Insurance Program (SCHIP). In 2007 the City collected \$278,785, but in 2011 the City collected \$190,763, which is a decrease of \$88,022 or 31.6 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2010. The City budgeted \$190,000 for the year and collected \$46,296 through March 2012, which is \$898 or 1.9 percent less than the \$47,194 collected through March 2011. The estimate for the year is \$190,000.



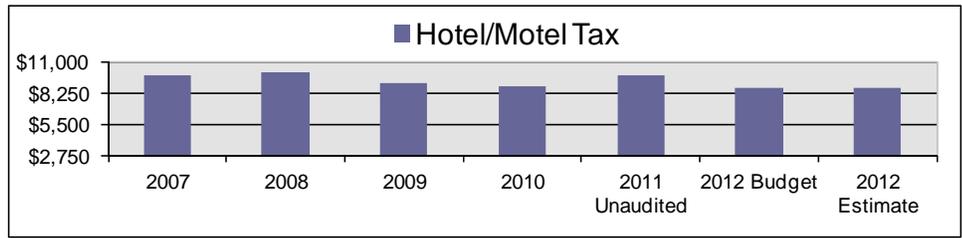
Franchise Fees: The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational tax on telephone services.

The City collected \$2,356,385 in 2007 and \$2,631,393 in 2011, an increase of \$275,008 or 11.7 percent. These



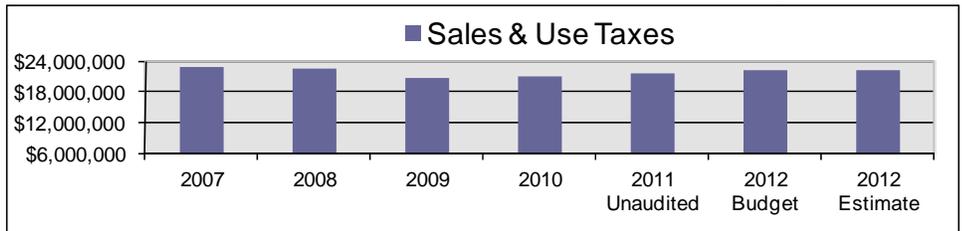
taxes accounted for 9.4 percent of taxes and 6.9 percent of total revenues in 2011. The City budgeted \$3,056,938 for the year; collections through March totaled \$519,630 compared to \$480,226 collected during the same period last year. The estimate for the year is \$3,056,938.

Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration. The City budgeted \$8,713 for the year and has collected \$2,355 through March 2012. The estimate for the year is \$8,713.



Sales and Use Taxes Analysis

Sales and use taxes are the most important (and volatile) revenue sources for the City. Sales and use taxes generated 78.2 percent of all taxes and 57.2 percent of total revenues collected in 2011. In 2007, this tax generated \$22,753,820 for the City of Englewood; in 2011 the City collected \$21,737,110, a decrease of 4.5 percent. This tax is levied on the sale price of taxable goods.



Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Vendors no longer receive a fee for collecting and remitting their sales/use taxes. Taxes for the current month are due to the City by the twentieth day of the following month. The City budgeted \$22,115,126 for 2012. Sales and Use Tax revenue through March 2012 was \$5,682,345 while revenue year-to-date for March 2011 was \$5,930,297, a decrease of \$247,952 or 4.2 percent.

Collections (cash basis) for March 2012 were \$1,455,644 while collections for March 2011 and March 2010 were \$1,616,259 and \$1,551,229 respectively. March 2012 collections were 9.9 percent or \$160,615 less than March 2011 collections and \$95,585 or 6.2 percent less than March 2010 collections.

Based on the last five years of sales tax collection data, year to date collections through March contribute 36.6 percent of the total year's sales tax collections; if this pattern holds this year, 63.4 percent is left to collect over the next nine months. Based on collections through March, the City will collect an additional \$15,525,533 over the next nine months for a total of \$21,207,878. Collections through March were 95.8 percent of last March's collections. If this were applied to the entire year, the total collected would be \$20,828,258; the average of the two forecasts is \$21,018,068.

Outside City sales and use tax collections through March totaled \$2,039,254 equaling a decrease of approximately \$175,930 from 2011.

This revenue source tends to ebb and flow (often dramatically) with the economy, growing during economic expansions and contracting during downturns. The past three years of sales tax collections have been exceptionally erratic making it extremely difficult to make accurate short or long term forecasts. It is important to continually review and analyze sales and use tax data including trends in the various geographic areas of the City.

The chart on the next page, "Change in Sales/Use Tax Collections by Area 2011 vs. 2010" indicates that most of the increase in sales tax collections is due to Outside City (Area 7) and Collections from Public Utilities (Area 8). Economic conditions, judged by sales tax collections, appears to be a "mixed bag" with some geographic areas increasing and some decreasing compared to the same period last year.

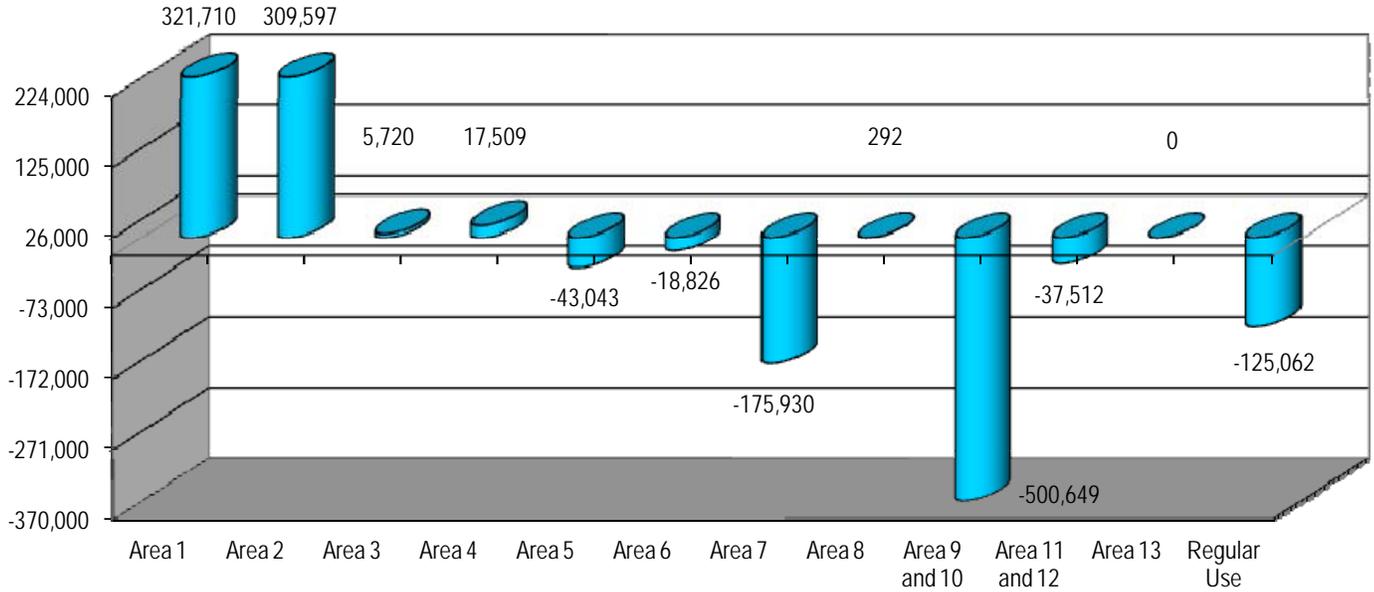
Please note that the geographic map of the sales tax areas has been changed as of the February 2012 report, and hopefully makes more sense. Some of the areas will look skewed until more comparable data is available (next year).

EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6. Specific changes include:

- Area 1 east boundary will change at Bannock St/Englewood Pkwy east to Acoma St south to Jefferson Ave/Hampden Ave/US 285

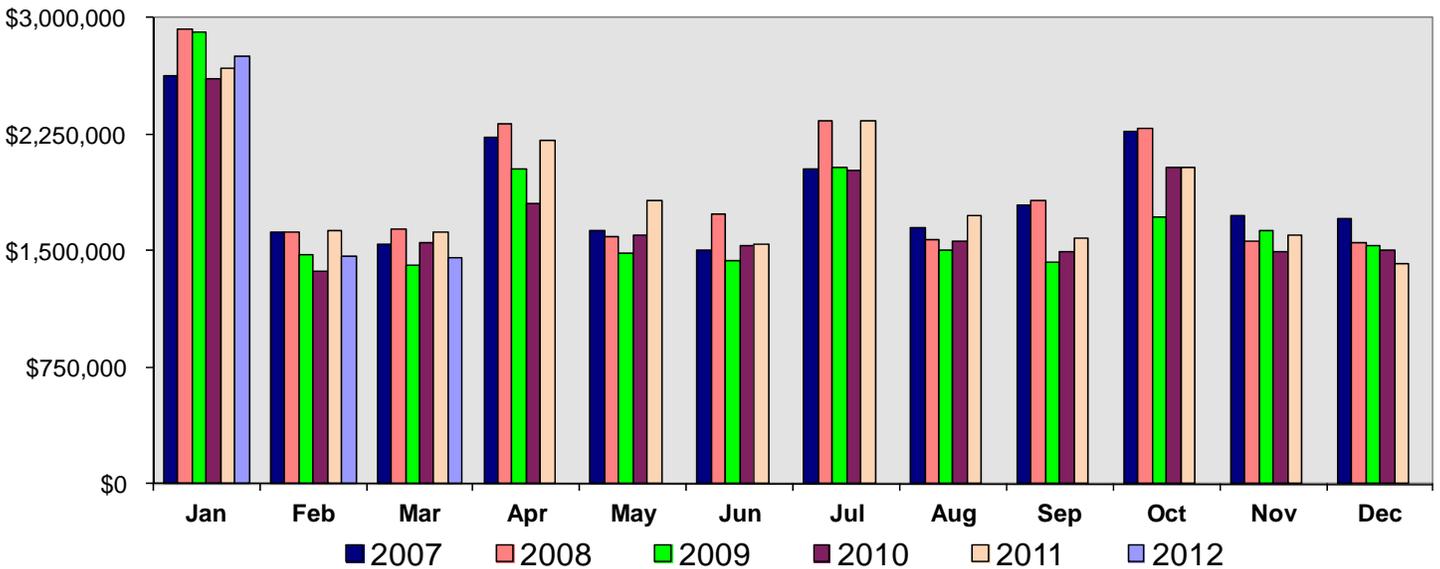
- Split the address down the middle of the streets for Area 2 and Area 3: Bannock St and Sherman St
- Split the address down the middle of the streets for Area 3 and Area 4: Belleview Ave, Fox St and Logan St
- The north and south side of the street included in Area 1: Jefferson Avenue
- The north and south side of the street included in Area 2: Jefferson Ave/Hampden Ave/US 285

Change in Sales/Use Tax Collections by Area 2012 vs 2011



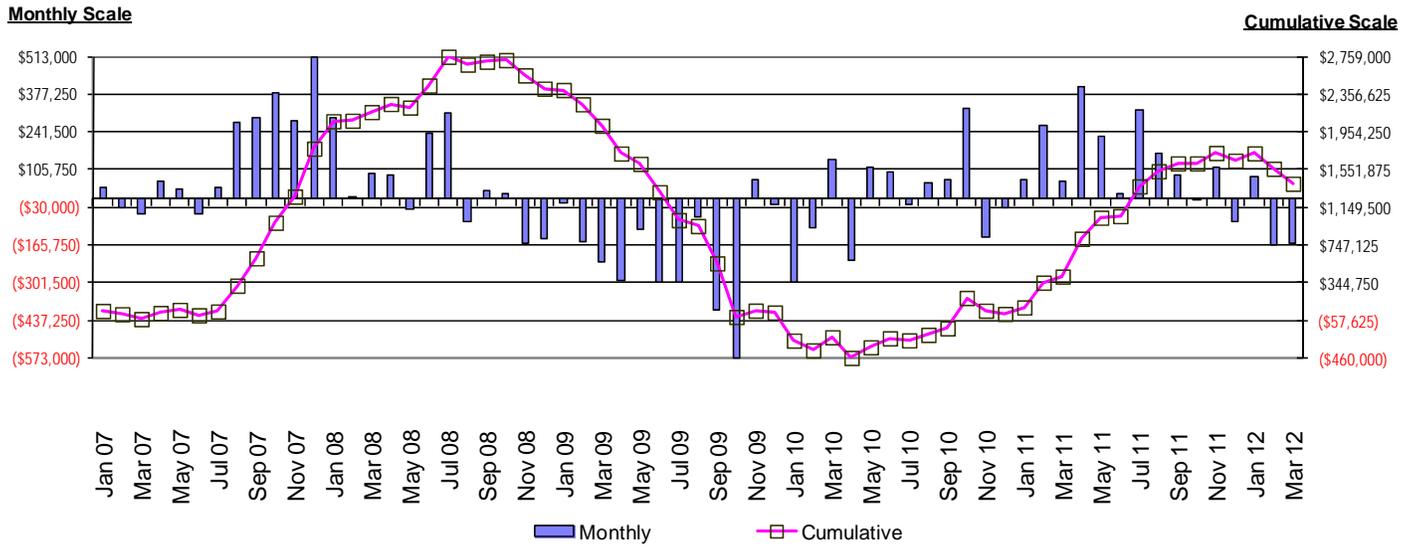
The bar graph below shows a comparison of monthly sales tax collections (cash basis) for 2007 through 2012.

2007-2012 YTD Sales/Use Tax Collections by Month - Cash Basis



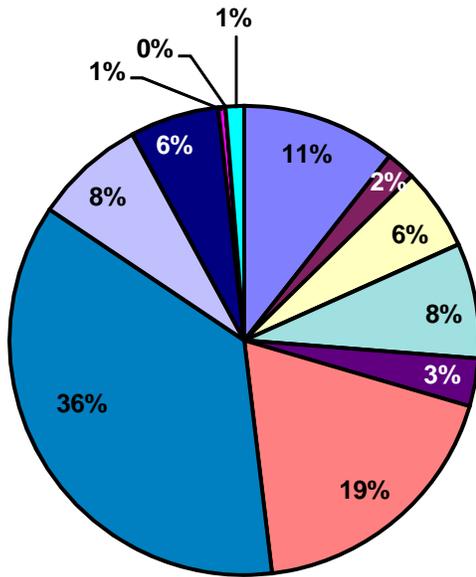
The next chart illustrates sales tax collections (cash basis) by month and cumulative for the years presented.

2007 - 2012 Monthly Change Sales and Use Tax Receipts



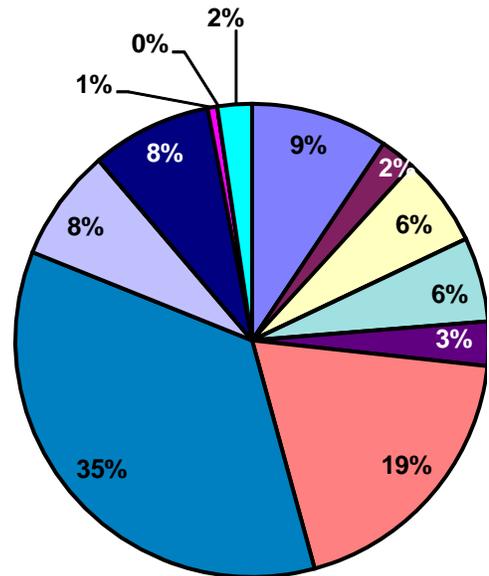
Sales tax collections are reported by various geographic areas as illustrated in the following pie charts. These illustrate the changing collection patterns for 2007 and 2011.

Geographic Sales Tax Collection Areas



2007 Actual Cash Receipts by Area

Area 1	11%	Area 8	8%
Area 2	2%	Area 9 & 10	6%
Area 3	6%	Area 11 & 12	1%
Area 4	8%	Area 13	0%
Area 5	3%	Regular Use	1%
Area 6	19%		
Area 7	36%		



2011 Unaudited Cash Receipts by Area

Area 1	9%	Area 8	8%
Area 2	2%	Area 9 & 10	8%
Area 3	6%	Area 11 & 12	1%
Area 4	6%	Area 13	0%
Area 5	3%	Regular Use	2%
Area 6	19%		
Area 7	35%		

Information for business and geographic Areas 7 and 8 follows:

Area 7: This geographic area records the outside city sales tax collections (Outside City). Outside City has been the geographic area responsible for much of the sales tax growth (and decline) in past years. Outside City collections have decreased 1.2 percent from the same period last year. The chart below illustrates this area's contribution to total sales and use taxes (cash basis) as well as total revenues since 2008 for collections through the month of March. The importance of Outside City has declined as a percentage of sales and use tax collections but it continues to remain an important impact on the City's General Fund as illustrated by the following:

	2008	2009	2010	2011	2012
Total Sales and Use Taxes	6,189,194	5,792,958	5,527,819	5,927,125	5,680,931
Outside City Collections	2,321,348	1,883,374	1,753,178	2,215,184	2,039,254
Percentage of Total	37.5%	32.5%	31.7%	37.4%	35.9%
Total General Fund Revenues	9,417,529	8,938,740	8,915,976	9,406,925	9,230,491
Outside City Collections	2,321,348	1,883,374	1,753,178	2,215,184	2,039,254
Percentage of Revenues	24.6%	21.1%	19.7%	23.5%	22.1%

The City records the proceeds of some returns from Outside City into an unearned revenue (liability) account. The criteria staff uses to decide if proceeds should be placed in the unearned account is if a reasonable probability exists for another municipality to claim the revenue. This account currently has a balance of \$1,100,000 to cover intercity claims. The City paid \$82,548 in refunds including intercity sales/use tax claims through March 2012 compared to \$18,813 through March 2011. At this time *potential* refunds total approximately \$1,290,000 for claims submitted to Englewood but not completed.

Area 8: This geographic area consists of collections from public utilities. Collections through March 2012 were essentially the same as March 2011. Weather conditions, energy usage conservation, and rising energy prices play an important role in revenue collections. Collections could increase or decrease if the remainder of the year is significantly hotter/colder than normal.

Other Sales Tax Related Information

Finance and Administrative Services Department collected \$2,858 in sales and use tax audit revenues and general collections of balances on account through the month of March 2012, this compares to \$100,808 collected in 2011 and \$214,903 collected in 2010.

Of the 49 sales tax accounts reviewed in the various geographic areas, 29 (59 percent) showed improved collections and 20 (41 percent) showed reduced collections this year compared to the same period last year.

The Department issued 123 new sales tax licenses through March 2012; 115 and 118 were issued through March 2011 and 2010 respectively.

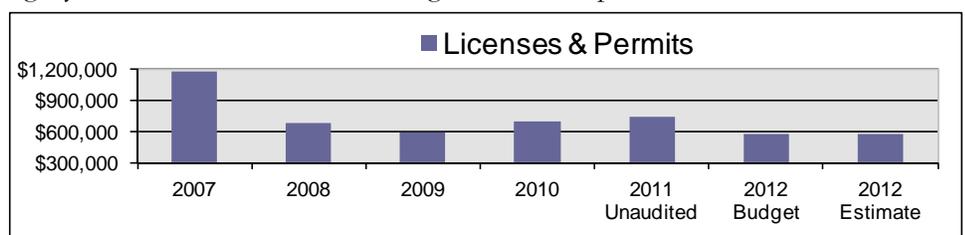
City records indicate that year-to-date 34 businesses closed (23 of them were outside the physical limits of Englewood) and 123 opened (77 of them were outside the physical limits of Englewood).

General Fund - Other Revenue

Other revenues accounted for \$10,072,055 or 26.6 percent of the total revenues for 2011; the City budgeted \$9,956,178 for 2012.

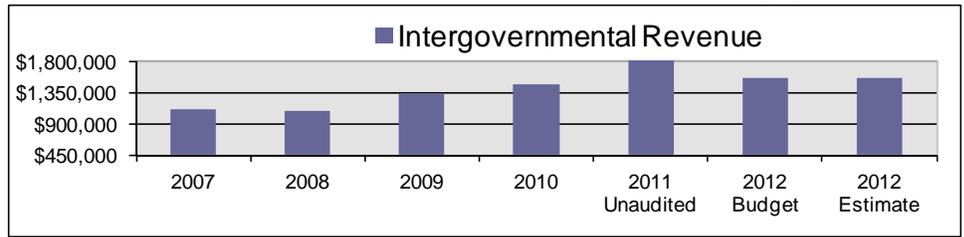
The following provides additional information on the significant revenue sources of the General Fund:

Licenses and Permits: This revenue category includes business and building licenses and permits. This revenue source generated \$738,496 during 2011 or two percent of total revenue and 7.4 percent of total other revenue. This revenue source totaled \$1,168,977 in 2007 and decreased to \$778,536 in 2011, a 33.4 percent decrease. The City budgeted \$574,025 for 2012 and

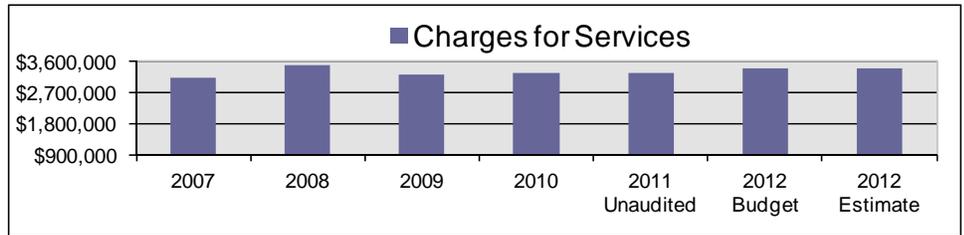


year-to-date the City collected \$187,075 or \$33,247 (21.6 percent) more than the \$153,828 collected through March 2010. The estimate for the year is \$574,025.

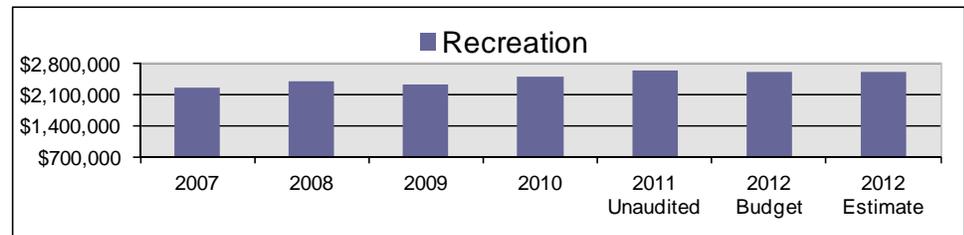
Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,552,315 for 2012. This revenue source totaled \$1,106,280 in 2007 and the City collected \$1,724,807 in 2011, a 55.9 percent increase. The City collected \$315,025 through March 2012 this is \$237,549 (43 percent) less than the \$552,574 collected in the same period in 2011. The estimate for the year is \$1,552,315.



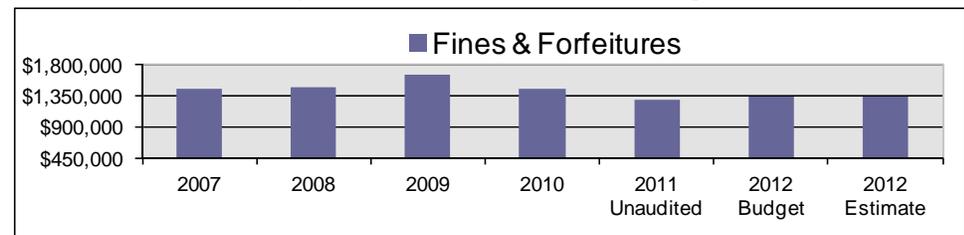
Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,392,567 for 2012. This revenue source totaled \$3,113,550 in 2007 and increased to \$3,384,318 in 2011, an 8.7 percent increase. Total collected year-to-date was \$753,135 or \$57,994 (7.1 percent) less than the \$811,129 collected year-to-date in 2011. The estimate for the year is \$3,399,722.



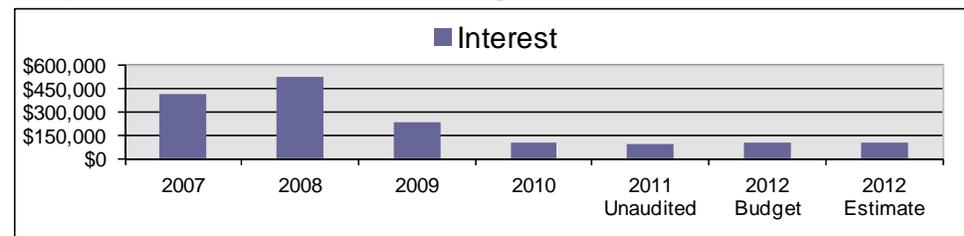
Recreation: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department. This revenue source is budgeted at \$2,599,668 for 2012. This revenue source totaled \$2,235,938 in 2007 and increased to \$2,635,221 in 2011, a 17.9 percent increase. Total collections through March 2012 were \$368,070 compared to \$385,464 collected in 2011. The estimate for the year is \$2,599,668.



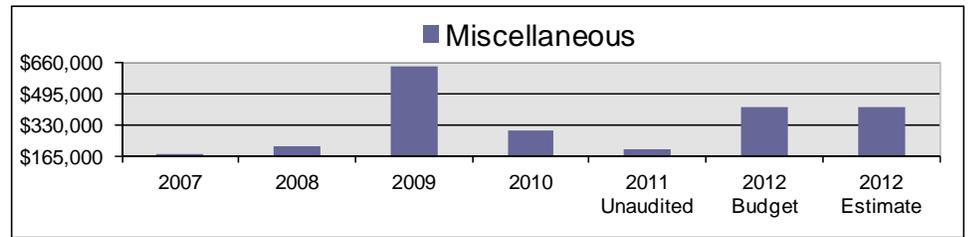
Fines and Forfeitures: This revenue source includes court, library, and other fines. The 2012 budget for this source is \$1,318,450 or 14.7 percent of total other revenue. This revenue source totaled \$1,445,641 in 2007 and decreased to \$1,284,758 in 2011, an 11.1 percent decrease. Total collected year-to-date was \$390,071 or \$47,214 (13.8 percent) more than the \$342,857 collected in the same time period last year. The estimate for the year is \$1,318,450.



Interest: This is the amount earned on the City's cash investments. The 2012 budget for this source is \$100,000. This revenue source totaled \$411,516 in 2007 and decreased to \$91,864 in 2011, a 77.9 percent decrease. The City earned \$19,164 through March 2012; while the City earned \$417 through March 2011. The estimate for the year is \$100,000.



Miscellaneous: This source includes all revenues that do not fit in another revenue category. The 2012 budget for this source is \$419,153. This revenue source totaled \$166,247 in 2007 and increased to \$173,381 in 2011, a 4.3 percent increase. Total collected year-to-date is \$57,143 (36 percent) more than the \$42,030 collected last year during the same period. The estimate for the year is \$411,998.



General Fund - Expenditures

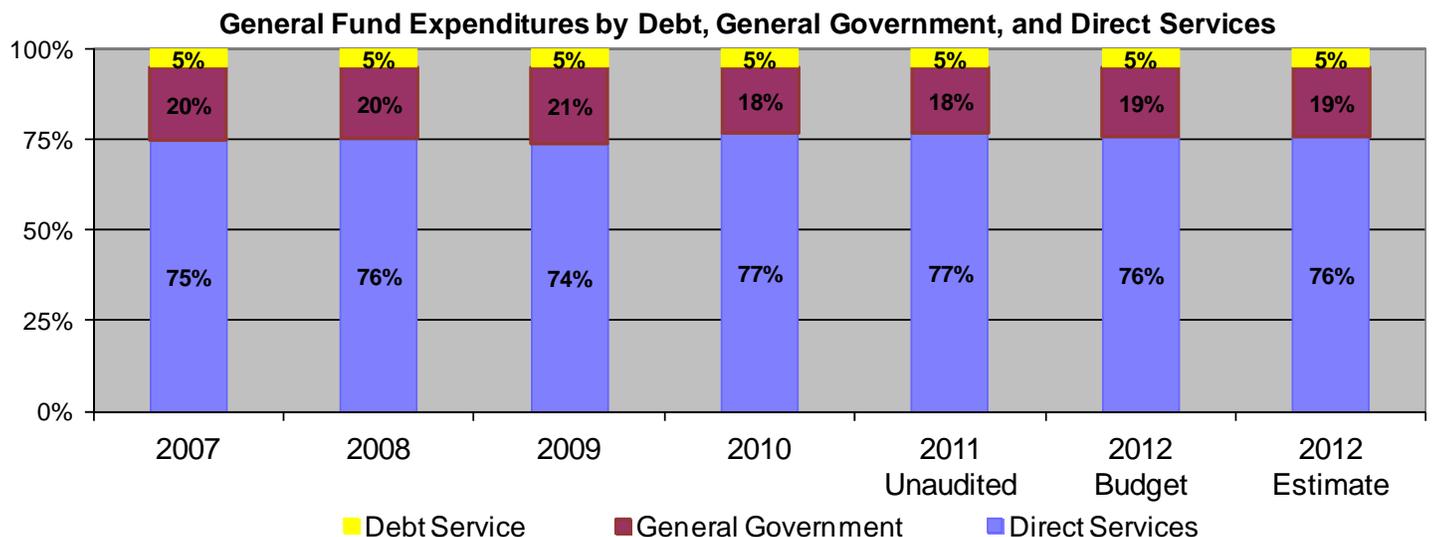
In 2006 the City adopted an outcome based budgeting philosophy. City Council and Staff outlined five outcomes to reflect, more appropriately, the desired result of the services delivered to the citizens of Englewood. The five outcomes identified are intended to depict Englewood as:

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

Outcome based budgeting is an additional tool the City Council and staff use to better develop ways to serve our citizens. This type of budgeting is refined and reviewed on an on-going basis to help us better focus our resources in meeting the objectives of our citizens.

The City budgeted total expenditures at \$40,949,793 for 2012, this compares to \$39,496,268 and \$38,901,342 expended in 2011 and 2010 respectively. Budgeted expenditures for 2012 general government (City Manager, Human Resources, etc.) totals \$7,728,324 or 18.9 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$31,160,730 or 76.1 percent of the total. Debt service (fixed costs) payments are \$2,060,739 or five percent of the total. Total expenditures through March were \$9,775,093 compared to \$8,641,085 in 2010 and \$8,761,080 in 2009.

The chart below illustrates the breakdown of expenditures into debt service, general and direct government services.



The below chart provides the expenditure for each of the General Fund departments for the years 2007-2012 Estimate.

Expenditure	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Unaudited	2012 Budget	2012 Estimate
General Government							
Legislation	323,964	350,254	346,044	309,870	298,731	333,793	333,793
City Manager	673,949	674,322	674,170	659,882	639,184	672,072	672,072
City Attorney	694,358	698,563	678,038	702,228	706,841	746,734	746,734
Municipal Court	890,152	915,303	914,494	901,469	848,775	974,417	974,417
Human Resources	557,855	579,136	456,275	419,422	430,792	470,910	470,910
Finance & Administrative Services	1,568,074	1,626,571	1,575,923	1,445,581	1,446,313	1,541,645	1,541,645
Information Technology	1,254,364	1,280,156	1,360,237	1,280,660	1,332,766	1,360,355	1,360,355
Community Development	1,412,444	1,464,725	1,366,437	1,301,473	1,359,264	1,478,398	1,478,398
Contingencies	130,925	59,759	160,578	48,138	152,423	150,000	150,000
Contribution to Component Unit(s)	-	-	800,000	-	-	-	-
General Government Subtotal	7,506,085	7,648,789	8,332,196	7,068,723	7,215,089	7,728,324	7,728,324
Direct Services							
Public Works	5,421,774	5,189,173	5,152,891	5,137,364	5,259,875	5,436,637	5,436,637
Safety Services	16,497,359						
Police		9,974,925	10,183,890	10,312,633	10,395,239	10,921,455	10,921,455
Fire		7,215,444	7,320,268	7,425,903	7,666,842	7,711,732	7,711,732
Library	1,259,525	1,261,112	1,275,554	1,284,083	1,145,613	1,256,481	1,256,481
Parks and Recreation	5,566,094	5,916,449	5,727,968	5,811,809	5,717,147	5,834,425	5,834,425
Direct Services Subtotal	28,744,752	29,557,103	29,660,571	29,971,792	30,184,716	31,160,730	31,160,730
Debt Service							
Debt Service-Civiccenter	1,575,731	1,575,850	1,571,752	1,570,705	1,658,857	1,574,000	1,574,000
Debt Service-Other	294,030	233,456	233,456	290,122	437,606	486,739	486,739
Debt Service Subtotal	1,869,761	1,809,306	1,805,208	1,860,827	2,096,463	2,060,739	2,060,739
Total Expenditure	38,120,598	39,015,198	39,797,975	38,901,342	39,496,268	40,949,793	40,949,793
% Expenditure Change	5.73%	2.35%	2.01%	-2.25%	1.53%	3.68%	0.00%
Other Financing Uses							
Transfers Out	561,876	408,915	177,011	750,000	301,246	0	334,000
Total Other Financing Uses	561,876	408,915	177,011	750,000	301,246	0	334,000
Total Uses of Funds	38,682,474	39,424,113	39,974,986	39,651,342	39,797,514	40,949,793	41,283,793
% Uses of Funds Change	7.29%	1.92%	1.40%	-0.81%	0.37%	2.90%	0.82%

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

	2007	2008	2009	2010	Unaudited 2011	2012 Budget	2012 Estimate
Population	32,191	32,191	32,191	30,255	30,255	30,255	30,255
General Fund							
General Government Services	\$ 233	\$ 238	\$ 234	\$ 234	\$ 238	\$ 255	\$ 255
Direct Services	\$ 893	\$ 918	\$ 921	\$ 991	\$ 998	\$ 1,030	\$ 1,030
Debt Service	\$ 58	\$ 56	\$ 62	\$ 62	\$ 69	\$ 68	\$ 68
Total Expenditure Per Capita	\$ 1,184	\$ 1,212	\$ 1,217	\$ 1,286	\$ 1,305	\$ 1,353	\$ 1,353
Debt Service Fund							
General Obligation Debt Per Capita	\$ 34	\$ 34	\$ 34	\$ 36	\$ 31	\$ 32	\$ 32

General Fund - Transfers

The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, Internal Service Funds and Component Units in order to buffer temporary gaps in revenue and expenditure amounts. In 2012 the General Fund is not in the position to provide funding to the Capital Projects Funds but has received the following net transfers:

Source of Funds	2012 Budget Amount	2012 YTD Amount	2011 Annual Amount
Special Revenue Funds			
Neighborhood Stabilization Program Fund*	\$ -	\$ -	\$ 263,391
Capital Project Funds			
Public Improvement Fund (PIF)	486,739	152,739	338,308
Internal Service Funds			
Central Services Fund	-	-	100,000
Servicenter Fund	100,000	100,000	100,000
Risk Management Fund	720,000	720,000	546,000
Employee Benefits Fund	-	-	165,000
Transfers Total	<u>\$ 1,306,739</u>	<u>\$ 972,739</u>	<u>1,512,699</u>

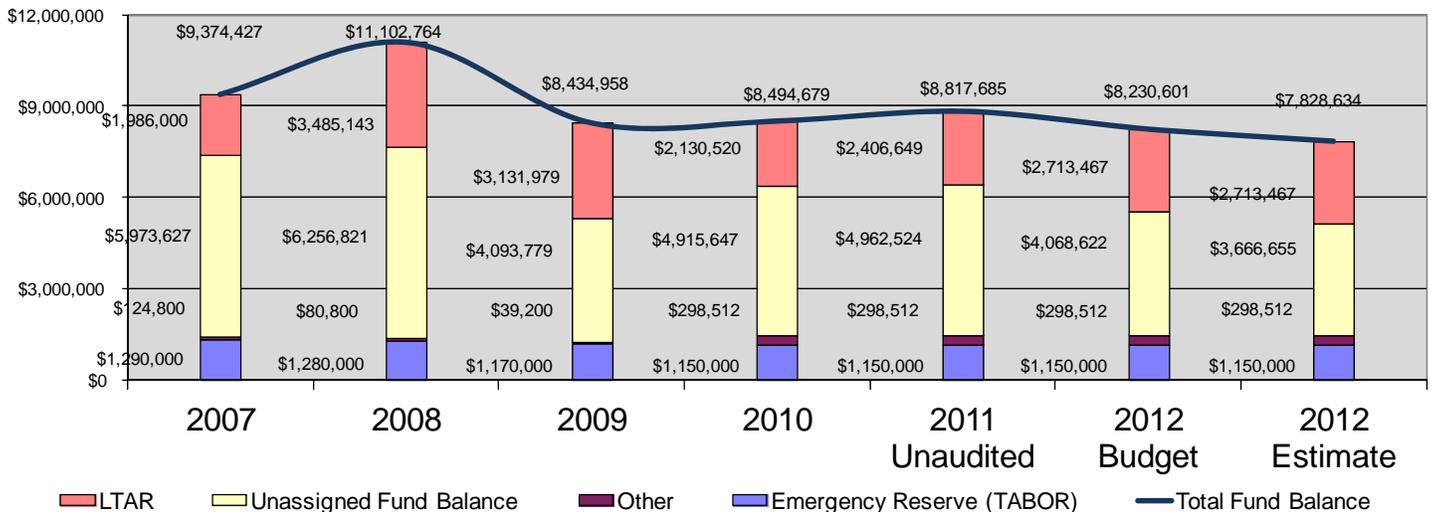
*In addition to the 2011 amount received (\$396,130) from the Neighborhood Stabilization Program (NSP) Fund, the NSP Fund returned \$47,052 in 2010 of the \$750,000 borrowed in this same year. The amount due from the NSP Fund to the General Fund Long-Term Asset Reserve is \$306,819.

General Fund - Fund Balance

The City designates the fund balance into two categories, restricted and unrestricted. The portion of the fund balance which is restricted is referred to as the “Reserves” while the unrestricted portion is referred to as the unassigned fund balance. The unassigned fund balance represents funds the City sets aside for a “rainy day”. Another way to view these unrestricted funds is as a stabilization fund, the intent of which is to smooth over unexpected fluctuations in revenues and expenditures. The fund balance is normally built up when revenues exceed expenditures. In the past, excess funds have been transferred out, usually for capital projects identified in the Multiple Year Capital Plan (MYCP). The unassigned fund balance is not adequate to provide for a transfer from the General Fund to the capital projects funds.

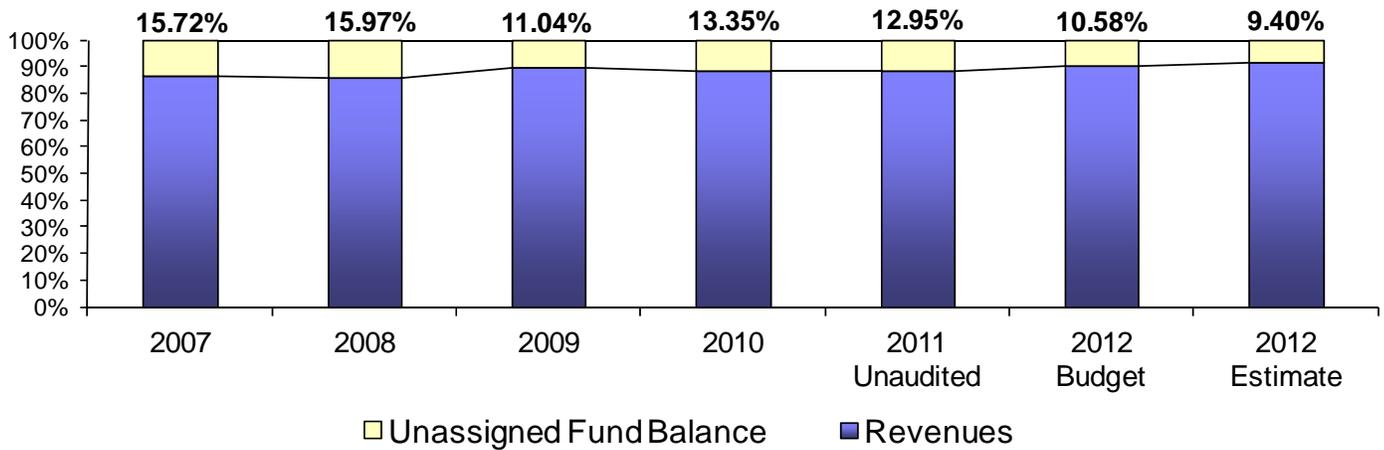
Long Term Asset Reserve (LTAR) At the 2008 Budget workshop held on March 22, 2007, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious and strategic manner. The funds restricted in this account are to be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The balance at the end of March 2012 is \$2,406,649.

General Fund Reserves



The City's General Fund ended 2011 with total unaudited fund balance of \$8,817,685, and an unassigned fund balance of \$4,962,524 or 12.95 percent of unaudited revenues or 12.6 percent of unaudited expenditures. The estimated total ending fund balance for 2012 are \$7,960,632 with an unassigned fund balance of \$3,666,655 or 9.4 percent of estimated revenues or 9.3 percent of estimated expenditures. The \$3,666,655 would allow the City to operate for approximately 32.7 days (using average daily budgeted expenditures) if all other revenues and financing sources ceased. In these times of economic uncertainty, it is more important than ever to maintain reserves to help the City make up for revenue shortfalls and unexpected expenditure increases given that the one-time transfers made to the General Fund to help maintain reserves are no longer available.

Unassigned Fund Balance As A Percentage of Revenue



PUBLIC IMPROVEMENT FUND OVERVIEW

The Public Improvement Fund (PIF) accounts for the City's "public-use" capital projects (e.g. roads, bridges, pavement, etc.). The PIF funding is from the collection of vehicle and building use taxes, intergovernmental revenues, interest income, and other miscellaneous sources.

Provided for your information is the table below that illustrates the PIF Year-To-Date (YTD) revenue and expenditure amounts for the years 2010 through 2012. The dollar and percentage change between each year is also provided. The Estimated Ending Fund Balance is included in order to account for the remaining PIF appropriation in addition to the remaining annual revenue anticipated for the fund.

Public Improvement Fund (PIF)	2012	2012 vs 2011 Increase (Decrease)		2011	2011 vs 2010 Increase (Decrease)		2010
YTD Revenues	\$ 738,505	\$ 516,993	233.39%	\$ 221,512	\$ (18,262)	(7.62%)	\$ 239,774
YTD Expenditures	1,344,430	\$ (1,600,654)	(54.35%)	2,945,084	\$ 1,347,141	84.30%	1,597,943
Net Revenues (Expenditures)	\$ (605,925)			\$ (2,723,572)	\$ (1,365,403)		\$ (1,358,169)
Beginning PIF Fund Balance	\$ 934,251			\$ 2,686,457			\$ 1,515,399
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 328,326			\$ (37,115)			\$ 157,230
Plus: Remaining Annual Revenue	1,406,660			1,387,059			1,432,681
Less: Remaining Annual Appropriation	(1,664,559)			(1,224,325)			(1,461,611)
Estimated Ending Fund Balance	\$ 70,427			\$ 125,619			\$ 128,300
Unappropriated Fund Balance as of December 31,				\$ 274,180			\$ 620,120

The three main funding sources for the PIF are Vehicle Use Tax, Building Use Tax and Arapahoe County Road and Bridge Tax.

	2012 Estimate	2012 Adopted Budget	2012 YTD Actual	2012 Vs 2011 Amount	%	2011 YTD Actual	2011 Vs 2010 Amount	%	2010 YTD Actual
Vehicle Use Tax	\$ 1,000,000	\$ 1,000,000	\$ 208,494	\$ 3,620	2%	\$ 204,874	\$ 86,409	73%	\$ 118,465
Building Use Tax	\$ 550,000	\$ 550,000	\$ 180,622	\$ 93,981	108%	\$ 86,641	\$ (30,227)	-26%	\$ 116,868
Arapahoe County Road and Bridge Tax	\$ 184,000	\$ 184,000	\$ 9,579	\$ (27)	0%	\$ 9,605	\$ 9,605	---	\$ -

Vehicle Use Tax is based on the valuation of new vehicles purchased by City of Englewood residents. This tax is collected and remitted by Arapahoe County at the time the vehicle is registered. **Building Use Tax** is based on the valuation of building permits issued by the City of Englewood. These revenue sources are monitored periodically to determine the revision of the 2012 Estimate. **Arapahoe County Road and Bridge Tax** is restricted to the construction and maintenance of streets and bridges. This tax is based on a mill levy established by Arapahoe County multiplied by the City's assessed valuation multiplied by 50%.

2012 Year-To-Date City Funds At-A-Glance

(Please refer to "Funds Glossary" for a Brief Description of Funds and Fund Types)

	Beginning Balance	Revenue	Expenditure	Other Sources (Uses)	Restricted/ Committed Balance	Ending Balance
Governmental Fund Types (Fund Balance)						
General Fund	8,817,685	9,056,159	9,775,093	(138,119)	4,161,979	3,798,653
Special Revenue Funds						
Conservation Trust	1,184,882	72,831	3,732	(1,252,884)	-	1,098
Open Space	1,367,255	2,452	22,800	(1,207,331)	-	139,576
Neighborhood Stabilization Program	408,432	391	71,386	(337,436)	-	-
Donors	380,622	16,201	34,550	-	-	362,274
Community Development	-	16,467	53,566	37,099	-	-
Malley Center Trust	279,038	972	(18)	-	-	280,028
Parks & Recreation Trust	451,714	922	1,631	-	-	451,005
Debt Service Fund						
General Obligation Bond	154,267	198,658	1,983	-	-	350,942
Capital Projects Funds						
PIF	934,251	404,505	78,689	(1,189,640)	-	70,427
MYCP	827,183	1,348	92,167	(715,893)	-	20,471
Proprietary Fund Types (Funds Available Balance)						
Enterprise Funds						
Water	7,426,594	939,501	1,991,913	-	-	6,374,182
Sewer	5,306,200	3,768,033	2,779,183	-	1,000,000	5,295,050
Stormwater Drainage	990,801	106,728	19,540	-	137,818	940,171
Golf Course	735,144	226,061	288,840	-	293,500	378,866
Concrete Utility	338,297	176,671	83,658	-	-	431,310
Housing Rehabilitation	489,000	30,276	15,874	(19,877)	-	483,526
Internal Service Funds						
Central Services	151,323	92,072	73,387	-	-	170,008
ServiCenter	993,875	582,643	485,561	(100,000)	-	990,957
CERF	1,538,025	183,104	114,444	-	-	1,606,685
Employee Benefits	4,936	1,660,206	1,309,291	-	11,765	344,086
Risk Management	1,101,326	1,178,706	476,143	(720,000)	-	1,083,889

CLOSING

The Finance and Administrative Services Department staff works closely with the City Manager's Office and the various departments to help identify revenue and expenditure threats, trends and opportunities as well as strategies to balance revenues and expenditures. I will continue to provide Council with monthly reports. It is important to frequently monitor the financial condition of the City so City staff and Council can work together to take action, if necessary, to maintain service levels, employees, and fiscal health of the City.

I plan to discuss this report with Council at an upcoming study session. If you have any questions regarding this report, I can be reached at **303.762.2401**.

FUNDS GLOSSARY

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

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).

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.

Community Development Fund – Accounts for the **art** Shuttle Program which is funded in part by the Regional Transportation District (RTD). **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.

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

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.

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.

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

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

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.

Fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

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

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

Governmental Funds distinguish functions of the City that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). These funds focus on the near-term *inflows and outflows of spendable resources*, as well as on balances of spendable resources available at the end of the year.

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

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.

MOA – Museum of Outdoor Arts

FUNDS GLOSSARY

Malley Center Trust Fund – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.

Multi-Year Capital Projects Fund (MYCP) - Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

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

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 March 1, 2004 and expires on March 31, 2013.

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.

Proprietary Funds account for operations that are financed and operated in a manner similar to private business enterprises. It is the intent that the cost of providing such goods or services will be recovered through user charges.

Public Improvement Fund (PIF) – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes.

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

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.

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

Special Assessment Funds account for and pay special assessment bond principal and interest and/or inter-fund loan principal and interest: Following are funds to account for special assessments: **Paving District No. 35, Paving District No. 38, and Concrete Replacement District 1995.**

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

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

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

General Fund Comparative Revenue, Expenditure & Fund Balance Report as of March 31, 2012

Percentage of Year Completed = 25%

Fund Balance January 1	\$ 8,753,654	\$ 8,817,685	\$ 8,817,685	\$ 8,494,679	\$ 8,494,679	\$ 9,234,957	\$ 9,234,957				
	2012				2011			2010			
	Budget	Mar-12	% Budget	YE Estimate	Dec-11	Mar-11	% YTD	Dec-10	Mar-10	% YTD	
Revenues											
Property Tax	2,880,000	670,540	23.28%	2,880,000	2,994,213	561,471	18.75%	3,020,884	693,476	22.96%	
Specific Ownership Tax	250,000	45,311	18.12%	250,000	246,062	43,737	17.77%	263,434	46,524	17.66%	
Sales & Use Taxes	22,115,126	5,682,345	25.69%	22,115,126	21,737,110	5,930,297	27.28%	20,866,515	5,550,734	26.60%	
Cigarette Tax	190,000	46,296	24.37%	190,000	190,763	47,194	24.74%	196,320	50,287	25.61%	
Franchise Fees	3,056,938	519,630	17.00%	3,056,938	2,631,393	480,226	18.25%	2,620,191	480,273	18.33%	
Hotel/Motel Tax	8,713	2,355	27.03%	8,713	9,820	2,076	21.14%	8,806	1,971	22.38%	
Licenses & Permits	574,025	187,075	32.59%	574,025	778,536	153,828	19.76%	695,563	169,885	24.42%	
Intergovernmental Revenue	1,552,315	315,025	20.29%	1,552,315	1,724,807	552,574	32.04%	1,465,970	246,511	16.82%	
Charges for Services	3,399,722	753,135	22.15%	3,399,722	3,384,318	811,129	23.97%	3,254,830	793,146	24.37%	
Recreation	2,599,668	368,070	14.16%	2,599,668	2,635,221	385,464	14.63%	2,489,781	336,339	13.51%	
Fines & Forfeitures	1,318,450	390,071	29.59%	1,318,450	1,284,758	342,857	26.69%	1,437,957	414,786	28.85%	
Interest	100,000	19,164	19.16%	100,000	91,034	417	0.46%	100,545	48,825	48.56%	
EMRF Rents	663,046	174,331	26.29%	663,046	425,159	53,625	12.61%	105,125	30,000	28.54%	
Miscellaneous	411,998	57,143	13.87%	280,000	173,381	42,030	24.24%	293,658	53,219	18.12%	
Total Revenues	39,120,001	9,230,491	23.60%	38,988,003	38,306,575	9,406,925	24.56%	36,819,579	8,915,976	24.22%	
Expenditures											
Legislation	333,793	66,896	20.04%	333,793	298,731	55,520	18.59%	309,870	74,013	23.89%	
City Attorney	746,734	176,267	23.61%	746,734	706,841	134,245	18.99%	702,228	161,129	22.95%	
Court	974,417	206,331	21.17%	974,417	848,775	184,253	21.71%	901,469	189,617	21.03%	
City Manager	672,072	187,662	27.92%	672,072	639,184	166,825	26.10%	659,882	173,343	26.27%	
Human Resources	470,910	111,484	23.67%	470,910	430,792	72,802	16.90%	419,421	82,047	19.56%	
Financial Services	1,541,645	356,154	23.10%	1,541,645	1,446,313	301,740	20.86%	1,445,581	322,625	22.32%	
Information Technology	1,360,355	320,100	23.53%	1,360,355	1,332,766	291,874	21.90%	1,280,660	262,303	20.48%	
Public Works	5,436,637	1,292,362	23.77%	5,436,637	5,259,875	1,235,609	23.49%	5,137,364	1,268,217	24.69%	
Fire Department	7,711,732	2,129,038	27.61%	7,711,732	7,666,842	1,719,131	22.42%	7,425,903	1,724,202	23.22%	
Police Department	10,921,455	2,804,570	25.68%	10,921,455	10,395,239	2,523,897	24.28%	10,312,633	2,554,166	24.77%	
Community Development	1,478,398	343,389	23.23%	1,478,398	1,359,264	237,938	17.50%	1,301,473	257,778	19.81%	
Library	1,256,481	301,828	24.02%	1,256,481	1,145,613	292,399	25.52%	1,284,083	356,430	27.76%	
Recreation	5,834,425	1,232,215	21.12%	5,834,425	5,717,147	1,174,529	20.54%	5,811,809	1,210,303	20.82%	
Debt Service	2,060,739	211,363	10.26%	2,060,739	2,096,463	209,359	9.99%	1,860,827	122,143	6.56%	
Contingency	150,000	35,434	23.62%	150,000	152,423	40,964	26.88%	48,139	2,764	5.74%	
Total Expenditures	40,949,793	9,775,093	23.87%	40,949,793	39,496,268	8,641,085	21.88%	38,901,342	8,761,080	22.52%	
Excess revenues over (under) expenditures	(1,829,792)	(544,602)	29.76%	(1,961,790)	(1,189,693)	765,840		(2,081,763)	154,896		
Net transfers in (out)	972,739	972,739	100.00%	972,739	1,512,699	1,417,815	93.73%	1,341,485	1,844,433	137.49%	
Total Fund Balance	\$ 7,896,601	\$ 9,245,822	117.09%	\$ 7,828,634	\$ 8,817,685	\$ 10,678,334	121.10%	\$ 8,494,679	\$ 11,234,286	132.25%	

Fund Balance Analysis

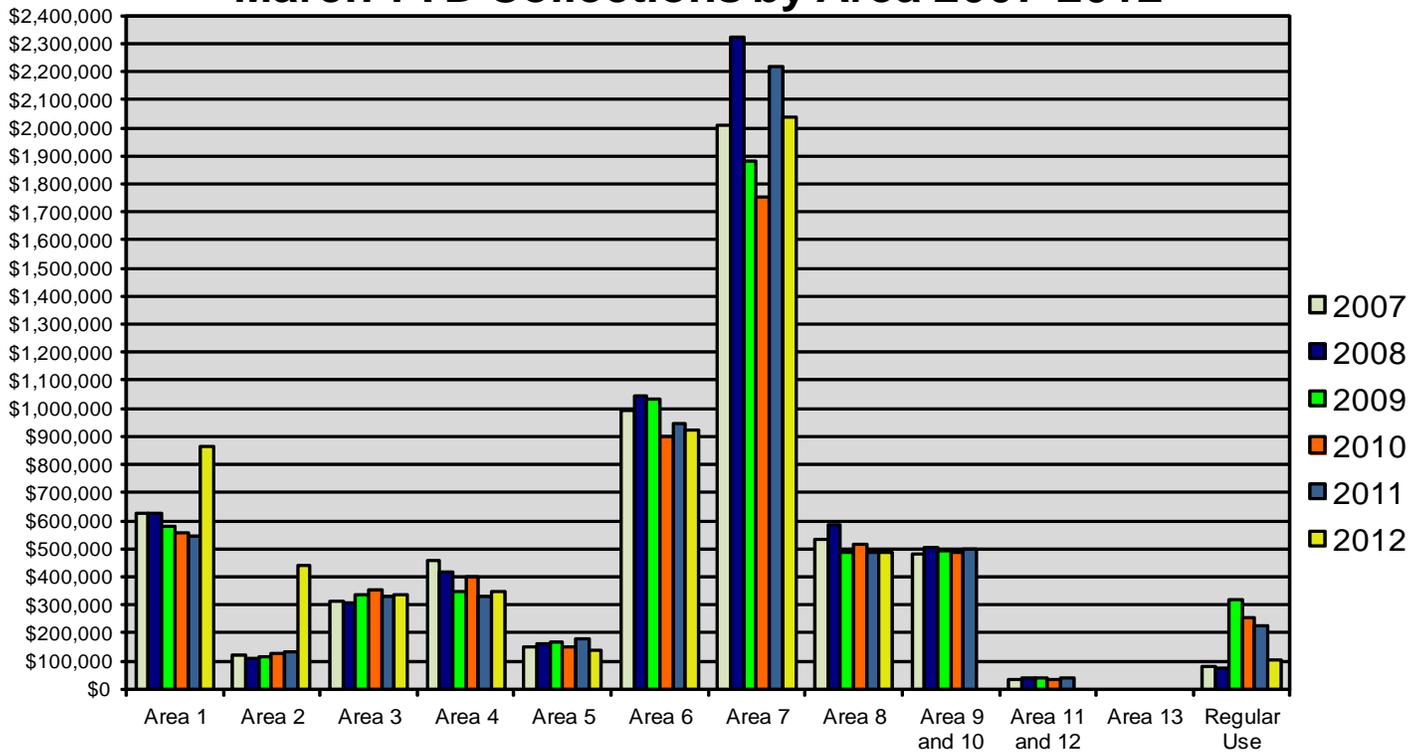
Total Fund Balance	\$ 7,896,601	\$ 9,245,822	\$ 7,828,634	\$ 8,817,685	\$ 8,494,679
Restricted Fund Balance					
-Emergencies (TABOR)	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Committed Fund Balance					
-LTAR	2,713,467	2,406,649	2,713,467	2,406,649	2,130,520
-COPS Grant	298,512	298,512	298,512	298,512	298,512
Restricted/Committed	\$ 4,161,979	\$ 3,855,161	\$ 4,161,979	\$ 3,855,161	\$ 3,579,032
Estimated Unassigned Fund Balance	\$ 3,734,622	\$ 5,390,661	\$ 3,666,655	\$ 4,962,524	\$ 4,915,647
As a percentage of projected revenues	9.58%		9.40%	12.95%	13.35%
As a percentage of budgeted revenues	9.55%		9.37%		
Target	3,912,000	-	5,868,000		

Sales & Use Tax Collections Year-to-Date Comparison for the month of March 2012

Cash Basis

	2007	% Change	2008	% Change	2009	% Change	2010	% Change	2011	% Change	2012	% Change
Area 1	624,965	-74.60%	623,378	-0.25%	577,970	-7.52%	554,978	-10.97%	542,301	-2.28%	864,011	59.32%
Area 2	119,495	-70.11%	109,861	-8.06%	113,420	-5.08%	124,817	13.61%	133,358	6.84%	442,954	232.15%
Area 3	310,746	-72.79%	306,546	-1.35%	334,027	7.49%	351,555	14.68%	328,489	-6.56%	334,209	1.74%
Area 4	458,622	-73.13%	418,193	-8.82%	348,162	-24.09%	402,456	-3.76%	329,893	-18.03%	347,401	5.31%
Area 5	151,369	-77.53%	162,133	7.11%	169,272	11.83%	151,168	-6.76%	181,379	19.98%	138,336	-23.73%
Area 6	993,217	-75.01%	1,044,047	5.12%	1,032,320	3.94%	896,909	-14.09%	943,344	5.18%	924,519	-2.00%
Area 7	2,007,922	-72.31%	2,321,348	15.61%	1,883,374	-6.20%	1,753,178	-24.48%	2,215,184	26.35%	2,039,254	-7.94%
Area 8	536,156	-70.19%	585,165	9.14%	488,490	-8.89%	516,438	-11.74%	487,595	-5.59%	487,887	0.06%
Area 9 and 10	479,962	-37.25%	504,672	5.15%	492,391	-2.43%	488,777	-0.73%	500,649	2.43%	0	-100.00%
Area 11 and 12	34,418	-44.71%	38,565	12.05%	37,647	-2.38%	33,238	-11.71%	37,512	12.86%	0	-100.00%
Area 13									0	0.00%	0	0.00%
Regular Use	81,537	-76.03%	75,288	-7.66%	315,884	287.41%	254,305	237.78%	227,422	-10.57%	102,360	-54.99%
Total	5,798,409	-71.82%	6,189,194	6.74%	5,792,958	-0.09%	5,527,819	-10.69%	5,927,125	7.22%	5,680,931	-4.15%
Refunds	44,525	-85.51%	99,260	122.93%	7,566	-92.38%	115,761	1430.05%	18,813	-83.75%	82,548	338.78%
Audit & Collections Revenue*	126,799	-70.97%	226,468	78.60%	298,426	31.77%	214,903	-27.99%	100,808	-53.09%	7,533	-92.53%
*included Above												
Unearned Sales Tax	650,000	0.00%	650,000	0.00%	600,000	-7.69%	600,000	0.00%	1,150,000	91.67%	1,150,000	0.00%
Building Use	518,622	-38.95%	302,111	-41.75%	69,911	-76.86%	116,868	67.17%	86,641	-25.86%	180,622	108.47%
Vehicle Use	334,953	-73.20%	319,948	-4.48%	267,528	-16.38%	205,901	-23.04%	204,874	-0.50%	316,669	54.57%

March YTD Collections by Area 2007-2012



Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)

Area 2 - S of Yale, north & south side of Jefferson Ave/US 285 between Bannock and Sherman

Area 3 - S of Jefferson Ave/US 285 between Bannock & Sherman and north side of Belleview between Logan & Delaware

Area 4 - Broadway and Belleview (Between Fox and Sherman and south side of Belleview and to the Southern City Limits)

Area 5 - Federal and Belleview W of Santa Fe

Area 6 - All other City locations

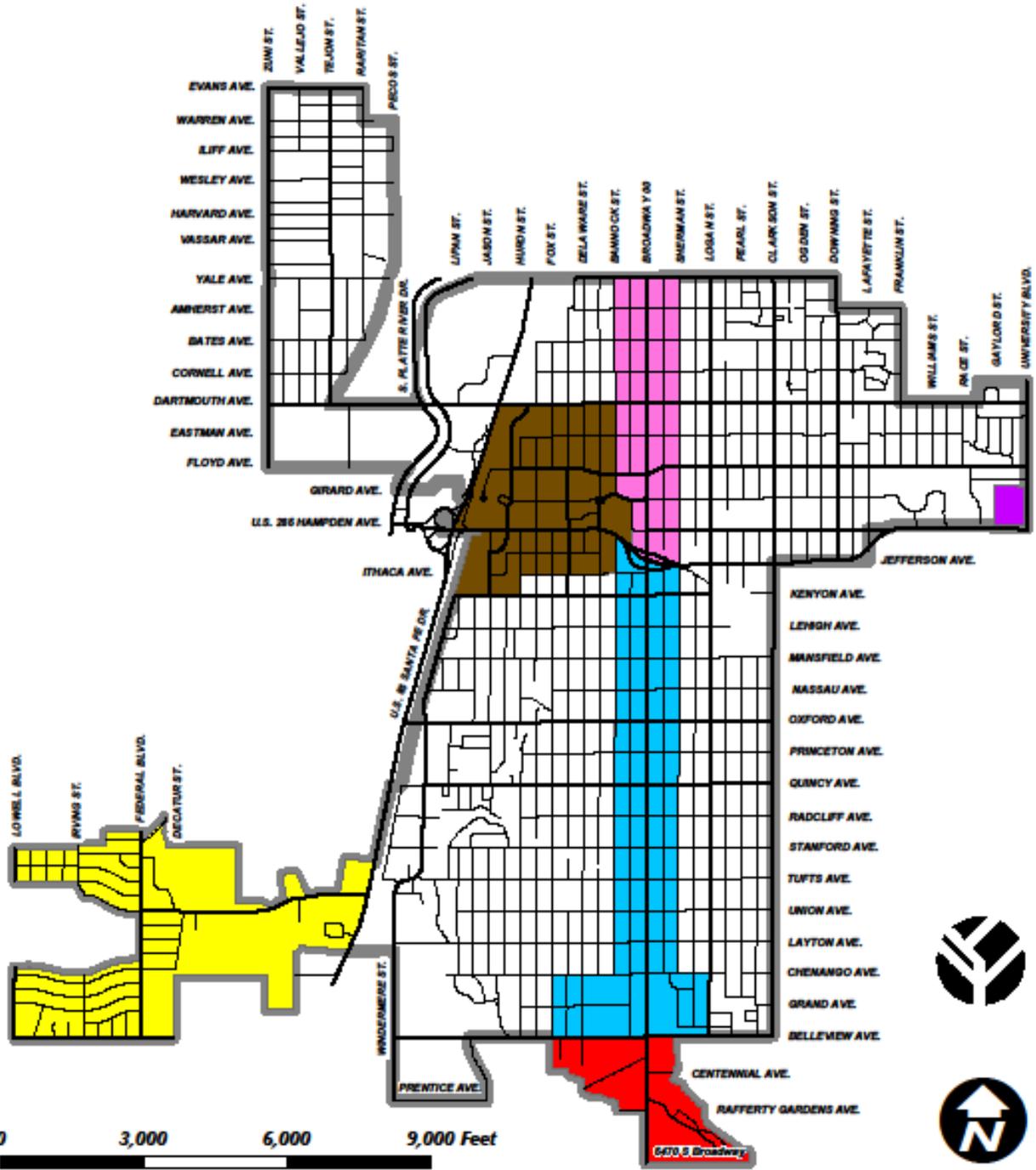
Area 7 - Outside City limits

Area 8 - Public Utilities

Area 9 and 10 - Downtown & Englewood Pkwy

Area 11 and 12 - S of 285, N of Kenyon between Jason and Santa Fe

Area 13 - Hampden Avenue (US 285) and University Boulevard



City of Englewood, Colorado: Sales Tax Areas

- | | | |
|---------|---------|--------------------------|
| Area 1* | Area 4 | Arterials and Collectors |
| Area 2* | Area 5 | Local Streets |
| Area 3 | Area 13 | Englewood City Limits |

Areas Not Depicted on Map:
 Area 6 - Other City Locations* Area 7 - Outside City Limits Area 8 - Public Utilities
 * Includes EURA designated Areas 9, 10, 11, & 12

Memorandum

To: Mayor Randy Penn and City Council
Through: Gary Sears, City Manager
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: April 10, 2012
Re: Five Year Forecast for the April 16, 2012 Study Session

Attached are two spreadsheets. The spreadsheets include audited financial information from 2006 to 2010, unaudited financial information for 2011, and budgeted and estimated information for 2012. Financial information from 2013 to 2017 for both spreadsheets includes the same assumptions for revenue and expenditure growth in the future as follows:

- Expenditure growth for 2013 and beyond consists of, 70 percent of growth in personnel-related expenditures at 2.5 percent and 30 percent of the remaining expenditures (commodities, contractual, etc.) at three percent for a total of 2.65 percent.
- Sales and Use Tax is forecast to grow at 2.5 percent
- Other taxes will grow at 2.25 percent
- Franchise Fees will grow at 2.5 percent
- Other revenues (permits, intergovernmental, etc.) will grow at 2.0 percent

Please note that revenues from rental properties at McLellan Reservoir are included on Line 14. Estimates for this revenue source are speculative and subject to change as the market and economic conditions change. The Englewood McLellan Reservoir Foundation (EMRF) may be required to construct a road on the property south of C-470 in 2013 or 2014. If this does occur the estimated cost is approximately \$1.2 million. The Regional Transportation District (RTD) is contractually obligated to reimburse the EMRF for 2/3 of the cost. In both scenarios/spreadsheet the assumption is the road construction and RTD reimbursement occurs in 2013.

The 2012 estimate provides for in Line 40 the \$334,000 transfer out to the Public Improvement Fund for the Streets Improvement Project.

The first scenario (see note in the upper right hand corner) includes the revenues from the McLellan properties available for appropriation for General Fund use.

In the second scenario, revenues from the McLellan properties will augment the Long Term Asset Reserve (LTAR).

Attachments

		S/T Increase (Decrease)		9.98%		-0.60%		-8.81%		1.17%		4.17%		1.74%		1.74%		2.50%		2.50%		2.50%		2.50%		2.50%	
		Other Taxes		1.79%		10.18%		-3.03%		0.41%		-1.39%		-3.26%		-3.26%		2.25%		2.25%		2.25%		2.25%		2.25%	
		Franchise		-0.24%		9.84%		-5.24%		6.83%		0.43%		16.17%		16.17%		2.50%		2.50%		2.50%		2.50%		2.50%	
		Other Revs		7.39%		4.41%		-6.14%		-0.35%		4.08%		2.11%		1.76%		2.00%		2.00%		2.00%		2.00%		2.00%	
		Investments		16.39%		26.44%		-55.80%		-56.28%		-9.46%		9.85%		9.85%		2.00%		2.00%		2.00%		2.00%		2.00%	
		Expenditures		4.88%		2.63%		2.11%		-2.51%		0.97%		3.98%		3.98%		2.65%		2.65%		2.65%		2.65%		2.65%	

City of Englewood, General Fund Revenue, Expenditure, & Fund Balance 2006 - 2017
 Scenario II: EMRF Rents to LTAR

		S/T Increase (Decrease)		9.98%		-0.60%		-8.81%		1.17%		4.17%		1.74%		1.74%		2.50%		2.50%		2.50%		2.50%		2.50%	
		Other Taxes		1.79%		10.18%		-3.03%		0.41%		-1.39%		-3.26%		-3.26%		2.25%		2.25%		2.25%		2.25%		2.25%	
		Franchise		-0.24%		9.84%		-5.24%		6.83%		0.43%		16.17%		16.17%		2.50%		2.50%		2.50%		2.50%		2.50%	
		Other Revs		7.39%		4.41%		-6.14%		-0.35%		4.08%		2.11%		1.76%		2.00%		2.00%		2.00%		2.00%		2.00%	
		Investments		16.39%		26.44%		-55.80%		-56.28%		-9.46%		9.85%		9.85%		2.00%		2.00%		2.00%		2.00%		2.00%	
		Expenditures		4.88%		2.63%		2.11%		-2.51%		0.97%		3.98%		3.98%		2.65%		2.65%		2.65%		2.65%		2.65%	
				2007 vs 2006		2008 vs 2007		2009 vs 2008		2010 vs 2009		2011 vs 2010		2012 Est vs 2011													
Line		Actual 2006	Actual 2007	Percent Change	Actual 2008	Percent Change	Actual 2009	Percent Change	Actual 2010	Percent Change	Unaudited 2011	Percent Change	Budget 2012	Estimate 2012	Percent Change	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Percentage	Total \$ '07 - '11					
REVENUES																											
1	Property	2,559,369	2,623,118	2.49%	2,995,990	14.21%	2,971,303	-0.82%	3,020,884	1.67%	2,994,213	-0.88%	2,880,000	2,880,000	-3.81%	2,944,800	3,011,058	3,078,807	3,148,080	3,218,912	Average Growth 2007 - 2011	3.33%	371,095				
2	Specific Ownership	333,018	341,423	2.52%	316,242	-7.38%	276,414	-12.59%	263,434	-4.70%	246,062	-6.59%	250,000	250,000	1.60%	255,625	261,377	267,258	273,271	279,419	Average Growth 2007 - 2011	-5.75%	(95,361)				
3	Sales and Use (Net of Refunds)	20,688,258	22,753,820	9.98%	22,617,767	-0.60%	20,624,659	-8.81%	20,866,515	1.17%	21,737,110	4.17%	22,115,126	22,115,126	1.74%	22,668,004	23,234,704	23,815,572	24,410,961	25,021,235	Average Growth 2007 - 2011	1.18%	(1,016,710)				
4	Franchise Fees	2,362,000	2,356,385	-0.24%	2,588,214	9.84%	2,452,611	-5.24%	2,620,191	6.83%	2,631,393	0.43%	3,056,938	3,056,938	16.17%	3,133,361	3,211,695	3,291,988	3,374,288	3,458,645	Average Growth 2007 - 2011	2.32%	275,008				
5	Cigarette	293,776	278,785	-5.10%	261,743	-6.11%	218,449	-16.54%	196,320	-10.13%	190,763	-2.83%	190,000	190,000	-0.40%	180,500	171,475	162,901	154,756	147,018	Average Growth 2007 - 2011	-8.14%	(88,022)				
6	Hotel/Motel	9,554	9,722	1.76%	10,078	3.66%	9,140	-9.31%	8,806	-3.65%	9,820	11.51%	8,713	8,713	-11.27%	8,909	9,109	9,314	9,524	9,738	Average Growth 2007 - 2011	0.79%	98				
7	Total Taxes	26,245,975	28,363,253	8.07%	28,790,034	1.50%	26,552,576	-7.77%	26,976,150	1.60%	27,809,361	3.09%	28,500,777	28,500,777	2.49%	29,191,200	29,899,419	30,625,840	31,370,880	32,134,968	Average Growth 2007 - 2011	1.30%	(553,892)				
8	Licenses and Permits	623,945	1,168,977	87.35%	671,609	-42.55%	588,328	-12.40%	695,563	18.23%	778,536	11.93%	574,025	574,025	-26.27%	585,506	597,216	609,160	621,343	633,770	Average Growth 2007 - 2011	12.51%	(390,441)				
9	Intergovernmental Revenue	1,193,863	1,106,280	-7.34%	1,079,285	-2.44%	1,319,282	22.24%	1,465,970	11.12%	1,724,807	17.66%	1,552,315	1,552,315	-10.00%	1,583,361	1,615,029	1,647,329	1,680,276	1,713,881	Average Growth 2007 - 2011	8.25%	618,527				
10	Charges for Services	3,053,106	3,113,550	1.98%	3,476,583	11.66%	3,185,443	-8.37%	3,254,830	2.18%	3,384,318	3.98%	3,392,667	3,392,667	0.24%	3,460,418	3,529,627	3,600,219	3,672,224	3,745,668	Average Growth 2007 - 2011	2.28%	270,768				
11	Recreation	2,099,202	2,235,949	6.51%	2,364,758	5.76%	2,315,598	-2.08%	2,489,781	7.52%	2,635,221	5.84%	2,599,668	2,599,668	-1.35%	2,651,661	2,704,695	2,758,788	2,813,964	2,870,244	Average Growth 2007 - 2011	4.71%	399,283				
12	Fines and Forfeitures	1,566,922	1,445,641	-7.74%	1,461,100	1.07%	1,639,678	12.22%	1,437,957	-12.30%	1,284,758	-10.65%	1,318,450	1,318,450	2.62%	1,344,819	1,371,715	1,399,150	1,427,133	1,455,675	Average Growth 2007 - 2011	-3.48%	(160,883)				
13	Net Investment Income	353,575	411,516	16.39%	520,325	26.44%	230,000	-55.80%	100,545	-56.28%	91,034	-9.46%	100,000	100,000	9.85%	102,000	104,040	106,121	108,243	110,408	Average Growth 2007 - 2011	-15.74%	(320,482)				
14	Rental Revenues - McLellan	229,675	166,247	-27.62%	599,143	611,837	611,837	105,125	425,159	663,046	663,046	55.95%	993,653	993,653	2.00%	2,800,000	2,800,000	2,401,710	2,987,050	2,987,050	2013 may require road construction - RTD will pay 2/3 in 2013						
15	Other Revenue	229,675	166,247	-27.62%	814,966	390.21%	635,982	-21.96%	293,658	-53.83%	173,381	-40.96%	419,153	287,155	65.62%	280,000	280,000	280,000	280,000	280,000	Average Growth 2007 - 2011	49.17%	7,134				
16	Total Revenues	35,366,263	38,011,402	7.48%	39,777,803	4.65%	37,078,724	-6.79%	36,819,579	-0.70%	38,306,575	4.04%	39,120,001	38,988,003	1.78%	40,192,619	41,531,798	43,428,317	44,961,112	45,931,664	Average Growth 2007 - 2011	1.74%	295,173				
EXPENDITURES																											
General Government																											
17	Legislation (includes MOA contractual obligation)	306,360	323,964	5.75%	350,254	8.12%	346,044	-1.20%	309,870	-10.45%	298,731	-3.59%	333,793	333,793	11.74%	342,639	351,718	361,039	370,607	380,428	Average Growth 2007 - 2011	-0.28%	(25,233)				
18	City Attorney	586,588	694,358	18.37%	698,563	0.61%	678,038	-2.94%	702,228	3.57%	706,841	0.66%	746,734	746,734	5.64%	766,522	786,835	807,686	829,090	851,061	Average Growth 2007 - 2011	4.05%	12,483				
19	Municipal Court	831,859	890,152	7.01%	915,303	2.83%	914,493	-0.09%	901,469	-1.42%	848,775	-5.85%	1,000,239	1,000,239	14.80%	1,026,745	1,026,745	1,053,954	1,081,884	1,110,554	Average Growth 2007 - 2011	0.50%	(41,377)				
20	City Manager	618,649	673,949	9.41%	674,322	0.06%	674,170	-0.02%	659,882	-2.12%	639,184	-3.14%	672,072	672,072	5.15%	688,882	708,164	726,930	746,194	765,968	Average Growth 2007 - 2011	0.74%	(34,765)				
21	Community Development	1,366,545	1,412,444	3.36%	1,464,725	3.70%	1,366,437	-6.71%	1,301,473	-4.75%	1,359,264	4.44%	1,478,398	1,478,398	8.76%	1,517,576	1,557,791	1,599,073	1,641,448	1,684,947	Average Growth 2007 - 2011	0.01%	(53,180)				
22	Human Resources	516,302	557,855	8.05%	579,136	3.81%	456,275	-21.21%	419,421	-8.08%	430,792	2.71%	470,910	470,910	9.31%	483,389	496,199	509,348	522,846	536,701	Average Growth 2007 - 2011	-2.94%	(127,063)				
23	Finance & Administrative Services	1,589,900	1,568,074	-1.37%	1,626,571	3.73%	1,575,924	-3.11%	1,446,313	-8.27%	1,541,645	6.59%	1,541,645	1,541,645	6.59%	1,582,499	1,624,435	1,667,482	1,711,671	1,757,030	Average Growth 2007 - 2011	-1.80%	(121,761)				
24	Information Technology	1,103,732	1,254,364	13.65%	1,280,156	2.06%	1,360,237	6.26%	1,280,660	-5.85%	1,332,766	4.07%	1,360,355	1,360,355	2.07%	1,396,404	1,433,409	1,471,394	1,510,386	1,550,412	Average Growth 2007 - 2011	4.04%	78,402				
25	Contributions to Component Unit				800,000		0		0	#DIV/0!																	
26	Contingency & Potential Pension Increase per Actuarials	230,692	130,925	-43.25%	59,759	-54.36%	160,578	168.71%	48,139	-70.02%	152,423	216.63%	150,000	150,000	-1.59%	150,000	150,000	150,000	150,000	150,000	Average Growth 2007 - 2011	43.54%	21,498				
27	Total General Government	7,150,627	7,506,085	4.97%	7,648,789	1.90%	8,332,196	8.93%	7,068,723	-15.16%	7,215,089	2.07%	7,728,324	7,728,324	7.11%	7,929,150	8,135,297	8,346,907	8,564,125	8,787,100	Average Growth 2007 - 2011	0.54%	(290,996)				
Direct Government																											
28	Safety Services	15,588,534																									
29	Fire		6,840,649		7,215,444	5.48%	7,320,268	1.45%	7,425,903	1.44%	7,666,842	3.24%	7,711,732	7,711,732	0.59%	7,916,093	8,125,869	8,341,205	8,562,247	8,789,146	Average Growth 2008 - 2011	2.90%	826,193				
30	Police		9,656,710		9,974,925	3.30%	10,183,890	2.09%	10,312,633	1.26%	10,395,239	0.80%	10,921,455	10,921,455	5.06%	11,210,874	11,507,962	11,812,923	12,125,965	12,447,303	Average Growth 2008 - 2011	1.86%	738,529				
31	Public Works (includes CAM contractual obligation)	5,024,251	5,421,774	7.91%	5,189,173	-4.29%	5,152,891	-0.70%	5,137,364	-0.30%	5,259,875	2.38%	5,436,637	5,436,637	3.36%	5,580,708	5,728,597	5,880,404	6,036,235	6,196,195	Average Growth 2007 - 2011	1.00%	(161,899)				
32	Recreation	5,534,106	5,568,094	0.58%	5,916,449	6.29%	5,727,968	-3.19%	5,811,809	1.46%	5,717,147	-1.63%	5,834,425	5,834,425	2.05%	5,989,037	6,147,747	6,310,662	6,477,895	6,649,559	Average Growth 2007 - 2011	0.70%	151,053				
33	Library	1,265,511	1,259,525	-0.47%	1,261,112	0.13%	1,275,554	1.15%	1,284,083	0.67%	1,145,613	-10.78%	1,256,481	1,256,481	9.68%	1,289,778	1,323,957	1,359,042	1,395,056	1,432,025	Average Growth 2007 - 2011	-1.86%	(113,912)				
34	Total "Direct" Government	27,412,402	28,744,752	4.86%	29,557,103	2.83%	29,660,571	0.35%	29,971,792																		



Memorandum

City Manager's Office

TO: Mayor Penn and Members of City Council

THROUGH: Gary Sears, City Manager,
Michael Flaherty, Deputy City Manager

FROM: Darren Hollingsworth, Economic Development Manager

DATE: April 12, 2012

SUBJECT: Economic Development Update

At the recent Council goal setting session, economic development was stated as a top priority for 2012. Darren Hollingsworth has transitioned to the role of Economic Development Manager, under the umbrella of the City Manager's Office. City Manager Gary Sears and Deputy Manager Flaherty will directly oversee Economic Development efforts with Darren. There are no budgetary implications for this transition as economic development activities and programs will continue to be funded from the Community Development Department at least through 2012.

The economic development function is closely related to the activities in the Community Development Department and Darren will continue to have a strong working relationship with Community Development staff and attend development-related and business-related meetings that take place regularly with Community Development staff. Darren and Mike also attend all Community Development initiated Design Review Team (DRT) meetings that relate to development related projects. For the past three months Mike, Alan, and Darren have worked under this new structure and the process is working well.

This change in organizational structure is intended to create more visibility for the economic development function both internally (with Council and staff) and externally (with brokers and the development community.) The restructure also reflects a more traditional model for the economic development function. Most of the jurisdictions in our recent survey of Colorado municipalities place the economic development function in the City Manager's Office.

Recent Activities

Since implementing the new restructure, ED staff continues to take a proactive role in reaching out to the development community. Staff is working with developers at the following locations:

- Federal and Belleview King Soopers
- Flood Middle School- potential high density residential project
- Clarkson and US 285 – potential hotel project
- Hampden & Sherman - Masonic Property – potential medical offices project
- W. Oxford & Navajo- Martin Plastic – PUD request pending for residential/retail or office development
- General Iron Works – potential high density residential project

Additionally, significant outreach efforts are being made to the specific property owners and brokers in an effort to spur economic development activity a key City locations

- S. Broadway and Dartmouth (formerly Funtastic Fun)
- W. Hampden and Jason (formerly LePeep)
- S. Broadway and Belleview (Larry Miller Nissan / World Bank)
- US 285 and Clarkson (formerly Bally Fitness)
- S. Broadway and Hampden (Vacant building on northeast corner)
- Market Place Center end-cap (formerly Blockbuster Video)
- S. Broadway and Girard (Catholic Store)
- University and US 285 (Kent Place)

Economic Development Strategic Plan Discussion

At a study session in early June, Council will discuss economic development strategies and goals. On February 7, 2007, Council approved an economic development strategy as an extension of Roadmap Englewood, Englewood's Comprehensive Plan. The economic development strategy is a broad-reaching approach, however, it does not suggest timeframes or, for strategies that will require funding, budgetary resources to accomplish those specific action items. The economic development strategy consists of a variety of activities, which staff has been undertaking as timing and funding allows. One of the actions listed in the strategy was to assess the retail potential for development sites which was accomplished with the Citywide Retail Assessment completed last year. The strategy document also lists targeted businesses such as: Hotel, Retail, Medical, Light-industrial, Office and Restaurants. Many of the currently pending development projects include these targeted businesses.

Attached is a copy of the economic development strategy and the accompanying business and employment section from Roadmap Englewood. These documents will serve as the basis for the economic development strategy discussion at the June study session. During this study session staff will work with City Council to review the overall goals of the strategic plan and confirm or revise those goals and to develop City Council short and long-term priorities. Among topics that staff wishes to address are as follows:

- Business Summit – to be initially discussed at the April 16th Study Session
- Regulatory reform. (e.g. Sign Code, Park dedication standards, Parking standards)
- Incentive policy options
- Options for development of Urban Renewal property at Broadway/Acoma & Englewood Parkway.
- Transit Corridor zoning/land use review
- Potential Urban Renewal area expansions/additions to facilitate Tax Incremental Financing

Attachments: Economic Development Strategy – Approved by Council 2/7/07
Roadmap Englewood-Section 7. Business and Employment

BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

Today, Englewood is home to over 2,000 businesses, employing over 26,000 workers. These two figures indicate that Englewood has been successful in attracting and retaining dynamic businesses offering a tremendous number of employment opportunities.

As a first-ring suburb of a major metropolitan area, however, Englewood does not have the luxury of complacency in terms of economic development. Englewood experienced harsh economic conditions during the 1980's and 90's. The most notable of these economic troubles was the decline of the Cinderella City Regional Shopping Mall. Although the city has stabilized with the redevelopment of the mall site into CityCenter Englewood, both the Englewood City Government and Englewood businesses have been affected by the recent dip in the national economy. Englewood's comprehensive planning process and document, *Roadmap Englewood: 2003 Englewood Comprehensive Plan*, looked closely at the city's overall condition in order to formulate a comprehensive strategy to strengthen the competitive position of the city for the future. Englewood envisions the following results from the implementation of the City's comprehensive plan, and the associated strategies listed in this document.

- 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

ENGLEWOOD'S ECONOMIC DEVELOPMENT OUTLOOK

The following section gives an overview of Englewood's historical economic profile and the city's future economic development prospects, as well as barriers to economic development. Targeted industries for retention and recruitment are identified.

Englewood's Historical Industry Clusters

The primary sectors of the city's economy have historically included retail trade, industrial manufacturing, and healthcare goods and services. Although the city's retail sector was adversely affected by the closing of the Cinderella City Regional Mall, the retail trade sector continues to employ 19% of all employees working in the city compared with 18% of all Denver Metropolitan Area employees, thanks in part to the CityCenter Englewood development that replaced the mall. The city's industrial property market makes up 34% of the southwest regional sub-market, and 5% of the Denver Metropolitan Area regional market. Industrial employment is more concentrated in Englewood (16.5%) than in the Denver Metropolitan Area (9%) as a whole. Healthcare services employ 17% of all employees working in Englewood compared to only 6% of the Denver Metropolitan Area workforce, and up to half of the employees in the entire service sector in Englewood.

Future Industry Growth Clusters Identified for the Denver Metropolitan Area

The Metro Denver Economic Development Corporation has identified the following industry growth clusters for the Denver Metropolitan Area:

Industry	Geographical Concentration
Aerospace	Southwest Jefferson County
Air Transportation	Denver International Airport
Beverage Production	Jefferson and Denver Counties
Computer Storage and Peripherals	US 36 Corridor
Broadcasting and Telecommunications	Tech Center and Downtown Denver
Energy	Jefferson County and Downtown Denver
Finance	Downtown Denver
Life Sciences	All Metro Counties
Software	Tech Center and Downtown Denver

Englewood is strongest in the Life Sciences cluster, due to the presence of the Swedish and Craig Medical Centers. The city's other basic economic sector, industrial manufacturing, is not expected to be a growth industry in the future.

Barriers to Attracting Industry Growth Cluster Firms

A primary barrier Englewood faces in its effort to attract businesses in the above industry growth clusters is the lack of available land for new facilities, as well as the lack of existing facilities that meet the requirements of these industries. Many of the above growth industries require modern, state of the art facilities that do not exist in the City of Englewood. Additionally, redevelopment can be cost prohibitive in terms of acquiring sufficiently sized parcels, the cost of land, and the costs of tearing down and rebuilding modern facilities. Another barrier is the establishment of pre-existing geographical concentrations of growth industry firms. Firms looking to establish themselves in a particular market often prefer to locate near their competitors, clients, and suppliers.

Targeted Industries

The City of Englewood's existing industrial and office facilities are most attractive to smaller companies that often play a supporting role to the larger, dominant firms in an industry cluster. Although industrial manufacturing will continue to be a key component in the city's economic structure, it is imperative that the City of Englewood continues its efforts to redevelop key properties that attract new growth industries to Englewood.

The City's best prospects for attracting new facility investment are areas located near the City's existing and planned light rail transit stations, which offer high speed connections to Downtown Denver.

Englewood's healthcare sector is expected to continue to thrive and grow. The city has recently experienced demand for specialized medical facilities and offices, as highly skilled medical professionals desire proximity to the Swedish and Craig Medical Centers. The City of Englewood should explore the prospects for attracting related medical manufacturing and service companies to feed off of the city's healthcare concentration.

A preliminary void analysis of the city's retail sector indicates that the city is experiencing sales leakages in the following sales categories: building materials, apparel, furniture, restaurants, and entertainment. Retail retention and recruitment is hampered by the following identified barriers:

1. Lack of amenities to attract out-of-neighborhood employees / shoppers
2. Insufficient concentration of the businesses target customer
3. Lack of consumer purchasing power for the businesses product
4. Potential loss of customer base to other markets
5. Rent / site costs
6. Build-out / rehabilitation costs
7. Site identification
8. Inadequate parking
9. Higher operating costs
10. Construction and development costs

The City of Englewood will continue efforts to attract new retail establishments that fill in the gaps in the city's retail mix.

SYNOPSIS OF THE BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT

The following section outlines the key points addressed in the Economic Development Strategy.

Business Retention and Attraction

Communication
Finance and Grant Programs
Technical Assistance
Marketing and Promoting Englewood
Identification and Removal of Regulatory and Financial Barriers
Workforce Training
Workforce Housing
Municipal Services and Capital Infrastructure
Attraction of Higher Wage Employers to Englewood
Business Prospect Tracking

Targeted Industries

Retail
Health/Medical
Technology
Cultural and Entertainment
Restaurants
Office
Hotel
Light Industrial Manufacturing and Services
Sports-related Products and Services

Business Environment

Cultural Arts
Parks, Trails, and Open Space
Streetscaping
Pedestrian Safety
Environmental Quality, Education, and Awareness
Design Standards
Enhanced Pedestrian Environment and Connections
Transit Enhancements
Bicycling Enhancements
Technology Infrastructure
Parking

BUSINESS AND EMPLOYMENT STRATEGIC PLAN ELEMENT: IMPLEMENTATION OF COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Goal 1

Provide an economically viable environment that builds and maintains a diverse base of businesses.

Obj. 1-1 Actively engage in outreach activities to retain and assist existing businesses.

Continue to facilitate communication between local businesses, City departments, and City Council.

- Newsletters
- Regular meetings with Chamber of Commerce, ACE
- Business appreciation breakfast
- ACE networking/social events
- Regular ACE reports to City Council
- Periodic business surveys
- Civic engagement of local businesses in all City planning processes
- Distribution of findings from marketing and planning reports to Chamber, ACE, EURA, Planning and Zoning Commission, City Council

Develop an enhanced web-based information resource network for existing local businesses providing technical assistance for business planning and problem solving.

- Targeted e-mail lists
- Written planning and permitting procedures
- Written business licensing procedures
- State forms and written procedures
- Business Directory
- Available programs
- Business retention and attraction efforts
- Contact numbers for business issues

- Community events planning and coordination calendar
- Business Educational Topics

Assist local businesses by establishing and developing a network of financing resources.

- Englewood Small Business Development Corporation
- Brownfield Redevelopment Initiative
- Loan resources (SBA, Bank Networks)
- Identify and develop new financial resources that fill existing gaps

Assist local businesses through investment programs.

- Enterprise Zone
- Catalyst Program
- Business Makeovers

Obj. 1-2 Actively engage in expanding existing Englewood businesses and attracting new businesses to the city.

Identify the following targeted industry groups for proactive partnership:

Retail
 Health/medical
 Technology
 Cultural, Arts, and Entertainment
 Restaurants
 Office
 Hotel
 Light Industrial Manufacturing and Services
 Sporting Good Industry Offices

- Identify growing firms seeking expansion
- Identify preferences and requirements for demographics, property configurations, etc.
- Identify potential Englewood sites that meet criteria
- Develop targeted marketing packages

Promote the City of Englewood to potential business prospects.

- Develop marketing materials including a shared city line (image)
- Information provision and leads tracking
- Press releases for new major investments

Understand the barriers to the establishment of new businesses identified in the city's list of targeted industries.

- Identify financing gaps that are not currently being addressed by private or public sector financial sources.; backfill gaps through reforms to current financial programs as well as developing new financial resources
- Identify regulatory hurdles such as licensing, inspections, permits, etc.
- Identify advertising and marketing challenges
- Identify site, labor, and tax environment variables
- Develop a comparison study of relative similarities and differences in barriers to entry between Englewood and other metro suburbs
- Develop recommendations and solutions

Obj. 1-3 Create a balanced mix of businesses that complement each other.

Conduct an in-depth void analysis of missing businesses and untapped markets within the city's list of targeted industries that would serve to complement existing businesses in the following key corridors and activity nodes:

Broadway
 Swedish/Craig Medical Centers
 Santa Fe Drive
 Northwest Englewood
 Federal and Belleview
 University and US 285

- Identify potential retail, service, housing, office, or industrial demand
- Determine optimum mix of uses and business types
- Identify market voids
- Identify potential sites for redevelopment
- Develop targeted marketing packages tailored to desired businesses and developers

Goal 2

Build, attract, and retain a quality workforce.

Obj. 2-1 Foster job education and training opportunities to enhance the skill level of Englewood's labor force.

Connect local businesses to job training resources and employee recruiters.

- Enterprise Zone job training tax credits
- State job training grants
- Small Business Administration business training
- Arapahoe/Douglas Works! recruitment, screening, and assessment service

Explore opportunities to work with local schools in order to enhance the city's educational amenities.

- Monitor health of public school system
- Provide assistance with facility needs
- Help to establish relationships and partnerships between local schools and the local business community
- Attract additional educational opportunities to the city

Obj. 2-2 Create and maintain workforce housing meeting the needs of both employers and employees.

Increase workforce housing opportunities.

- Transit station districts
- AVS housing program
- Home improvement loans
- Home ownership programs
- Revisions to UDC (pop tops, accessory units, etc.)
- Encourage new housing development
- Monitor and report progress

Obj. 2-3 Focus business attraction efforts towards employers providing a living wage.

Identify industries with prevailing wages equal to or greater than the City's current median wage.

- Identify growth firms within high wage industries, as well as locational needs and requirements
- Consider wage levels of prospective businesses as one of several factors in creating incentive packages
- Encourage businesses to be responsible employers through the provision of adequate levels of employee health insurance

Goal 3

Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

Obj. 3-1 Promote and enhance educational, recreational, cultural, and civic amenities and activities.

Promote the Downtown Broadway/CityCenter Englewood area as the premier location for educational, recreational, cultural, and civic activities in the South Metro area.

- Establish an arts and entertainment district
- Help establish artists in the community
- Establish formal facilities for significant cultural arts productions and activities

- Actively recruit private arts entities
- Actively recruit arts-related retail merchants
- Actively recruit complimentary businesses including restaurants, and entertainment
- Increase arts events and programming
- Connect local businesses and the public to both city-sponsored and private events
- Help local businesses with promotional ideas that capitalize on local events

Promote and enhance community parks, trails, open space and recreational facilities.

- Fill in missing trail segments
- Connect CityCenter Englewood directly to the South Platte River open space corridor
- Include information on Englewood parks, open space, trails, and recreational facilities in promotional materials
- Research potential for recreation-oriented businesses to locate near public recreational amenities

Implement community arts projects at key locations.

- Entryports
- Commercial corridors
- Parks and open space
- Schools
- Englewood Civic Center/CityCenter Englewood
- New developments

Obj. 3-2 Provide a safe, healthy, and attractive business environment.

Invest in streetscaping projects along the Broadway corridor as well as Englewood Parkway.

- Medians
- Street surfacing
- Lighting
- Trees and shrubs
- Ornamental ironwork
- Benches
- Bus stops
- Newspaper corrals
- Bike racks
- Trash receptacles
- Underground utilities
- Pedestrian safety enhancements
- Adjustments to traffic signal timing to slow traffic

Actively promote environmentally responsible business operations.

- Recycling service providers and locations
- Research and support “green” business practices
- Code compliance

Obj. 3-3 Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.

Develop design standards to enhance sense of place:

- Corridors
- Business districts

Obj. 3-4 Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.

Work to improve public transit in order to better serve employees and customers, and to attract new residential demand:

- Shuttle connection linking CityCenter, Downtown Broadway and Swedish/Craig Medical Centers
- Bus rapid transit corridor studies (Broadway, US 285)
- Construct Bates LRT Station
- Additional Light Rail Transit parking facilities
- Enhanced local bus services

Enhance the pedestrian environment and pedestrian connections.

- From CityCenter Englewood Across US 285
- From City Center Englewood Across Santa Fe Drive
- Develop pedestrian-oriented design standards
- Identify key corridors for pedestrian enhancements in areas targeted for redevelopment
- Incorporate pedestrian circulation planning in all small area redevelopment plans

Promote bicycling as an alternative means of transportation.

- Updated bicycle routes and signage
- Development of missing trail segments
- New trail opportunities associated with redevelopment
- Bicycle racks located along commercial corridors and at major activity centers
- Bicycle detector loops at major signalized intersections

Goal 4

Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

Obj. 4-1 Continue to provide a high level of critical public services including water, wastewater, public safety, and various other municipal services.

Ensure codes, regulations, and departmental processes reflect the City's reality as an inner-ring suburban environment, as well as the vision for the community.

- Update Unified Development Code
- Connect Businesses to the Permitting Approval Process via a Permit Tracking System
- Review City permitting processes as part of the Plans Tracking System implementation
- Develop a summary of the development approval process
- Investigate codes, regulations, and development process requirements of other Denver Metro jurisdictions for development and building comparison purposes

Obj. 4-2 Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.

Understand the community's infrastructure deficiencies and prioritize needed improvements.

- Link capital improvements programming process to comprehensive plan implementation
- Investigate the current state of the City's transportation, water, and wastewater systems
- Identify critical system barriers to servicing anticipated redevelopment areas
- Develop transportation, water, and wastewater action plans

Obj. 4-3 Support the development of technology infrastructure to enhance Englewood's business community.

Work to ensure that the City's business districts are served by state of the art technology.

- Research current state of technology infrastructure in Englewood
- Develop a technology infrastructure plan
- Establish relationship with service providers to ensure responsiveness to the needs of local businesses
- Develop the city's capabilities to deliver informational services via the internet

Goal 5

Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.

Obj. 5-1 Encourage the development of mixed-use projects in order to achieve a vibrant community.

Redevelop strategic parcels adjacent to light rail stations, the Broadway and Santa Fe/South Platte River corridors, and other commercial and infill districts with mixed-use, high density projects, including office, housing, and retail uses.

- Transit Zones
- Small area implementation plans
- Community Development Corporation
- Development Agreements
- Business Improvement Districts
- Public/private partnerships
- Regional partnerships

Obj. 5-2 Increase the value and appeal of Englewood's retail and industrial corridors in order to stimulate economic growth.

Address parking issues along key retail and industrial corridors.

- Explore the possibility of establishing a City parking authority or Business Improvement District
- Develop strategies to address supply and distribution of parking

Revitalize the City's industrial districts.

- Research the long term prospects for industrial land use in the local, regional, and national economies
- Investigate the potential for convenience stores and restaurants to serve industrial employees
- Develop and maintain an inventory of all industrial district properties and firms
- Identify instances of environmental contamination
- Develop a plan designed to improve the appearance and function of industrial districts
- Explore land use issues and the potential for redevelopment in the City's industrial districts

Facilitate redevelopment efforts around Swedish and Craig Medical Centers.

- Identify future expansion plans and potential barriers to expansion
- Identify locations for new offices, medical facilities, housing, hotels, and retail services
- Develop and maintain an inventory of all medical district properties

Identify potential locations for new sit-down restaurants, and entertainment/cultural venues.

- Property locations
- Costs per square foot
- Public/private partnerships

Identify and catalog viable sites for retail, and identify barriers to development.

- Locations
- Size
- Development Costs
- Retail Trade Market
- Barriers to Redevelopment

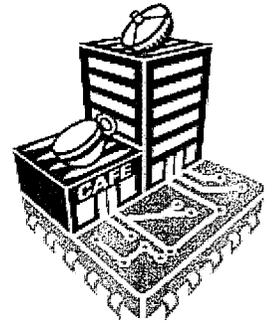
Implement the South Platte River Open Space Plan in order to facilitate redevelopment of the river corridor.

- Establish intergovernmental agreements to coordinate implementation
- Prioritize properties for acquisition, cleanup, and development
- Investigate and establish funding sources for open space acquisition
- Communicate with, educate, and assist corridor property owners
- Expand brownfield loan programs

Obj. 5-3 Facilitate the improvement of the commercial and industrial building stock.

Provide assistance for maintaining and reinvesting in commercial properties.

- Facade enhancements
- Landscaping
- Creative signage
- Internal building infrastructure systems
- Other non-monetary methods – process improvements, code revisions, etc.
- Support regulations that encourage and enhance sense of place-community design standards, streetscape standards, historical preservation, etc.



**BUSINESS &
EMPLOYMENT**

SECTION 7

**BUSINESS AND
EMPLOYMENT**

SECTION 7: BUSINESS AND EMPLOYMENT

INTRODUCTION

Regional commerce has an enormous influence on how, where, when, and why cities develop. Healthy urban communities are driven by vibrant and diversified business sectors. Businesses provide goods and services for both export and local consumption, opportunities for personal profit or fulfilling employment, and an economic base for public services, which all contribute to a higher quality of life in the community.

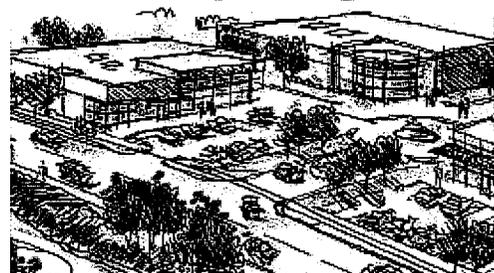
Englewood is a full-service city with a large and dynamic base of businesses relative to its size and status as a first-ring suburb of the Denver Metropolitan Region. The primary business sectors of the city's economy have historically included retail trade, industrial manufacturing, and healthcare goods and services. These three economic sectors will continue to play a strong role in Englewood's economy into the foreseeable future. However, it is highly probable that Englewood's three chief economic sectors will undergo pressures for change and adaptation in an increasingly fast-paced, high-tech, post-industrial economy. During the last twenty years, many pressures for change and adaptation have affected both the business community and the community at large. The retail sector witnessed the decline and death of the Cinderella City Regional Mall, as well as its rebirth as the mixed-use CityCenter Englewood development. Large international industrial operations such as General Iron Works and Alcoa have disappeared, while smaller-scale, localized industrial firms have continued to thrive. Swedish Medical Center has been transformed from a non-profit to a for-profit enterprise, and the overall healthcare sector has continued to grow.

The City of Englewood recognizes the important role business continues to play in the overall success of the community. The City is committed to providing an economically viable environment that will support a diverse base of businesses. Active economic analysis on the City's part will allow the City to develop strategies to retain competitive businesses, and attract new types of businesses that fill a vacant niche in the community in order to create a more balanced mix of complementary goods and services.

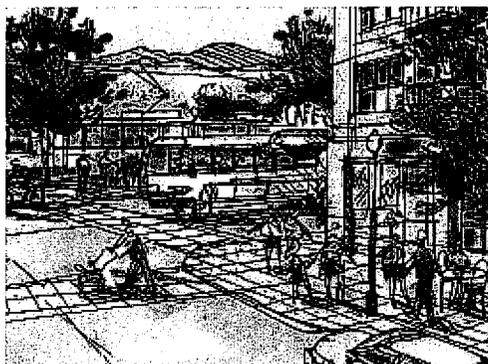
Englewood's business community recognizes the mutual inter-relationships between an economically viable business environment and the attraction of a highly skilled workforce. The business



**BUSINESS &
EMPLOYMENT**



SECTION 7: BUSINESS AND EMPLOYMENT



community supports the efforts of the City of Englewood to invest in human capital through programs that foster education and job training, create and maintain work force housing, and attract employers providing living wages.

The business community also recognizes the value of working with the City of Englewood, in conjunction with the surrounding residential community, to build on Englewood's strong sense of community image, identity, and quality of life. In order to enhance Englewood's image as a special place to live, work, shop, and play, the business community fully supports efforts to improve community quality of life. Efforts to improve community quality of life include support for educational, recreational, and cultural amenities and activities; a greater pedestrian, bicycle, and transit orientation; a safe, healthy, and attractive business environment; and the enhancement of commercial and residential physical appearance.

The City of Englewood is fully committed to providing the critical infrastructure and municipal services that are necessary for business to thrive. The City also recognizes the need to work with private communications firms in order to support investment in the development of high technology infrastructure in the city in order to attract high-technology enterprises. The information and technology sector of the economy provides the greatest prospects for employment and wage growth in the long-term economic picture.

Englewood's greatest advantage lies in both the vitality and opportunity associated with its commercial, industrial, and mixed-use districts in proximity to high-frequency bus transit and the successful Southwest Light Rail Transit (LRT) Line. The transportation nodes within the city contribute to the potential for the development of office capacity and housing along the Santa Fe Drive corridor, which will spur demand for new retail businesses, and overall greater retail sales at both CityCenter, and downtown Englewood. Opportunities for new high-density housing associated with high bus transit frequency along the Broadway corridor will also help attract new retail businesses and greater overall retail sales to the Broadway corridor. Industrial areas will also benefit from increased demand due to a highly accessible, centralized location within the metropolitan area, which will create incentives for improvements as well as opportunities for redevelopment.

SECTION 7: BUSINESS AND EMPLOYMENT

BUSINESS AND EMPLOYMENT GOALS AND OBJECTIVES

Goal 1

Provide an economically viable environment that builds and maintains a diverse base of businesses.

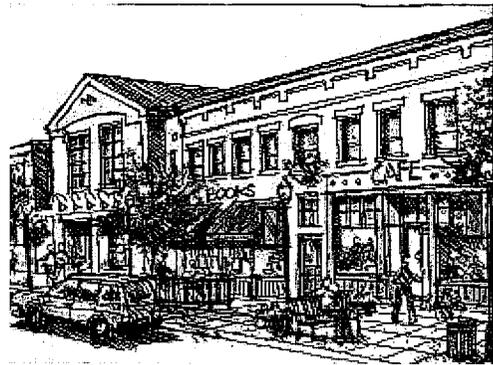
- Obj. 1-1** Actively engage in outreach activities to retain and assist existing businesses.
- Obj. 1-2** Actively engage in attracting new businesses to the city.
- Obj. 1-3** Create a balanced mix of businesses that complement each other.



Goal 2

Build, attract, and retain a quality workforce.

- Obj. 2-1** Foster job education and training opportunities to enhance the skill level of Englewood's labor force.
- Obj. 2-2** Create and maintain workforce housing meeting the needs of both employers and employees.
- Obj. 2-3** Focus business attraction efforts towards employers providing a living wage.



Goal 3

Promote economic growth by building on Englewood's strong sense of community image, identity, and quality of life.

- Obj. 3-1** Promote and enhance educational, recreational, cultural, and civic amenities and activities.
- Obj. 3-2** Provide a safe, healthy, and attractive business environment.
- Obj. 3-3** Recognize the complementary effects between the physical appearance of both commercial districts and the surrounding residential areas.
- Obj. 3-4** Achieve a greater pedestrian, bicycle, and transit orientation within and between commercial districts, surrounding residential areas, and other communities.



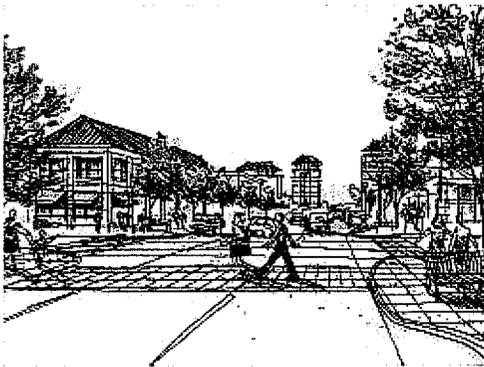
SECTION 7: BUSINESS AND EMPLOYMENT



Goal 4

Recognize the importance of infrastructure and municipal services to ensure the economic viability of Englewood's business community.

- Obj. 4-1** Continue to provide a high level of critical public services including water, wastewater, public safety, and various other municipal services.
- Obj. 4-2** Continue to maintain critical infrastructure such as roadways, water delivery systems and wastewater collection systems.
- Obj. 4-3** Support the development of technology infrastructure to enhance Englewood's business community.



Goal 5

Recognize the unique characteristics and associated opportunities for enhancing the value of Englewood's commercial, industrial, and mixed-use districts.

- Obj. 5-1** Encourage the development of mixed-use projects in order to achieve a vibrant community.
- Obj. 5-2** Increase the value and appeal of Englewood's retail and industrial corridors in order to stimulate economic growth.
- Obj. 5-3** Facilitate the improvement of the commercial and industrial building stock.





Memorandum

City Manager's Office

TO: Mayor Penn and Members of City Council

THROUGH: Gary Sears, City Manager
Michael Flaherty, Deputy City Manager

FROM: Darren Hollingsworth, Economic Development Manager ✕

DATE: April 11, 2012

SUBJECT: Business Summit

Previous Business-oriented Events Hosted by the City of Englewood

Englewood has previously hosted several smaller business events that focused on 'technical training' for businesses, most recently workshop series on website development for small businesses. These events, which were free for Englewood businesses and were well attended

The City of Englewood has hosted several business appreciation events (typically a breakfast) and one business recognition awards ceremony. This event was a large-scale undertaking involving a business awards presentation and a keynote speaker. More recently, the City partnered with the Greater Englewood Chamber of Commerce to host this event. The City continues to provide financial sponsorship of the Chamber's annual business recognition event (Gala).

Business Summit

One of Council's 2012 priorities for economic development is to host a Business Summit. At the April 16 study session, staff will discuss this topic with Council to gain a better understanding of timeframes, outcomes, expectations, and ideas to make this event a success.

Council Questions:

1. What is the desired timing for the event? Staff will need approximately six months to adequately plan and organize a major event. Is there a preferred day of the week? Is this envisioned as an all-day or half-day event?
 - A late fall 2012 timeframe can be accomplished, but only if planning and preparations would start immediately. The holiday season probably should be avoided.

- A winter or spring 2013 event would allow ample time to solidify plans and coordinate with outside agencies.
2. Is there a preferred format for the event? A Summit offering educational opportunities for business owners lends itself to a couple of format options:
 - A series of speakers with expertise in relevant business educational topics
 - Facilitated panel discussions – panels of experts in one field, or experts in different fields to give varying perspectives
 - Multiple breakout sessions with single speakers or panels with expertise on a single topic
 - Roundtable discussions where attendees engage in facilitated discussions
 3. Certain types of event formats would work well at the Civic Center, or maybe the event should be held in a different setting. What venue would be appropriate for this event?
 4. There currently is not a budget for this event. Depending on the format for the event, expenses could include: speaker fees, catering of food and beverages and a possible networking event afterward, furniture and equipment, and possibly venue rental. Based on projected attendance, the event format, the type and duration of the event, the venue and quality of food, a budget would be developed, but would likely be several thousand dollars.
 5. What topics or issues would be useful, relevant and/or of interest to the business community? List below are a number of examples:
 - Keynote: General economic conditions or the practice of economic development by an Economist or local ED business “expert” (e.g., Patty Silverstein or Tom Clark)
 - General Session: Programs available through the South Metro Denver Chamber’s Small Business Development Center
 - General Session: “Buy Local” Campaign GECC
 - Topics for Breakout Sessions or Panel Presentations
 - Legislative Action -- State Legislators, CML
 - Energy and Sustainability – Excel Energy
 - Social Media for Business – Technology Expert
 - Navigating the City’s New Sign Code – City Staff
 - City Requirements for Staging Special Events – City Staff
 - Financing for Small Businesses – Financial experts, state program directors, SBDC, CHFA
 - City Government 101: How Cities Work – Sam Mamet or a city manager (from another city)
 - Organizing Business Associations and Business Improvement Districts – BID experts, association presidents

- Wrap-up Plenary Session: City / Business Relations Panel. Facilitated discussion with panel to talk about Englewood as a place to do business. What can the City do to help you do business?
6. Obviously, much work will be necessary to bring together a successful event of this magnitude. It would be helpful to get Council's feedback on sponsorship and partnership opportunities.
- Is Council open to financial sponsors to help offset the cost of putting on an event of this magnitude? Possible funding partners: Excel Energy, local banks, and major employers. Others
 - Is Council interested in partnerships with organizations and having them participate in the agenda? Example of organizations to approach for partnering in this event: Greater Englewood Chamber of Commerce, South Metro Denver Chamber of Commerce, Small Business Development Corporation, Colorado Lending Source, and Colorado Housing and Finance Authority. Others



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

Memorandum

To: City Manager Gary Sears
Through: Police Chief John Collins
From: Police Commander Tim Englert
Date: April 11, 2012
Subject: Emergency Notification System

The emergency notification system for the City of Englewood currently is provided by five outdoor sirens located strategically throughout the city. The sirens were manufactured in the early 1960s and were installed in the mid 1970s. In June of 2011 the Police Department was informed that the current alert sirens equipment are not in compliance with new Federal Communication Commission (FCC) radio frequency requirements that will take effect on January 1, 2013. In order to provide for continued emergency alert information to City residents, staff has identified three potential options, all of which will include a public information campaign to provide for supplemental and/or alternative approaches for emergency notification.

1. The three identified options are as follows: Replace the current sirens with state of the art equipment that will provide for some improved coverage.
2. Replace on the VHF trigger/control devices to meet the minimum FCC requirements.
3. Decommission the sirens as current sole emergency alert system and provide for alternative technological means of emergency notification.

Background:

Only the Cities of Denver and Aurora use siren alert siren systems, and both are upgrading their systems to meet FCC requirement. In the South Metro area, Englewood is the only city with an alert siren system. The Cities of Littleton, Sheridan, Cherry Hills, Greenwood

Village do not have siren systems. The Arapahoe and Douglas Counties also do not maintain siren systems.

Those cities and counties that do not have siren systems rely on the Emergency Alert System (EAS), reverse 911, and TV and radio messaging. Channel 9 provides a weather call service which individuals can subscribe to for a nominal annual fee. Many cities emphasize public education regarding preparedness and options such as weather radios triggered by the National Weather Service.

There are new options available to include aps for phones, google weather alerts, weather alerts provided by local televisions stations, and Twitter. This may not address the needs of those who are older and may not rely heavily on technology in their day to day lives, however, the vast majority of citizens have televisions and radios that utilize EAS. Through an educational campaign the city will provide information to citizens informing them as to the costs and various options available to them.

Some studies have shown siren systems to be ineffective. The studies cite the effects of wind, terrain, closed windows and ambient noise in people's houses leading to a lack of recognition of the sirens signals by citizens. A recent article described sirens as "decade-old-air-raid technology from World War II that were designed, principally, to warn people who are outdoors of threat. Today, homes are built and insulated so well that outdoor warnings rarely make it inside."

Cities in areas prone to severe weather have found that no one system can be depended on to warn citizens. A recent example in which one of the Branson, Missouri emergency notification systems failed to be activated by the vendor and the majority of the citizens did not hear the sirens due to the storm. This failure emphasizes the need for a combination of systems with an emphasis on public information and education.

Cost Considerations:

1. \$30,000 - Estimated cost to replace current sirens is \$60,000, but with state of the art equipment with \$30,000 paid through State of Colorado emergency management matching grant funds.
2. \$17,500 - Estimated cost to bring current sirens into FCC minimum requirements is \$35,000, but with \$17,500 paid through State of Colorado emergency management matching grant funds
3. Technological options, including weather radios and television station alert systems, may be implemented at minimal cost to but require initiative on the part of residents. A formal Emergency Alert System from a vendor such as Code Red Weather could be purchased by the city for an unknown cost, in addition to the Everbridge system which is provided by the E911 Authority. These technological solutions may be used in lieu of or in addition to the existing siren alert system.

Note: No funds are allocated in the 2012 budget for these costs.

Either of the two options including new equipment may involve costs to upgrade the electrical supply to current building codes. All costs presented in this memo are best estimates and may not reflect the actual costs of the options presented. If the new siren option were selected an RFP process would be necessary to select a vendor. A sole source contract would be an option with trigger/control only replacement using the current contracted radio service provider.

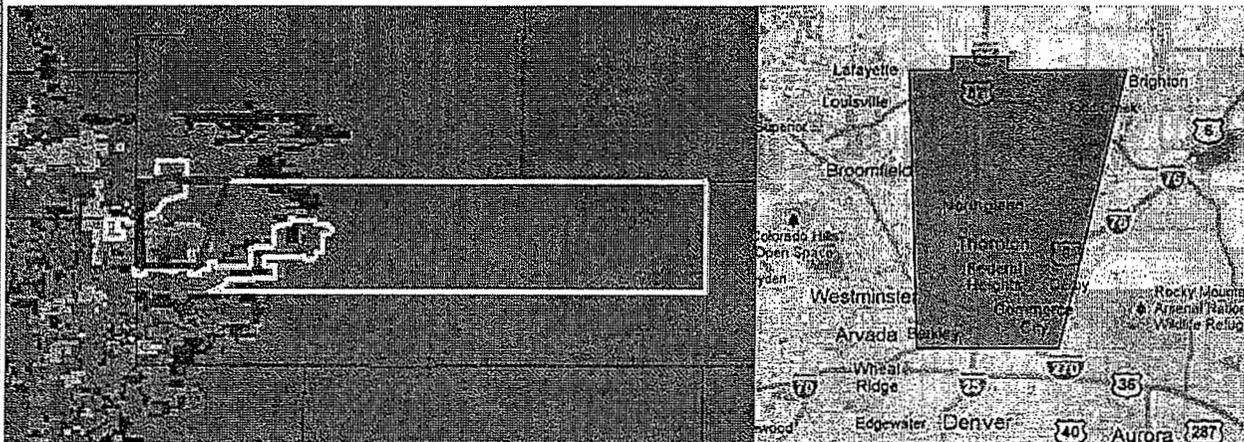
In summary, the decision must first be made if the City of Englewood wants to continue to maintain an outdoor emergency alert siren system. If the decision is made to continue with alert sirens, the most cost effective method would be to use existing infrastructure. All costs presented are the best estimates from information provided by vendors and other sources contacted. In any of the three options a public education component is crucial in protecting the citizens of Englewood.



9NEWS is pleased to bring state-of-the art, personal storm warning services to Colorado.

Recent improvements in how the National Weather Service defines warning areas have resulted in significantly *higher accuracy and smaller warned areas*, compared to the decades-old county-wide warning method. <http://www.nws.noaa.gov/sbwarnings>

The *WeatherCall*® system continuously monitors the National Weather Service's NOAA weatherwire. Using computerized mapping (GIS) the system compares a subscriber's *specific location* to the *location of the warning area*. When a severe weather warning includes your location, you will receive a phone call from *Chief Meteorologist, Kathy Sabine*, 24 hours a day. You can also receive the warning by email with a detailed map of the threat or by SMS text messaging.



Broomfield and Adams County's combined 1,226 sq. miles are under a TORNADO WARNING on May 18, 2011. The actual warning area is 123 square miles. Only WeatherCall subscribers INSIDE the red box would receive the warning call.

WeatherCall@Home works with ANY type of phone.
For iPhone or Android smart phone users, WeatherCall Mobile is available.
Choose the type of service which is best for you:



- Monitors your home or business' permanent location.
- Tornado, and/or severe thunderstorm warning calls (flash flood warnings are done via email or SMS text notifications only).



- "Follows" your smart phone's current location, capable of updating once every minute.
- Tornado, and/or severe thunderstorm, & flash flood warning notifications + "all clear" delivered by phone call and/or SMS text.

- ANY type of phone can be called - land lines, basic cell phones, or smart phones.
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- Sign up can be done online, by mail, or calling a toll free messaging service.
- \$11.95 annual subscription per smart phone for NWS warnings.
- Optional LIGHTNING notification for within 6 miles, + "all clear" messages.
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Tornado Tech: What If Dorothy Had A Smartphone?

by RUSSELL LEWIS



J. Pat Carter/AP

This May 3, 1999, funnel became the F-5 storm that damaged thousands of buildings in central Oklahoma. University of Oklahoma storm chasers and observers are anticipating the annual tornado season as it approaches the central part of the country.

March 13, 2012

text size A A A

For many, the only way they learn a tornado is approaching are sirens. In the spring and summer, tornado sirens go off a lot more when twisters roar across Alabama, which has been hit by 900 since 2000, accounting for a quarter of all U.S. tornado deaths.

"I am still surprised that so many people rely on just one source of getting warned, and that has to change," said Jim Stefkovich, meteorologist in charge of the Birmingham office of the National Weather Service.

James Spann, a longtime television meteorologist at Birmingham's ABC affiliate, says the reliance on sirens has led to dozens of deaths over the years. "In the siren mentality, it's the idea that you're always going to hear a tornado siren before a tornado strikes. And I believe it's a farce."

Sirens are decades-old air-raid technology from World War II that were designed, principally, to warn people who are outdoors of threats. Today, homes are built and insulated so well that outdoor warnings rarely make it inside. And since the killer tornadoes last year in Alabama, weather experts have ramped up educational efforts.

In Tuscaloosa, where a massive tornado obliterated part of the town last April, a dozen volunteers recently sat at tables inside a supermarket, programming \$30 weather radios, which broadcast warnings when bad weather is near.

Enlarge

Russell Lewis/NPR



Dozens of people line up in a Tuscaloosa, Ala., supermarket. They're buying weather alert radios and having them programmed to receive specific warnings about bad weather. Tuscaloosa was hit by a monster tornado that decimated parts of the town last April.

season is weeks away, 49 people have already died this year in places like Henryville, Ind., West Liberty, Ky., and Birmingham, Ala.

Preparation, and the lack thereof, have gotten the attention of those in the weather industry and social scientists. Both groups are trying to learn what people were thinking during the storms and how they reacted.

Laura Myers, a researcher at Mississippi State University, says she and her team have conducted more than 2,000 interviews.

Tornado Stats

Since 2000:

There have been 16,002 confirmed tornadoes in the U.S.

1,204 people have been killed by tornadoes.

Nearly 25 percent of these people (296 people) have died in Alabama. (242 of these deaths came from a particularly deadly 2011 tornado season.)

— *National Weather Service*

Experts say that every home should have a minimum of one of these radios. Hundreds of people showed up to purchase and learn how to use the devices. Among them was Martha Moore, who already owned a radio but was buying some for relatives.

"For some reason everybody thinks it's not going to happen to them, and then when it does, it's a little too late to make those preparations," she said.

Next-Generation Weather Alerts

Last year was the deadliest tornado season in the United States since 1917 — 550 people died. And even though the start of the traditional tornado

"[People] wanted additional confirmation," Myers says. "They wanted to know they were directly in the path of the storm. If they got it through the television, then they checked their radios. They checked their smartphones. They called people. Many people went outside to see if they could see it coming."

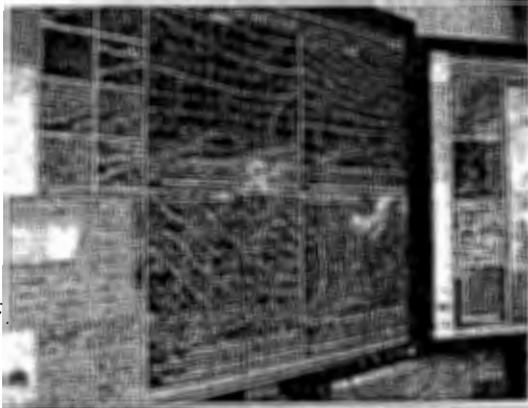
That kind of thinking has led some in the private sector to see opportunities. Weather radios warn people when bad weather approaches a county, but counties can be huge — hundreds of miles across — causing many to ignore warnings.

New technology aims to change that. One is a \$10 smartphone application called iMap Weather Radio created by Weather Decision Technologies.

Forecasters now issue next-generation alerts that focus on much smaller geographical areas where bad weather is expected. Company Vice President Mark Taylor says this application uses the phone's GPS to determine whether someone is actually threatened.

Enlarge

Russell Lewis/NPR



Computer screens at the Birmingham office of the National Weather Service show forecast models. Meteorologists use the information to predict severe weather. During Alabama's tornado outbreak on April 27, 2011, forecasters were forced to take shelter when one of the twisters came close to their offices.

"There's no reason at this point why people should die because they didn't know," Taylor says. "The day of not knowing that you were in danger — I think it's very frustrating that it still exists, that people say, 'We didn't know.'"

Of course, not everyone can afford a smartphone. Birmingham meteorologist Spann says he and his colleagues recognize their own limitations. "We're not as good as we think we are, and we have to accept that and work on it and be better, and admit the warning process has some work to do."

The National Weather Service is updating its radar sites across the country. It will help forecasters predict the weather better, but that doesn't mean people will pay attention.

May 17-19, 2012 | Manhattan Beach, California

FORMULATING EFFECTIVE ECONOMIC DEVELOPMENT POLICY

MARKETING AND COMMUNICATIONS STRATEGIES



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Michael Kasperzak

2012 League of California Cities President, Mayor, Mountain View, CA



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FORMULATING EFFECTIVE ECONOMIC DEVELOPMENT POLICY MARKETING AND COMMUNICATIONS STRATEGIES

May 17-19, 2012 | Manhattan Beach, California

Economic development is one of the key levers local governments have to support job growth, business development and overall quality of life in the community. Although the fiscal climate is making it difficult for cities to implement large-scale, capital intensive economic development projects, there are many avenues for local governments to support economic growth and to better meet the needs of the business community.

Enhancing communication capacities both within local govern-

ment and with the business community and economic development stakeholders will be an important part of this seminar. Do you know who the key stakeholders in your community, both service providers and business organizations? How are you connecting and leveraging these organizations?

Learn strategies to help local leaders leverage new technologies to effectively market the community and to rethink existing tools and processes to support homegrown businesses.

MARKETING

Your city's online presence matters to your current businesses and to potential businesses. The internet has changed how we communicate, access information, and how cities do economic development. Not only do you need to have a city website that conveys timely and pertinent information, but there are a slew of other social media vehicles, like Facebook and LinkedIn, that can be economic development tools as well.

In addition to creating new ways to do economic development, technology has also created new ways to collect data to monitor and evaluate economic development policies. Explore how to use internet to further economic development goals and how to use data to develop more effective policies.

BUSINESS-FRIENDLINESS

In addition to new technologies to further economic development goals, existing local policies can directly impact economic outcomes and the ease of doing business in your community. Often times, regulations with confusing or redundant steps and vague time lines put unnecessary burdens on prospective and current businesses.

Are you a champion of business inside and outside of City Hall? Do you support new and small businesses? Are your policies transparent and consistent? Go in depth exploring the needs of your business community, strategies to build partnerships with key stakeholders, and how to create stronger lines of communication between businesses and the city.

While cities may not create businesses, they can help or hurt their ability to succeed and grow. It is imperative to:

- Understand the needs of local businesses
- Create better lines of communication between businesses and government
- Coordinate efforts across multiple agencies to provide regulatory support for business development

Join us in California with leading scholars, experts and trainers as they guide you through an engaging program that will examine workable solutions for your community.

CORE COMPETENCY

Competent Practitioner - 8 Credits in the Certificate of Achievement in Leadership program

SEMINAR PRESENTERS



ANATALIO UBALDE is CEO of GIS Planning Inc., an economic development internet company; ZoomProspector.com, an online site selection and business intelligence service; and SizeUp, a small business intelligence service. GIS Planning's ZoomProspector Enterprise web-based GIS product is the industry standard for site selection websites in economic development.

His work in geographic information systems, economic development and the Internet is featured in *The Wall Street Journal*, *Bloomberg BusinessWeek*, *Forbes*, *Fortune*, and *The New York Times*. Mr. Ubalde is co-author of the books *Economic Development Online* and *Economic Development Marketing: Present & Future*. Before GIS Planning he worked in local economic development with a focus on business attraction, retention, and site selection assistance.



KATHERINE AGUILAR PEREZ served most recently as the Executive Director of the Urban Land Institute, Los Angeles District Council (ULI LA) prior to co-founding ELP Advisors LLC. Ms. Perez professional history includes being the Vice President of Development for Forest City Development co-founder and Executive Director of the Transportation and Land Use Collaborative (TLUC) of Southern California, and as the Deputy to the Mayor of Pasadena.

Ms. Perez has been featured in CNN's Future of Cities series, interviewed by National Public Radio, PBS, *Los Angeles Times*, *Los Angeles Weekly*, *Wall Street Journal*, *Urban Land Magazine*, *The Daily Commerce*, and *Swiss TV*. Ms. Perez has been identified by 2009 Hispanic

Business Magazine in the "Top 100 Influential Hispanics" in the United States, and 2009 Real Estate Southern California Magazine, "Woman of Influence."



Having completed his second term as Mayor of Manhattan Beach on July 19, **RICHARD MONTGOMERY** led the hire of a new City Manager, Police Chief, and Fire Chief -- all within the past ten months. He continues to serve on the City Council, to which he was elected in 2005 and again in 2009.

He recently led the development and approval of a balanced city budget of \$95 million, ending with a surplus of \$750,000, preserving cash reserves, and keeping Manhattan Beach as one of only two California cities with a triple-A credit rating. Montgomery is a 23-year resident of Manhattan Beach and is a Manhattan Beach business owner and valuation consultant.



DAVID CARMANY was appointed to the position of City Manager on June 4th, 2007. Mr. Carmany came to the City of Seal Beach with over 25 years of experience in public service. He has served as City Manager in the cities of Agoura Hills, Malibu, and Pacifica.

Under his leadership the City of Pacifica received the San Mateo County Outstanding Leadership Award for Financing and Preservation of Oceanview Senior Housing Development, and completed the construction of a fifty million dollar waste water treatment plant. On January 11, 2010, Mr. Carmany was appointed City Manager of the City of Manhattan Beach.

AGENDA (SUBJECT TO CHANGE)

Thursday, May 17, 2012

- 12:00 pm — 6:00 pm Registration
- 1:30 pm — 5:00 pm MOBILE WORKSHOP - Manhattan Beach Media Campus

Friday, May 18, 2012

- 7:00 am — 5:00 pm Registration
- 7:30 am — 8:30 am Continental Breakfast
- 8:30 am — 12:00 pm OPENING SESSION: Tools for Communicating, Marketing and Evaluating Economic Development Goals
- 12:00 pm — 1:00 pm Lunch
- 1:00pm — 5:00 pm SECOND SESSION: Creating a Supportive Business Environment
- 5:00 pm Session Ends
- 5:30 pm Evening in Manhattan Beach

Saturday, May 18, 2012

- 7:30 am — 8:30 am Continental Breakfast
- 8:30 am — 10:30 am CLOSING SESSION: Streamlining Strategies for Sustainable Economic Development
- 11:00 am — 3:00 pm MOBILE WORKSHOPS: Manhattan Beach Business Development Success
 - Body Glove • Skechers, USA
- 3:00 pm Seminar concludes



REGISTRATION FORM

HOW TO REGISTER

- 1.) To register by credit card...
 - a. Complete the registration form and include your credit card information
 - b. Fax your registration form to (202) 626-3116 or (202) 626-3043
- 2.) To register by check or purchase order...

Attach a copy of your registration form with a check made payable to NLC and mail to...

National League of Cities
Attn: 2012 LTI Seminar — Manhattan Beach
1301 Pennsylvania Ave., NW — Suite 550
Washington, DC 20004
- 3.) Make your room reservation directly with the Manhattan Beach Marriott in Manhattan Beach, CA by calling (800) 228-9290 or (310) 546-7511
Guest Room Rate for Single or Double Occupancy \$119
Check-in: 4:00 pm Check-out: 12:00 pm

4.) Make your travel reservations...

When making your flight arrangements, the Los Angeles International (LAX) airport is 5 miles from the Manhattan Beach Marriott.

REGISTRATION CANCELLATION POLICY

All requests to cancel a registration must be submitted by March 31, 2012, to receive a refund. All cancellations must be submitted in writing and are subject to a \$75.00 processing fee. Telephone cancellations are not accepted. Submit written cancellation request to Leadership Training Institute c/o NLC.

Note: Room block will close on May 3, 2012 or earlier when it sells out.

REGISTRATION FEES (check appropriate box below)

Learning should be a shared effort when representing your city. In an effort to assist cities during this difficult economic time, we are offering a Group Registration rate.

The Group Registration rate: For every two paid seminar registrations from the same city, receive one FREE seminar registration for a third person to attend. PLEASE SUBMIT ALL REGISTRATIONS TOGETHER.

- \$295 NLC Member City
- \$395 Non Member City
- \$0 Third Person Group Rate (see details below)
- \$145 Guest Registration (only covers meal functions)

Name _____

Title: _____

Representing: (City or Town of) _____

Mailing Address: _____

City _____

State _____ Zip _____

Phone #: (____) _____ Fax #: (____) _____

Participant email: _____

Clerk/Assistant email: _____

Name of Registered Guest: _____

Special needs (mobility, dietary, etc.) _____

CREDIT CARD AUTHORIZATION IF PAYING BY CREDIT CARD:

NLC is authorized to use the credit card below to pay my registration fees.

Amex/Visa/MasterCard Number _____

Security Code _____ Exp. Date: _____

Name on Card: _____

Cardholder Signature: _____

SPACE IS LIMITED. CALL (202) 626-3170 FOR DETAILS.



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