

**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
EXECUTIVE SESSION/STUDY SESSION
MONDAY, JUNE 17, 2013**

- I. **Executive Session**
At 5:30 p.m. in the City Council Conference, City Council will discuss a negotiations (Union) matter pursuant to C.R.S. 24-6-402-4(e) and a real estate negotiation matter pursuant to C.R.S. 24-6-402-4(a) and (e).
- II. **Planning and Zoning Commission/Comprehensive Plan**
At 6:00 p.m. in the Community Room, Members of the Planning and Zoning Commission will be present to discuss the Comprehensive Plan.
- III. **Englewood Depot**
Deputy City Manager Mike Flaherty will present the Englewood Depot Committee's recommendations.
- IV. **Financial Report**
Financial and Administrative Services Director Frank Gryglewicz will discuss the May, 2013 Financial Report.
- V. **City Manager's Choice.**
- VI. **City Attorney's Choice.**



M E M O R A N D U M

TO: Mayor Penn and City Council

THRU: Gary Sears, City Manager
Alan White, Community Development Director

FROM: John Voboril, Planner II

DATE: June 17, 2013

SUBJECT: Planning and Zoning Commission Recommendation to City Council
Regarding an Update of Roadmap Englewood: The 2003 Englewood
Comprehensive Plan

A Planning and Zoning Commission study session was held on April 2nd to review suggested edits and updates to Roadmap Englewood: The 2003 Englewood Comprehensive Plan made by City Council's Comprehensive Plan Committee. Community Development staff asked the Commissioners to review the suggested edits and updates and provide their own suggestions for improving the plan.

Planning and Zoning Commissioners commended the interest in and the efforts made by the Council Comprehensive Plan Committee to bring the Comprehensive Plan up to date. Edits to goals and objectives suggested by the Council Comprehensive Plan Committee will prove extremely helpful to the efforts of Community Development staff to produce a final plan document. However, through the course of general discussion, Commissioners came to a consensus that an update of the current Comprehensive Plan did not go far enough in light of the significant economic and demographic changes that have occurred over the last ten years, as well as trends now emerging.

Commissioners pointed out that although the 2003 Comprehensive Plan was a significant improvement over the 1979 Comprehensive Plan, the Commissioners feel that the City needs to develop a substantially revised plan that represents a significant evolution in terms of public involvement, visioning, policy development, and implementation measures in order to more fully develop the City's economic potential, and provide for the changing needs of the community forecasted to occur over the next twenty years. Furthermore, the Commission feels strongly that a traditional Comprehensive Plan process should be developed, beginning with a substantive community engagement and visioning outreach effort.

Planning and Zoning Commission Recommendations to Council

- In order for the City to achieve the evolution of the Comprehensive Plan envisioned by the Planning and Zoning Commission members, the Commissioners recommend that Council and Community Development staff begin planning for a major Comprehensive Plan development process. This would include budgeting significant funds for consultants to develop the next evolution of the Comprehensive Plan document and for a significant community engagement process. Creating a new Comprehensive Plan would take one to two years.
- If Council does not wish to pursue a major Comprehensive Plan community engagement and development process at this time, the Commission recommends continuing with the 2003 Comprehensive Plan in its current form, in order to provide a future Council the opportunity to conduct a major new community engagement and plan development process sometime in the next five to ten years. Commissioners believe that an abbreviated update of the current plan will delay the development of a new vision and direction for the community to be reflected in a new Comprehensive Plan document, which they believe is needed sooner rather than later.

C: Planning and Zoning Commission



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: June 13, 2013
Subject: **May 2013 Financial Report**

REVENUES:

- Through May 2013, the City of Englewood collected **\$16,828,918 or \$331,838 or two percent more** than last year (See the chart on page 3 and the attached full report for details on changes in revenue in past year.
- The City collected \$1,702,139 in property and \$90,291 in specific ownership taxes through May.
- **Year-to-date sales and use tax revenues were \$9,745,314 or \$78,504 (.8 percent) less than May 2012**
- Cigarette tax collections were up \$4,708 compared to last year.
- Franchise fee collections were \$57,208 more than last year.
- Licenses and permit collections were \$344,115 more than 2012.
- Intergovernmental revenues were \$169,628 less than the prior year.
- Charges for services increased \$81,563 from last year.
- Recreation revenues decreased \$16,477 from 2012.
- Fines and forfeitures were \$35,426 less than last year.
- Investment income was \$19,066 less than last year.
- Miscellaneous revenues were \$41,104 more than last year.
- Net rent revenues from McLellan Reservoir were \$252,780.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were down \$20,085 or .6 percent compared to last year.
- 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 \$1,150,000.

CITY CENTER ENGLEWOOD (CCE):

- Sales and use tax collection through May 2013 were \$1,432,282 or \$4,552 more than last year during the same period.

EXPENDITURES:

- Expenditures through May were \$16,781,472 or \$321 less than the \$16,781,793 expended through May 2012. The City's refund of sales and use tax claims through May 2013 totaled \$9,955.

REVENUES OVER/UNDER EXPENDITURES:

- Year-to-date revenues exceeded expenditures by \$47,446 compared to expenditures exceeding revenues by \$284,710 year-to-date 2012.

TRANSFERS:

- Net 2013 transfers-in to date of \$639,574 were made by the end of May 2013 (please refer to page 16 for the make-up).

FUND BALANCE:

- The estimated year-end total fund balance is \$8,150,457 or 20.9 percent of estimated revenue. The estimated unassigned fund balance for 2013 is estimated at \$4,032,570 or 10.3 percent of estimated revenue.
- The 2013 estimated Long Term Asset Reserve (LTAR) balance is \$2,619,375 (please refer to page 13).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$987,641 in revenue and spent \$2,130,096 year-to-date. Estimated year-end fund balance is \$1,004,850.

City of Englewood, Colorado

May 2013 Financial Report

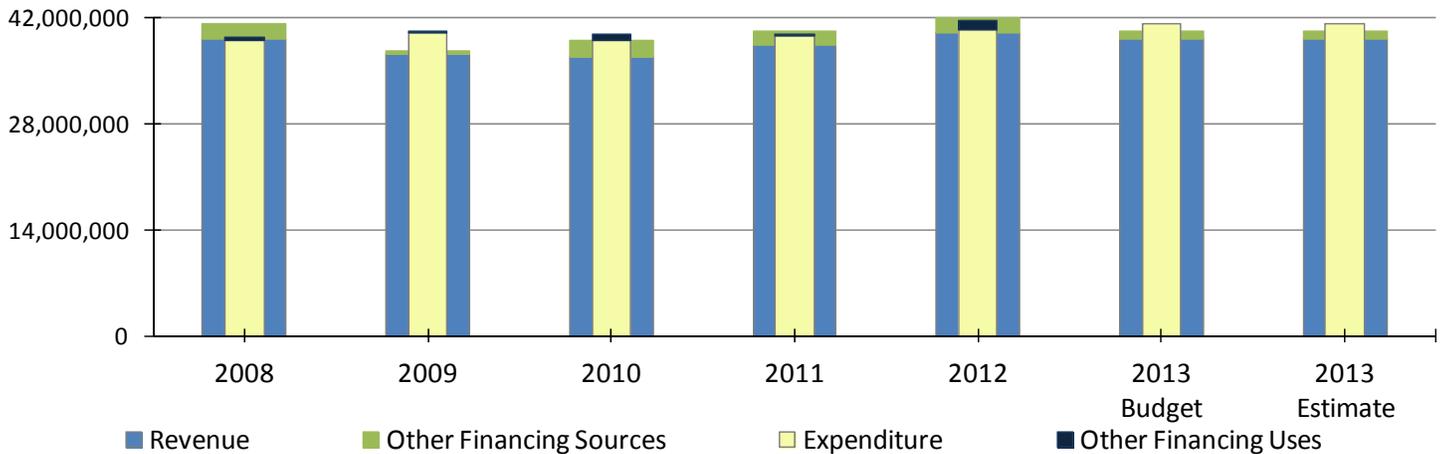
GENERAL FUND OVERVIEW AND ANALYSIS

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 2008 to 2013 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



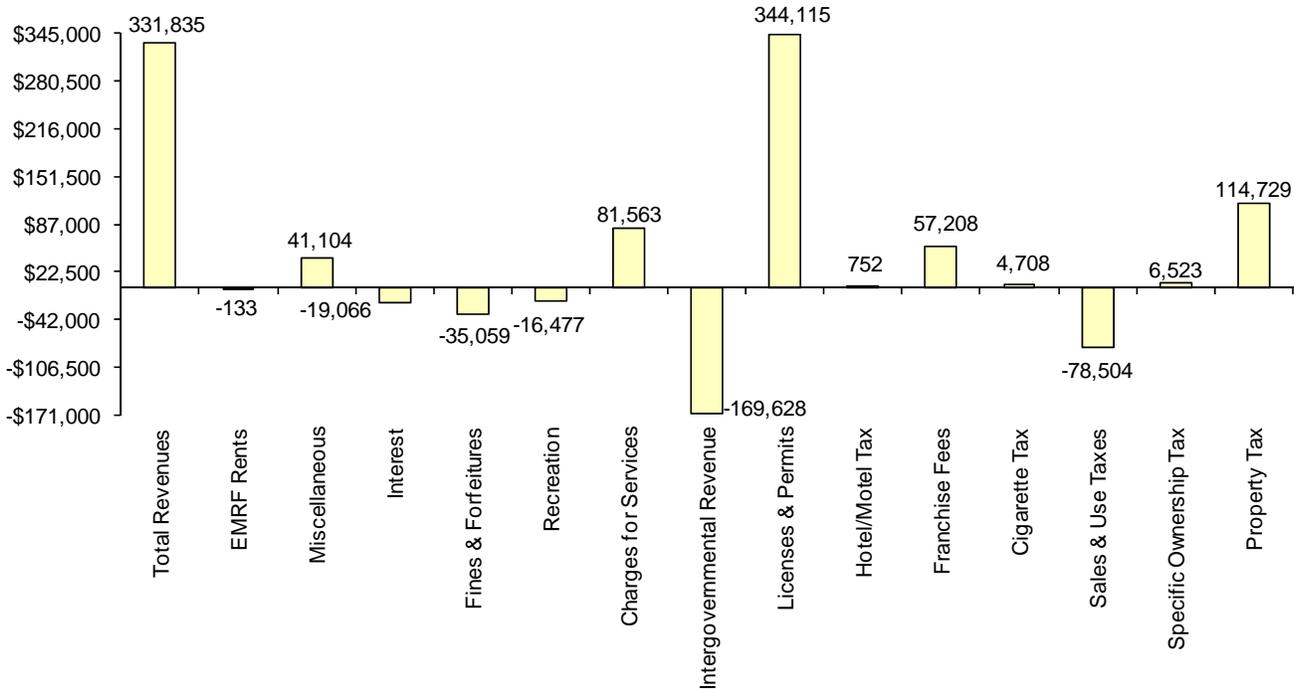
The table below summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended May, 2013. Comparative figures for years 2012 and 2011 are presented as well. The table also highlights the dollar and percentage changes between those periods.

	May-13	2013 vs 2012		May-12	2012 vs 2011		May-11
		Increase (Decrease)			Increase (Decrease)		
General Fund							
Year-To-Date Revenue	\$ 16,828,918	\$ 331,835	2.01%	\$ 16,497,083	\$ 431,291	2.68%	\$ 16,065,792
Year-To-Date Expenditure	16,781,472	\$ (321)	.00%	16,781,793	\$ 224,961	1.36%	16,556,832
Net Revenue (Expenditure)	\$ 47,446	\$ 332,156		\$ (284,710)	\$ 206,330		\$ (491,040)
Unassigned Fund Balance	\$ 4,032,250	\$ (920,673)	(18.59%)	\$ 4,952,923	\$ (9,601)	(.19%)	\$ 4,962,524
Sales & Use Tax Revenue YTD	\$ 9,745,314	\$ (78,504)	(.80%)	\$ 9,823,818	\$ 466,326	4.98%	\$ 9,357,492
Outside City Sales & Use Tax YTD	\$ 3,433,187	\$ (20,085)	(.58%)	\$ 3,453,272	\$ (394,262)	(10.25%)	\$ 3,847,534

General Fund Revenues

The City of Englewood’s total budgeted revenue is \$39,050,099. Total revenue collected through May 2013 was \$16,828,918 or \$331,835 (two percent) more than was collected in 2012. The chart below illustrates changes in General Fund revenues this year as compared to last year.

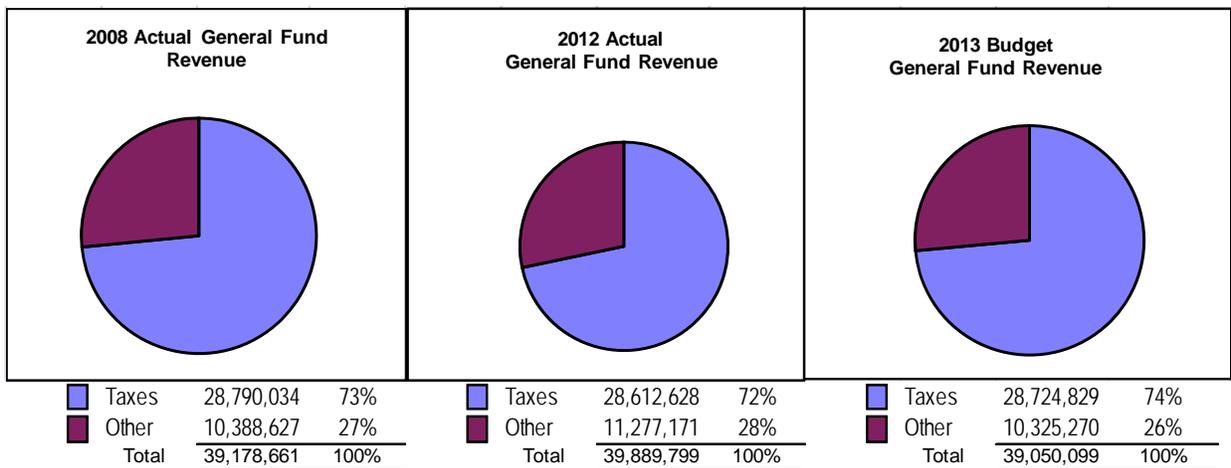
2013 Year-To-Date Change in General Fund Revenue as Compared to Prior Year



General Fund - Taxes

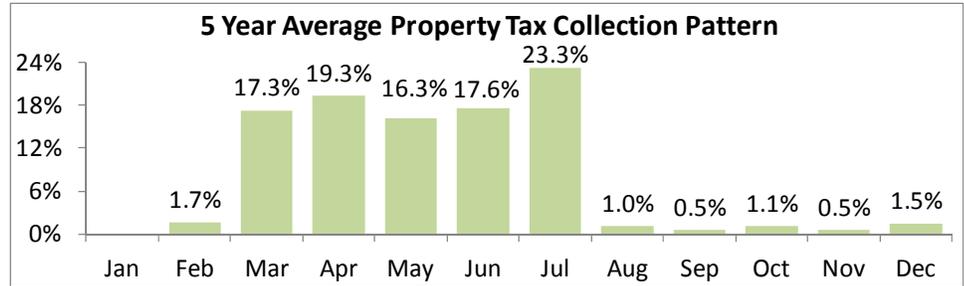
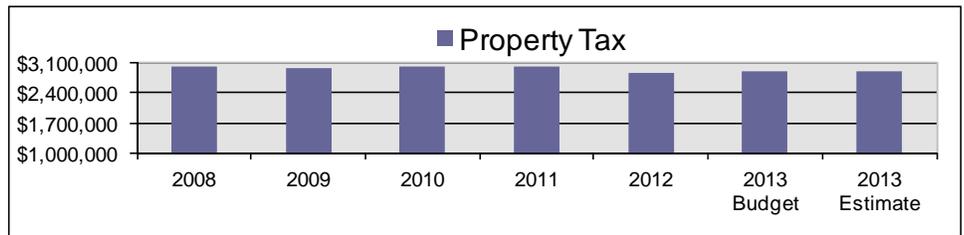
The General Fund obtains most of its revenue from taxes. In 2012 total audited revenues were \$39,889,799 of which \$28,612,628 (72 percent) came from tax collections. Taxes include property, sales and use, specific ownership, cigarette, utilities, franchise fees, and hotel/motel. The following pie charts illustrate the contribution of taxes to total revenue for 2008, 2012 unaudited and 2013 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



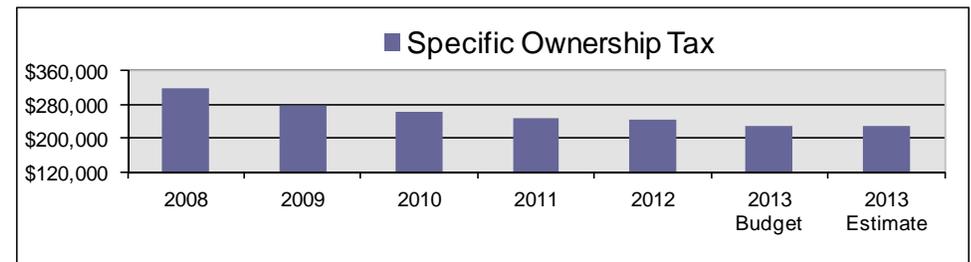
Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2012 mill levy collected in 2013 is 7.794 mills. The 2012 mill levy for general operations collected in 2013 is 5.880 mills. Voters 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 1.914 mills. Property tax collections declined from \$2,995,990 in 2008 to \$2,874,816 in 2012. This was a decrease of \$121,174 or four percent. In 2012 the City collected \$2,874,816 or 10 percent of 2012 total taxes and 7.2 percent of total revenues from property taxes. The City budgeted \$2,898,000 for 2013; and collected \$1,702,139 through May 2013. The estimate for the year is \$2,898,000.



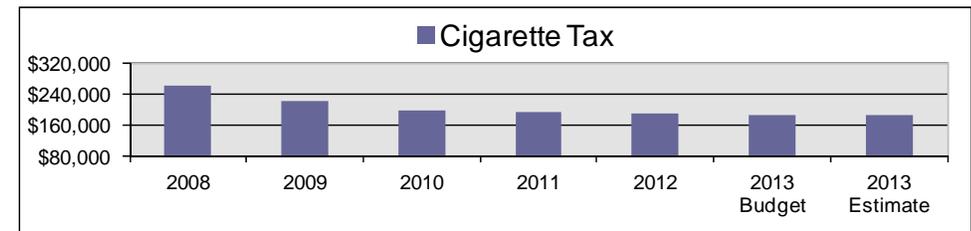
Property Tax Mill Levy	2008	2009	2010	2011	2012	2013 Budget	2013 Estimate
General Fund	5.880	5.880	5.880	5.880	5.880	5.880	5.880
Debt Service Fund	2.293	1.947	2.031	2.130	1.741	1.914	1.914
Total Mill Levy	8.173	7.827	7.911	8.010	7.621	7.794	7.794

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 \$316,242 in 2008 and \$243,293 in 2012 which is a decrease of \$72,949 or 23.1 percent. The City collected \$243,293 in 2012 which is less than one percent of total revenues and total taxes. The City budgeted \$230,000 for 2013 and collected \$90,291 through May 2013. The estimate for the year is \$230,000.



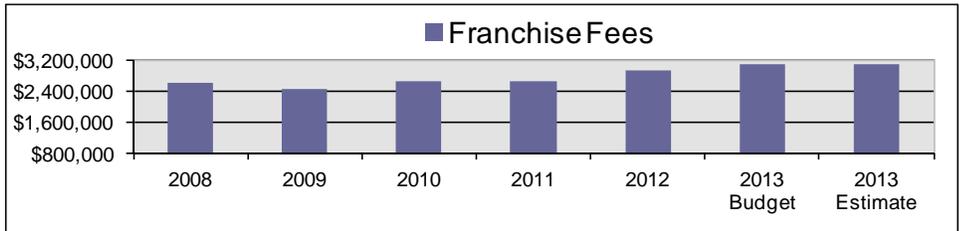
Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen

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 2008 the City collected \$261,743, but in 2012 the City collected \$189,618, which is a decrease of \$72,125 or 27.6 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2012. The City budgeted \$184,000 for the year and collected \$77,472 through May 2013, which is \$4,708 or 6.5 percent more than the \$72,764 collected through May 2012. The estimate for the year is \$184,000.

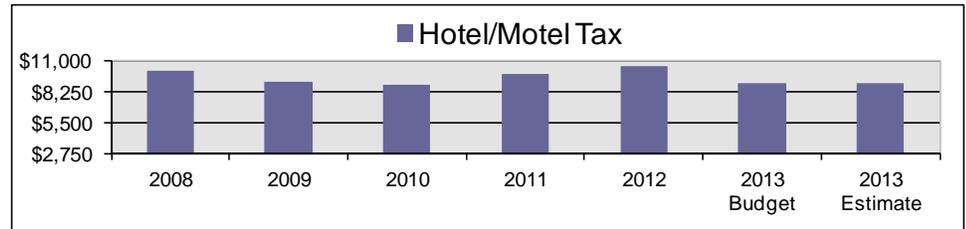


Franchise Fees: The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational tax on telephone services. The City collected

\$2,588,214 in 2008 and \$2,930,888 in 2012, an increase of \$342,674 or 13.2 percent. These taxes accounted for 10.2 percent of taxes and 7.4 percent of total revenues in 2012. The City budgeted \$3,067,552 for the year; collections through May totaled \$1,082,085 compared to \$1,024,877 collected during the same period last year. The estimate for the year is \$3,067,552.

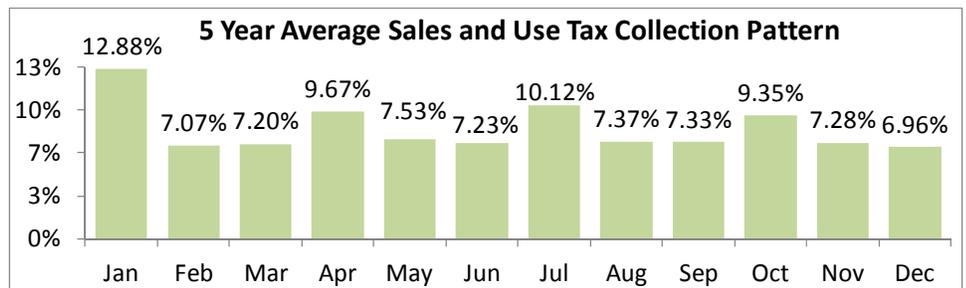
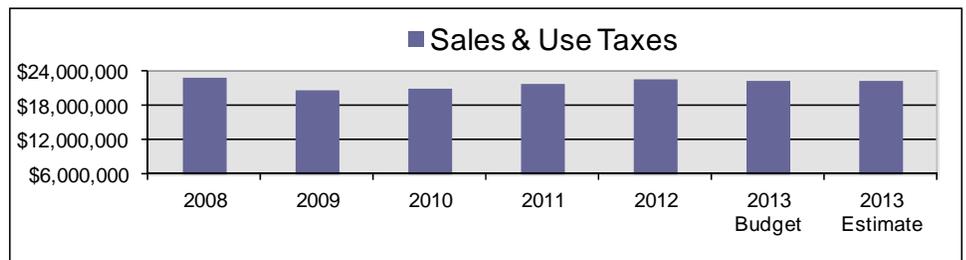


Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration. The City budgeted \$9,000 for the year and has collected \$4,784 through May 2013. The estimate for the year is \$9,000.



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 56.4 percent of total revenues collected in 2012. In 2008, this tax generated \$22,617,767 for the City of Englewood; in 2012 the City collected \$22,363,618, a decrease of \$254,618 (1.1 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 \$22,336,277 for 2013. Sales and Use Tax revenue (cash basis) through May 2013 was \$9,753,631 while revenue year-to-date for May 2012 was \$9,826,665, a decrease of \$73,034 or .7 percent.

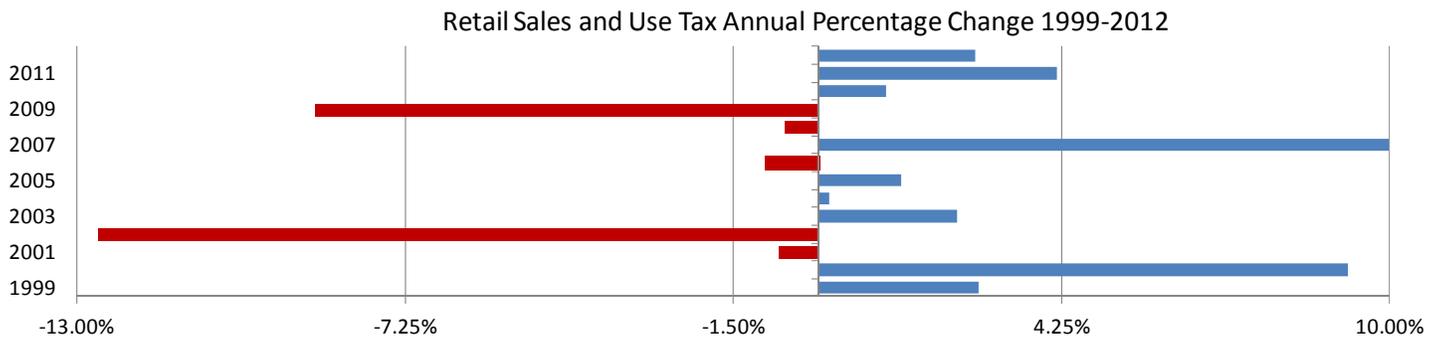


Collections (cash basis) for May 2013 were \$1,686,011 while collections for May 2012 and May 2011 were \$1,845,640 and \$1,823,798 respectively. May 2013 collections were 8.6 percent or \$159,629 less than May 2012 collections and \$137,787 or 7.5 percent less than May 2011 collections.

Based on the last five years of sales tax collection data, May contributes 44.2 percent of total year's sales tax collections; if this pattern holds this year, 55.8 percent is left to collect over the remainder of the year. Based on year-to-date collections, the City will collect an additional \$12,288,803 over the remainder of the year for a total of \$22,042,433. Collections through May were 99.2 percent of last May's collections. If this were applied to the entire year, the total collected would be \$22,184,906; the average of the two forecasts is \$22,113,669 (\$222,608 under the amount budgeted for the year).

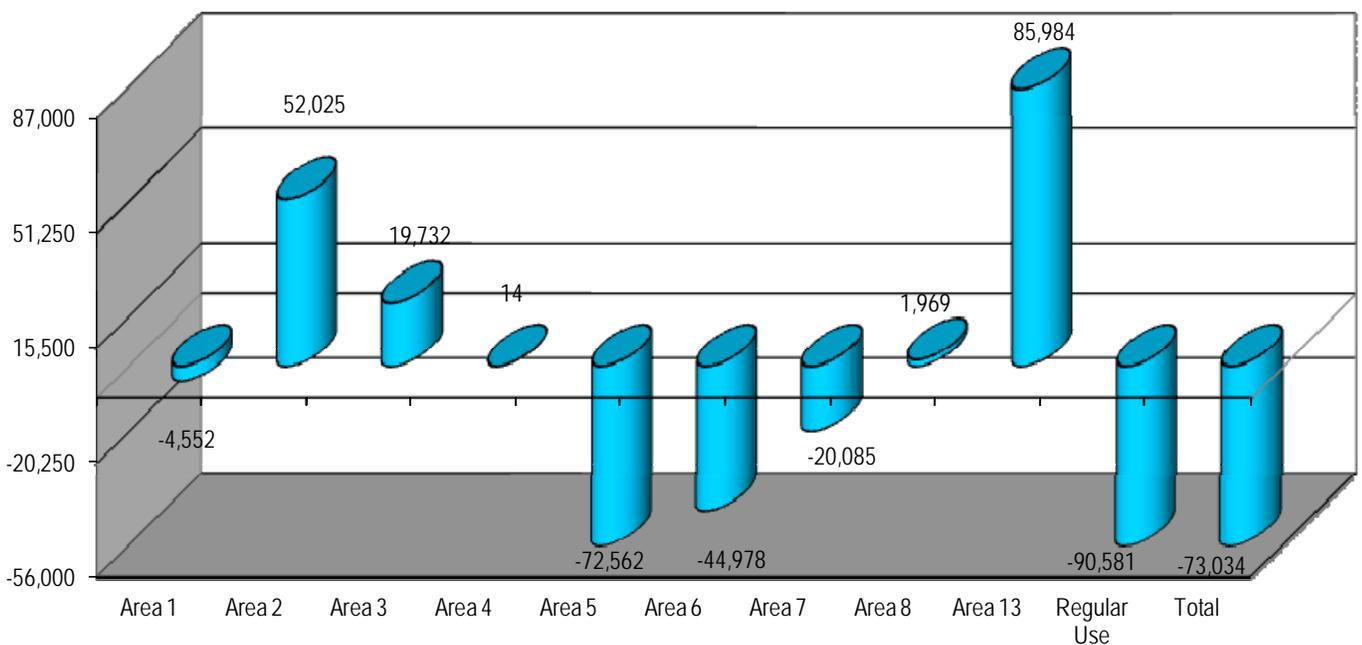
Outside City sales and use tax collections through May totaled \$3,433,187 equaling a decrease of approximately \$20,085 from 2012 collections.

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 next chart, “Change in Sales/Use Tax Collections by Area 2012 vs. 2011” provides for the month the annual sales and use tax increases and decreases in the various geographic areas. Economic conditions, judged by sales and use tax collections, appears to be a “mixed bag” with some geographic areas increasing and some decreasing compared to the same period last year.

Change in Sales/Use Tax Collections by Area 2013 vs 2012

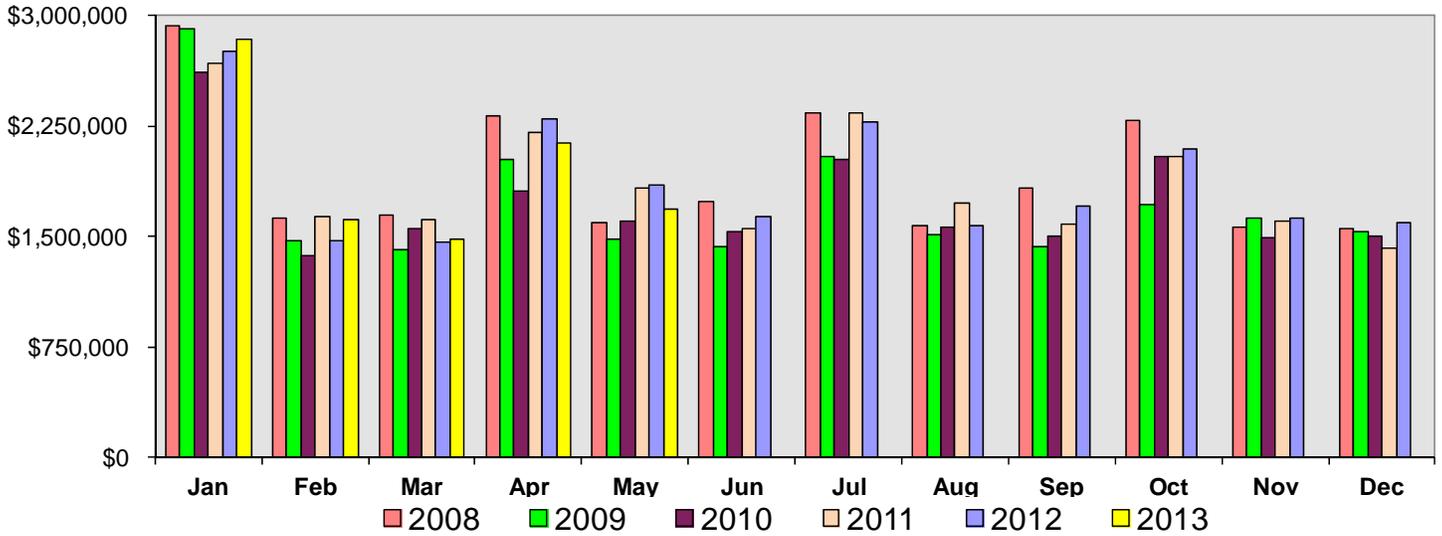


Please note that the geographic map of the sales tax areas was changed in 2012, and hopefully makes more sense. Some of the areas will look skewed until more comparable data is available in 2013. EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6. Specific changes include:

- 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

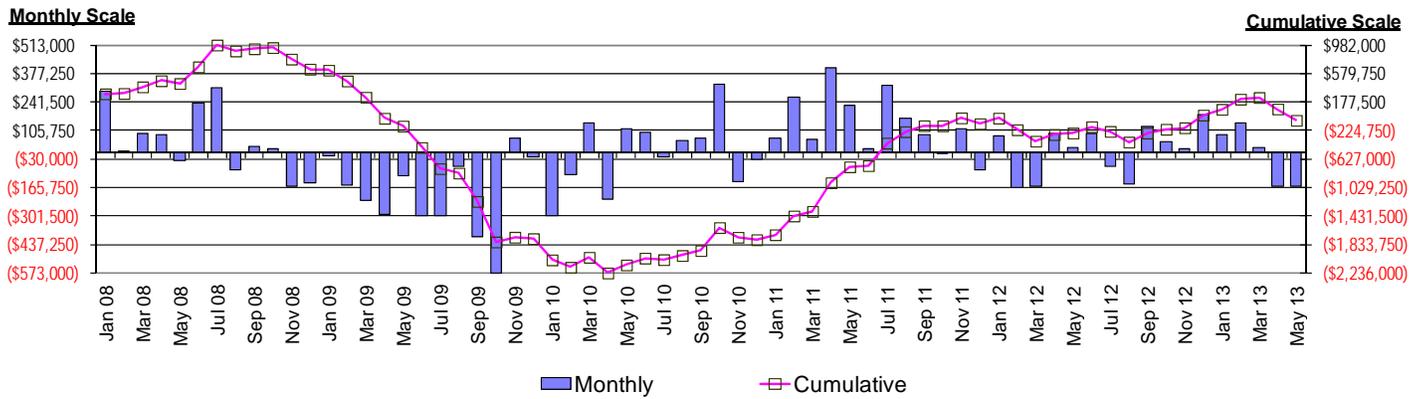
The bar graph below shows a comparison of monthly sales tax collections (cash basis) for 2008 through 2013.

2008-2013 YTD Sales/Use Tax Collections by Month - Cash Basis



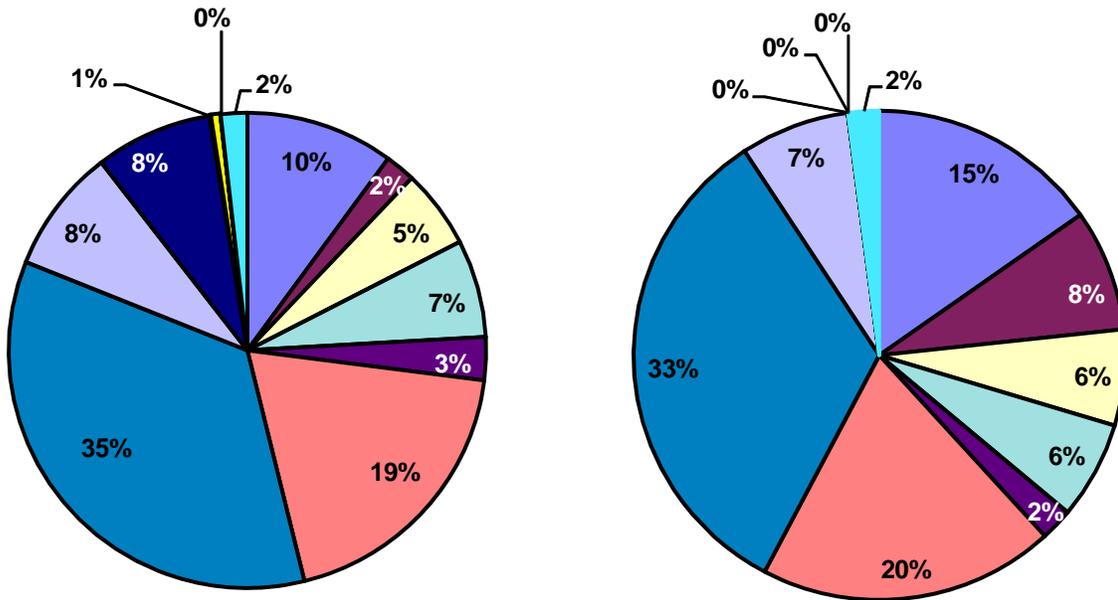
The next chart illustrates sales tax collections (cash basis) by month and cumulative for the years presented. For the period presented, the bar graph depicts the change in collections for a month as compared to the prior year, while the cumulative line graph is based on the beginning period monthly change in sales and use tax collections as adjusted by each consecutive month change.

2008 - 2013 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 2008 and 2012.

Geographic Sales Tax Collection Areas



2008 Actual Cash Receipts by Area

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

2012 Actual Cash Receipts by Area

Area 1	15%	Area 8	7%
Area 2	8%	Area 9 & 10	0%
Area 3	6%	Area 11 & 12	0%
Area 4	6%	Area 13	0%
Area 5	2%	Regular Use	2%
Area 6	20%		
Area 7	33%		

A brief description and analysis of the significant geographic areas follows:

Area 1: This geographic area accounts for the sales tax collections from CityCenter Englewood. CityCenter Englewood had collections of \$1,432,282 year-to-date or .3 percent less than was collected during the same period last year.

Area 4: This geographic area is unchanged from last year.

Area 6: This geographic area is down 2.5 percent from last year.

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 .6 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 May. 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:

	2009	2010	2011	2012	2013
Total Sales and Use Taxes	9,302,483	8,930,365	9,958,195	9,826,665	9,753,631
Outside City Collections	3,131,376	2,892,953	3,847,534	3,453,272	3,433,187
Percentage of Total	33.7%	32.4%	38.6%	35.1%	35.2%
Total General Fund Revenues	15,813,198	15,358,387	16,065,792	16,497,083	16,828,918
Outside City Collections	3,131,376	2,892,953	3,847,534	3,453,272	3,433,187
Percentage of Revenues	19.8%	18.8%	23.9%	20.9%	20.4%

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 \$1,150,000 to cover intercity claims. The City paid \$9,955 in refunds including intercity sales/use tax claims through May 2013 compared to \$94,673 through May 2012. At this time *potential* refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed.

Area 8: This geographic area consists of collections from public utilities. Collections through May were up \$1,969 or .3 percent over last year. 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.

Area 13: This geographic area encompasses the Kent Place Development. Collections through May were \$85,984. Since this is the first year the area has collected taxes there are no previous collection history to compare to. If the year-to-date average monthly collection were projected for the year, total collections for the year will be approximately \$206,362.

Other Sales Tax Related Information

Finance and Administrative Services Department collected \$37,844 in sales and use tax audit revenues and general collections of balances on account through the month of May 2013, this compares to \$87,104 collected in 2012 and \$121,099 collected in 2011.

Of the 60 sales tax accounts reviewed in the various geographic areas, 30 (50 percent) showed improved collections and 30 (50 percent) showed reduced collections this year compared to the same period last year.

The Department issued 167 new sales tax licenses through May 2013; 179 and 201 were issued through May 2012 and 2011 respectively.

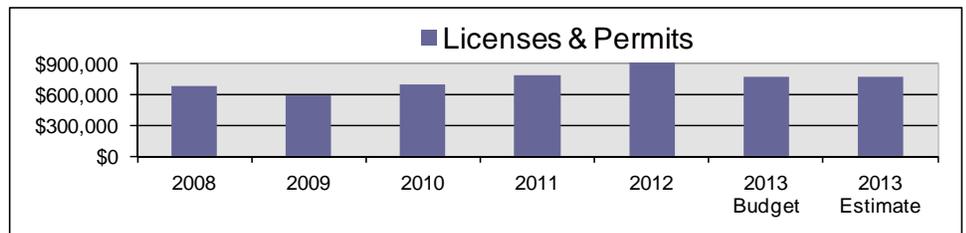
City records indicate that year-to-date 47 businesses closed (27 were outside the physical limits of Englewood) and 167 opened (106 of them were outside the physical limits of Englewood).

General Fund - Other Revenue

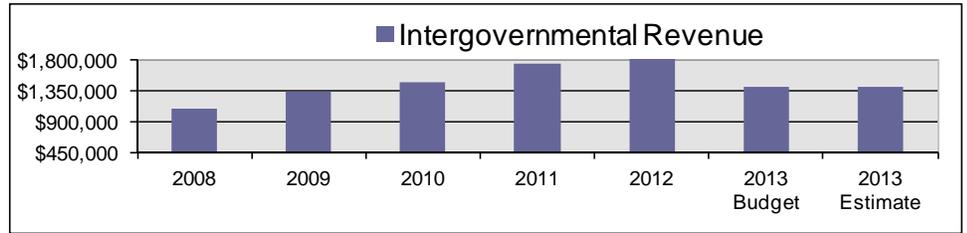
Other revenues (including McLellan rent) accounted for \$11,277,171 or 26.9 percent of the total revenues for 2012. The City budgeted \$10,325,270 for 2013.

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

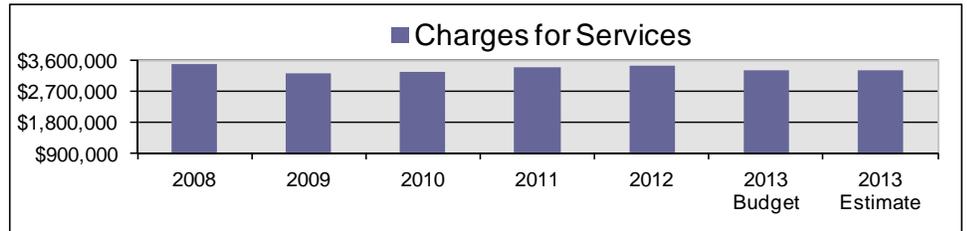
Licenses and Permits: This revenue category includes business and building licenses and permits. This revenue source generated \$983,359 during 2012 or 2.5 percent of total revenue and 9.2 percent of total other revenue. This revenue source totaled \$671,609 in 2008 and increased to \$983,359 in 2012, a 46.4 percent increase. The City budgeted \$767,153 for 2013 and year-to-date collected \$657,161 or \$344,115 (110 percent) more than the \$313,115 collected through May 2012. The estimate for the year is \$767,153.



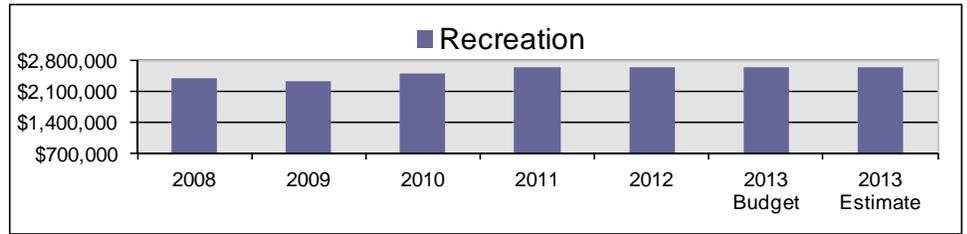
Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,387,598 for 2013. This revenue source totaled \$1,079,285 in 2008 and the City collected \$1,865,722 in 2012, a 72.8 percent increase. The City collected \$423,236 through May 2012 this is \$169,628 (28.6 percent) less than the \$592,864 collected in the same period in 2012. The estimate for the year is \$1,387,598.



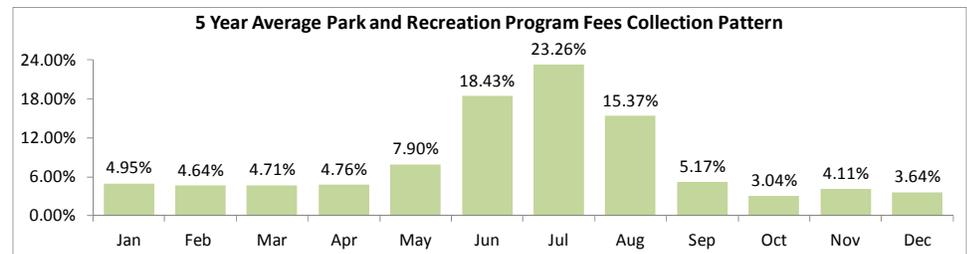
Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,277,773 for 2013. This revenue source totaled \$3,476,583 in 2008 and decreased to \$3,441,525 in 2012, a one percent decrease. Total collected year-to-date was \$1,400,554 or \$81,563 (6.2 percent) more than the \$1,381,991 collected year-to-date in 2012. The estimate for the year is \$3,277,773.



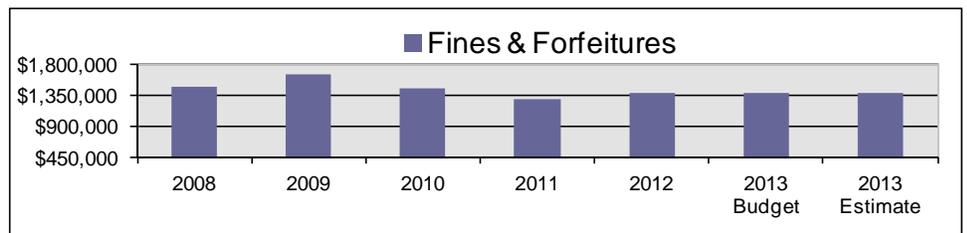
Recreation: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department. This revenue source is budgeted at



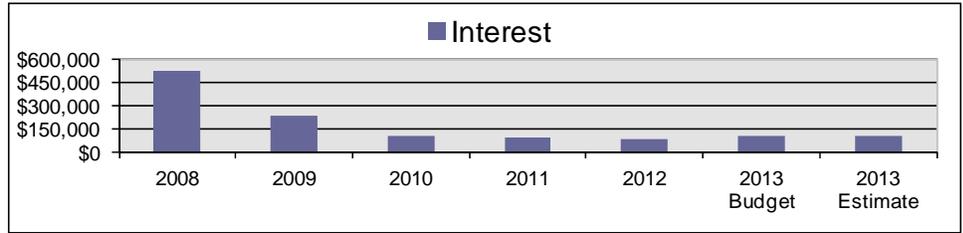
\$2,629,173 for 2013. This revenue source totaled \$2,364,758 in 2008 and increased to \$2,615,642 in 2012, a 10.6 percent increase. Total collections through May 2013 were \$679,109 compared to \$695,586 collected in 2012. The estimate for the year is \$2,629,173.



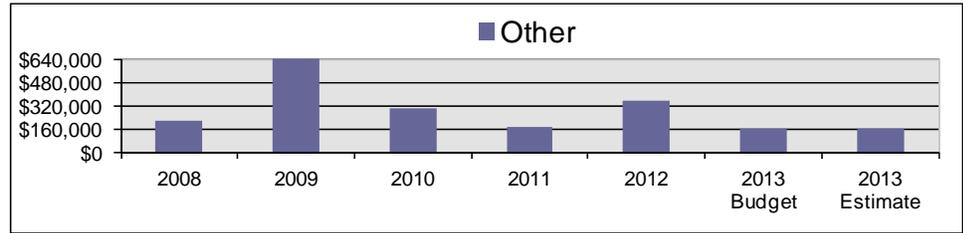
Fines and Forfeitures: This revenue source includes court, library, and other fines. The 2013 budget for this source is \$1,368,450. This revenue source totaled \$1,461,100 in 2008 and decreased to \$1,381,453 in 2012, a 5.4 percent decrease. Total collected year-to-date was \$578,583 or \$35,059 (5.7 percent) less than the \$613,642 collected in the same time period last year. The estimate for the year is \$1,368,450.



Interest: This is the amount earned on the City’s cash investments. The 2013 budget for this source is \$100,000. This revenue source totaled \$520,325 in 2008 and decreased to \$84,045 in 2012, an 83.8 percent decrease. The City earned \$15,992 through May 2013; while the City earned \$35,058 through May 2012. The estimate for the year is \$100,000.



Other: This source includes all revenues that do not fit in another revenue category. The 2013 budget for this source is \$156,294. This revenue source totaled \$215,823 in 2008 and increased to \$354,130 in 2012, a 67 percent increase. Total collected year-to-date is \$119,418 (52.5 percent) more than the \$78,314 collected last year during the same period. The estimate for the year is \$156,294.



General Fund - Expenditures

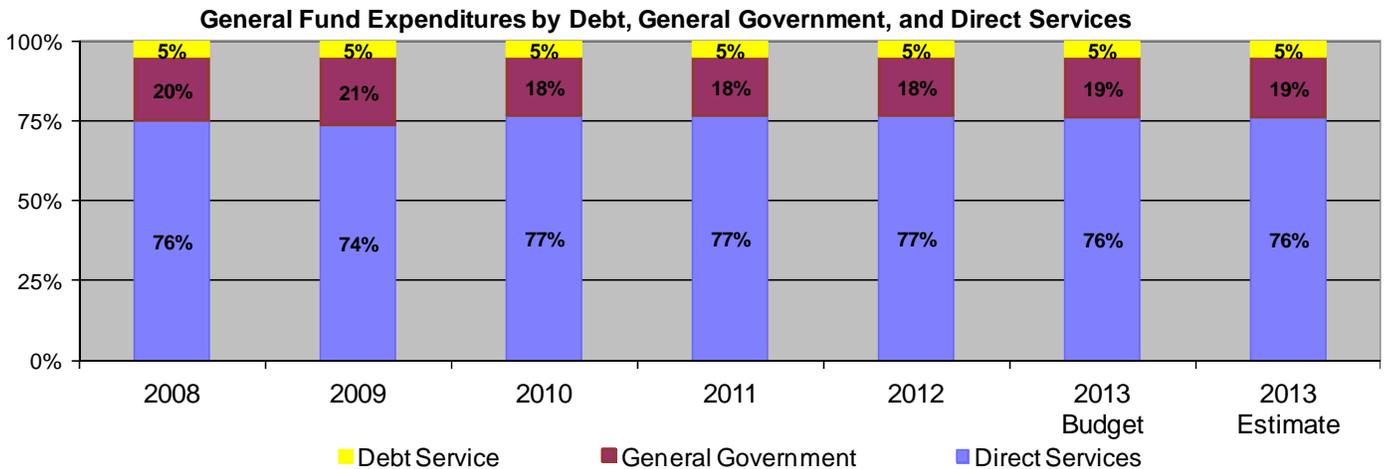
In 2006 the City adopted an outcome based budgeting philosophy. City Council and Staff outlined five outcomes to reflect, more appropriately, the desired result of the services delivered to the citizens of Englewood. The five outcomes identified are intended to depict Englewood as:

- ▶ 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 \$41,110,026 for 2013, this compares to \$40,265,587 and \$39,496,268 expended in 2012 and 2011 respectively. Budgeted expenditures for 2013 general government (City Manager, Human Resources, etc.) totals \$7,636,290 or 18.6 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$31,411,162 or 76.4 percent of the total. Debt service (fixed costs) payments are \$2,062,574 or five percent of the total. Total expenditures through May were \$16,781,472 compared to \$16,781,793 in 2012 and \$16,556,832 in 2011.

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



The schedule below provides the expenditure for each of the General Fund departments for the years 2008 through 2013 Estimate.

Expenditure	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Estimate
General Government							
Legislation	350,254	346,044	309,870	298,731	316,043	330,436	330,436
City Manager	674,322	674,170	659,882	639,184	658,047	679,653	679,653
City Attorney	698,563	678,038	702,228	706,841	712,036	783,147	783,147
Municipal Court	915,303	914,494	901,469	848,775	886,249	962,993	962,993
Human Resources	579,136	456,275	419,422	430,792	469,343	481,392	481,392
Finance & Administrative Services	1,626,571	1,575,923	1,445,581	1,446,313	1,464,305	1,583,684	1,583,684
Information Technology	1,280,156	1,360,237	1,280,660	1,332,766	1,373,943	1,340,211	1,340,211
Community Development	1,464,725	1,366,437	1,301,473	1,359,264	1,262,451	1,324,774	1,324,774
Contingencies	59,759	160,578	48,138	152,423	143,810	150,000	150,000
Contribution to Component Unit(s)	-	800,000	-	-	-	-	-
General Government Subtotal	7,648,789	8,332,196	7,068,723	7,215,089	7,286,227	7,636,290	7,636,290
Direct Services							
Public Works	5,189,173	5,152,891	5,137,364	5,259,875	5,202,903	5,308,257	5,308,257
Police	9,974,925	10,183,890	10,312,633	10,395,239	10,788,935	11,250,771	11,250,771
Fire	7,215,444	7,320,268	7,425,903	7,666,842	8,100,554	7,889,065	7,889,065
Library	1,261,112	1,275,554	1,284,083	1,145,613	1,180,771	1,251,293	1,251,293
Parks and Recreation	5,916,449	5,727,968	5,811,809	5,717,147	5,649,246	5,711,776	5,711,776
Direct Services Subtotal	29,557,103	29,660,571	29,971,792	30,184,716	30,922,409	31,411,162	31,411,162
Debt Service							
Debt Service-Civiccenter	1,575,850	1,571,752	1,570,705	1,658,857	1,570,921	1,573,000	1,573,000
Debt Service-Other	233,456	233,456	290,122	437,606	486,030	489,574	489,574
Debt Service Subtotal	1,809,306	1,805,208	1,860,827	2,096,463	2,056,951	2,062,574	2,062,574
Total Expenditure	39,015,198	39,797,975	38,901,342	39,496,268	40,265,587	41,110,026	41,110,026
% Expenditure Change	2.35%	2.01%	-2.25%	1.53%	1.95%	2.10%	0.00%
Other Financing Uses							
Transfers Out	408,915	177,011	750,000	301,246	1,339,330	0	0
Total Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	0	0
Total Uses of Funds	39,424,113	39,974,986	39,651,342	39,797,514	41,604,917	41,110,026	41,110,026
% Uses of Funds Change	1.92%	1.40%	-0.81%	0.37%	4.54%	-1.19%	0.00%

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.

	2008	2009	2010	2011	2012	2013 Budget	2013 Estimate
Population*	30,943	30,761	30,255	30,720	30,720	30,720	30,720
General Fund							
General Government Services	\$ 247	\$ 271	\$ 234	\$ 235	\$ 235	\$ 252	\$ 234
Direct Services	\$ 955	\$ 964	\$ 991	\$ 983	\$ 983	\$ 1,014	\$ 999
Public Works	\$ 168	\$ 168	\$ 170	\$ 171	\$ 171	\$ 177	\$ 164
Police	\$ 322	\$ 331	\$ 341	\$ 338	\$ 338	\$ 356	\$ 350
Fire	\$ 233	\$ 238	\$ 245	\$ 250	\$ 250	\$ 251	\$ 263
Library	\$ 41	\$ 41	\$ 42	\$ 37	\$ 37	\$ 41	\$ 38
Parks & Recreation	\$ 191	\$ 186	\$ 192	\$ 186	\$ 186	\$ 190	\$ 183
Debt Service	\$ 58	\$ 59	\$ 62	\$ 68	\$ 68	\$ 67	\$ 67
Total Expenditure Per Capita	\$ 1,261	\$ 1,294	\$ 1,286	\$ 1,286	\$ 1,286	\$ 1,333	\$ 1,300
Debt Service Fund							
General Obligation Debt Per Capita	\$ 36	\$ 36	\$ 36	\$ 31	\$ 31	\$ 31	\$ 31

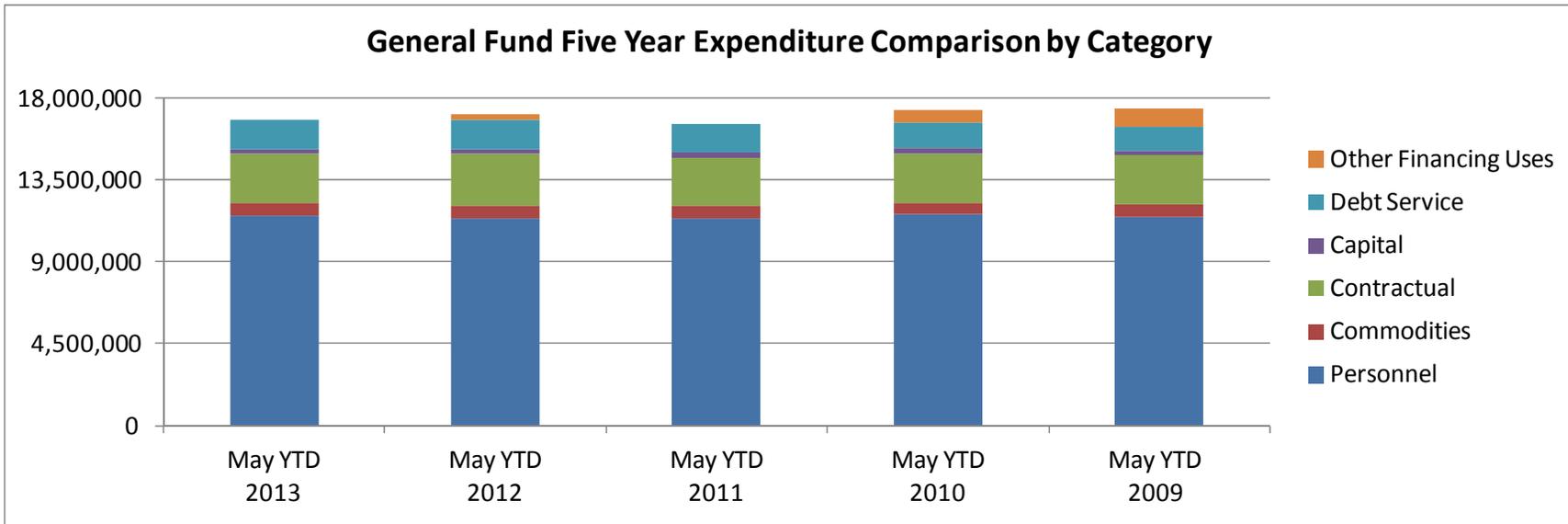
* Source: Colorado Department of Local Affairs Municipal Population Estimates By County; 2010 figure is from Census Data

City of Englewood, Colorado

General Fund - Five Year Expenditure Comparison by Category

	May YTD 2013	YTD % Change	% of Total	May YTD 2012	YTD % Change	% of Total	May YTD 2011	YTD % Change	% of Total	May YTD 2010	YTD % Change	% of Total	May YTD 2009	% of Total
Personnel services														
Salaries and wages	8,262,919	0.170%	20.100%	8,248,758	-0.570%	20.303%	8,296,428	-2.220%	20.847%	8,484,943	0.040%	21.399%	8,481,813	21.218%
Overtime	227,522	-19.810%	0.553%	283,726	48.050%	0.698%	191,641	-5.690%	0.482%	203,201	18.090%	0.512%	172,080	0.430%
Benefits	3,061,226	6.570%	7.446%	2,872,532	-0.960%	7.070%	2,900,321	-0.370%	7.288%	2,911,028	3.830%	7.342%	2,803,763	7.014%
Personnel services total	11,551,668	1.290%	28.099%	11,405,017	0.150%	28.071%	11,388,390	-1.820%	28.616%	11,599,173	1.240%	29.253%	11,457,656	28.662%
Commodities total	705,496	4.590%	1.716%	674,544	1.740%	1.660%	663,026	-0.360%	1.666%	665,398	-7.760%	1.678%	721,357	1.805%
Contractual services total	2,681,119	-5.050%	6.522%	2,823,690	5.990%	6.950%	2,664,185	-0.230%	6.694%	2,670,258	0.680%	6.734%	2,652,125	6.634%
Capital total	242,324	-18.470%	0.589%	297,214	6.540%	0.732%	278,978	-10.190%	0.701%	310,620	32.210%	0.783%	234,942	0.588%
Total Expenditures	15,180,607	-0.130%	36.927%	15,200,464	1.370%	37.413%	14,994,579	-1.650%	37.677%	15,245,448	1.190%	38.449%	15,066,079	37.689%
Debt service total	1,600,864	1.240%	3.894%	1,581,331	1.220%	3.892%	1,562,254	14.800%	3.926%	1,360,808	1.110%	3.432%	1,345,858	3.367%
Other financing uses total	0	0.000%	0.000%	334,000	0.000%	0.822%	0	0.000%	0.000%	750,000	0.000%	1.891%	965,000	4.321%
Total Uses of Funds	16,781,471	0.000%	40.821%	17,115,795	0.000%	42.128%	16,556,833	0.000%	41.603%	17,356,257	0.000%	43.772%	17,376,938	43.470%
Annual Total	41,110,026	1.185%		40,628,519	2.088%		39,797,514	0.369%		39,651,356	-0.810%		39,974,987	
YTD % of Annual Total	40.821%			42.128%			41.603%			43.772%			43.470%	

13



General Fund - Transfers

The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, and Internal Service Funds in order to buffer temporary gaps in revenue and expenditure amounts. In 2013 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	2013 Budget Amount	2013 YTD Net Amount	2012 Net Annual Amount
Special Revenue Funds			
Neighborhood Stabilization Program Fund	\$ -	\$ -	\$ 202,396
Capital Project Funds			
Public Improvement Fund (PIF)	989,574	489,574	201,517
Internal Service Funds			
Central Services Fund	50,000	50,000	-
Servicenter Fund	100,000	100,000	100,000
Risk Management Fund	-	-	205,000
Employee Benefits Fund	-	-	(80,000)
Net Transfers In (Out) Total	<u>\$ 1,139,574</u>	<u>\$ 639,574</u>	<u>628,913</u>

In 2012 a transfer of funds originally from the Risk Management Fund to the General was transferred back to the Risk Management Fund from the General Fund in order to provide resources for current claims to be paid in the next several years. The liability reserve for the Risk Management Fund is calculated using the open claims report from CIRSA. The CIRSA Report provides an outstanding amount for each claim; the majority of the claims are well under \$150,000. The City is liable for all claims up to \$150,000 and CIRSA is responsible for amounts exceeding \$150,000 (deductible). The total estimated claims under \$150,000 make up the liability reserve. Because the liability reserve will be paid in the future, funds must be set aside to pay the claims. Accounting is only made aware of claim information and new liabilities when the CIRSA reports are received after the end of the year. It is extremely difficult to predict how many or how much each year's claims will be. The liability reserve is adjusted be from year-to-year as actual claim information is received.

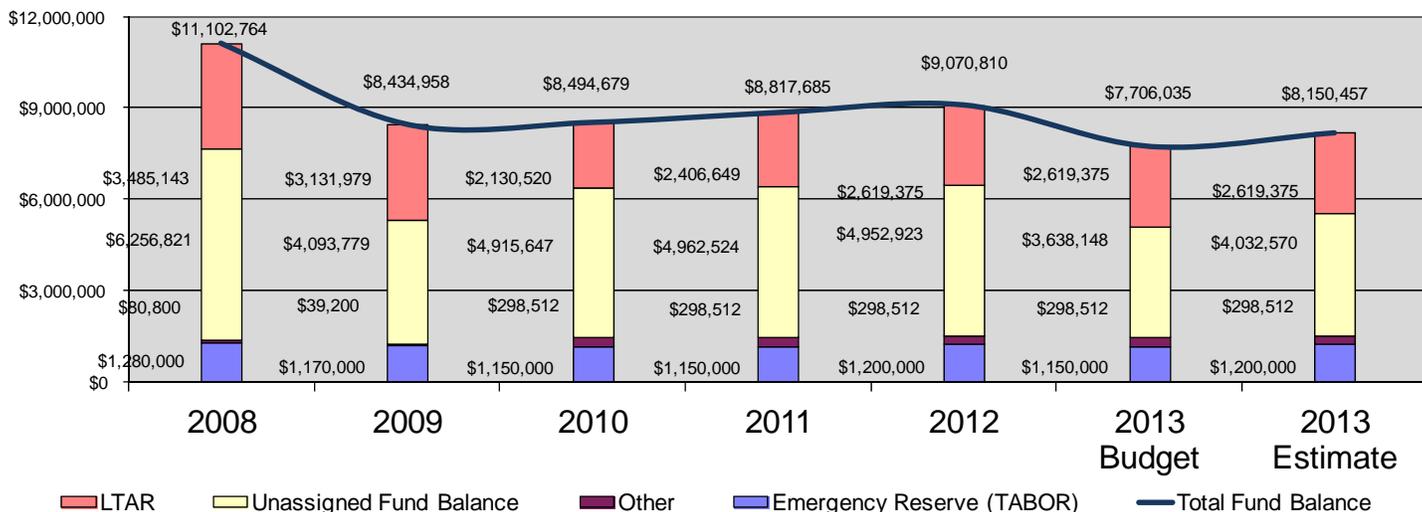
General Fund - Fund Balance

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 estimated unassigned fund balance is not adequate to provide for a transfer from the General Fund to the capital projects funds.

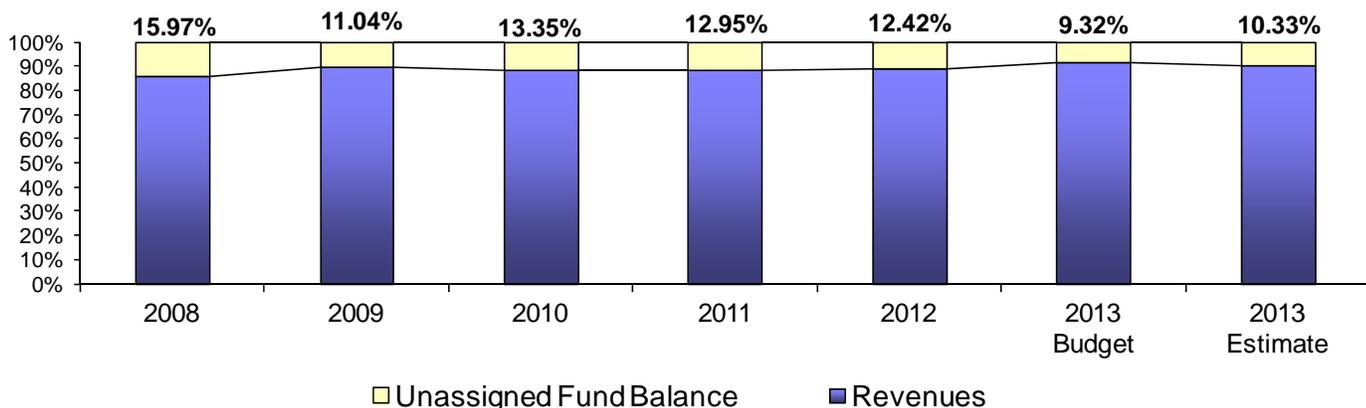
Long Term Asset Reserve (LTAR) At the 2008 Budget workshop, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious 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 May 2013 is \$2,619,375.

COPS Grant Reserve There is \$298,512 reserved to pay the City's required portion of the COPS Grant. The funds originated in the LTAR. This year, an estimated \$198,000 will be drawn down and the remaining \$100,512 will be drawn down in 2014. An additional \$131,488 will be needed to fund the program for all of 2014.

General Fund - Fund Balance



Unassigned Fund Balance As A Percentage of Revenue



The City’s General Fund ended 2012 with total reserves of \$9,070,810, and an unassigned fund balance of \$4,952,923 or 12.42 percent of revenues or 12.3 percent of expenditures. The budgeted total reserves for 2013 are \$7,706,035 with an unassigned fund balance of \$3,588,887 or 9.2 percent of budgeted revenues or 8.7 percent of budgeted expenditures. Estimated total reserves for 2013 are \$8,150,457 with an unassigned fund balance of \$4,032,570 or 10.33 percent of budgeted revenues or 9.8 percent of budgeted expenditures. The \$4,032,570 would allow the City to operate for approximately 35.8 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.

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 a table on the next page that illustrates the PIF Year-To-Date (YTD) revenues and expenditures for the years 2011 through 2013. 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)	2013	2013 vs 2012 Increase (Decrease)	2012	2012 vs 2011 Increase (Decrease)	2011
YTD Revenues	\$ 987,641	\$ (128,709) (11.53%)	\$ 1,116,350	\$ 381,723 51.96%	\$ 734,627
YTD Expenditures	2,130,096	\$ 274,176 14.77%	1,855,920	\$ (1,536,616) (45.29%)	3,392,536
Net Revenues (Expenditures)	\$ (1,142,455)	\$ (402,885)	\$ (739,570)	\$ 1,918,339	\$ (2,657,909)
Beginning PIF Fund Balance	\$ 1,320,371		\$ 934,251		\$ 2,686,457
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 177,916		\$ 194,681		\$ 28,548
Plus: Remaining Annual Revenue	2,417,022		1,028,814		925,107
Less: Remaining Annual Appropriation	(1,590,088)		(1,153,068)		(776,873)
Estimated Ending Fund Balance	\$ 1,004,850		\$ 70,427		\$ 176,782
Unappropriated Fund Balance as of December 31,			\$ 540,125		\$ 274,179

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

	2013 Estimate	2013 Adopted Budget	2013 YTD Actual	2013 Vs 2012 Amount %	2012 YTD Actual	2012 Vs 2011 Amount %	2011 YTD Actual
Vehicle Use Tax	\$ 1,200,000	\$ 1,200,000	\$ 471,753	\$ 45,261 11%	\$ 426,492	\$ 123,953 41%	\$ 302,539
Building Use Tax	\$ 1,804,475	\$ 1,804,475	\$ 278,991	\$ 8,978 3%	\$ 270,013	\$ (57,983) -18%	\$ 327,996
Arapahoe County Road and Bridge Tax	\$ 198,528	\$ 197,000	\$ 69,485	\$ 508 1%	\$ 68,977	\$ (7,678) -10%	\$ 76,655

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 2013 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%.

2013 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	Estimated Ending Balance
Governmental Fund Types (Fund Balance)						
General Fund	9,070,810	16,576,136	16,781,471	(715,018)	4,117,887	4,032,570
Special Revenue Funds						
Conservation Trust	1,229,649	90,894	5,085	(1,257,506)	-	57,952
Open Space	1,519,439	156,356	66,541	(1,542,270)	-	66,984
Neighborhood Stabilization Program	448,903	652,711	444,248	(657,366)	-	-
Donors	446,272	55,930	45,217	-	-	456,985
Community Development	-	45,003	104,706	59,703	-	-
Malley Center Trust	268,974	1,020	-	-	-	269,994
Parks & Recreation Trust	454,647	12,565	3,975	-	-	463,237
Debt Service Fund						
General Obligation Bond	55,625	554,520	140,848	-	-	469,297
Capital Projects Funds						
PIF	1,320,371	987,641	430,913	(872,249)	-	1,004,850
MYCP	865,986	951	144,148	(644,507)	-	78,282
Proprietary Fund Types (Funds Available Balance)						
Enterprise Funds						
Water	14,302,488	2,760,981	5,066,734	-	-	11,996,734
Sewer	4,030,164	6,499,233	4,387,564	-	1,000,000	5,141,832
Stormwater Drainage	1,059,080	172,244	42,355	-	102,500	1,086,469
Golf Course	928,210	618,524	651,180	-	293,500	602,054
Concrete Utility	352,983	592,918	130,052	-	-	815,850
Housing Rehabilitation	442,167	71,515	112,602	157,770	-	558,851
Internal Service Funds						
Central Services	184,905	144,887	144,711	(50,000)	-	135,081
ServiCenter	1,217,858	1,024,834	837,397	(200,000)	-	1,205,295
CERF	1,568,208	326,926	448,847	100,000	-	1,546,286
Employee Benefits	3,152	2,539,660	2,646,685	-	-	(103,874)
Risk Management	3,735	1,212,048	1,047,410	-	-	168,372

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

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

FUNDS GLOSSARY

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 January 1, 2004 and expires on December 31, 2023.

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 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 May 31, 2013

Percentage of Year Completed = 42%

Fund Balance January 1	\$ 8,626,388	\$ 9,070,810	\$ 9,070,810	\$ 8,817,685	\$ 8,817,685	\$ 8,494,679	\$ 8,494,679			
Revenues	2013				2012			2011		
	Budget	May-13	% Budget	YE Estimate	Dec-12	May-12	% YTD	Dec-11	May-11	% YTD
Property Tax	2,898,000	1,702,139	58.73%	2,898,000	2,874,816	1,587,410	55.22%	2,994,213	1,573,204	52.54%
Specific Ownership Tax	230,000	90,291	39.26%	230,000	243,293	83,768	34.43%	246,062	86,649	35.21%
Sales & Use Taxes	22,336,277	9,745,314	43.63%	22,336,277	22,363,618	9,823,818	43.93%	21,737,110	9,357,492	43.05%
Cigarette Tax	184,000	77,472	42.10%	184,000	189,618	72,764	38.37%	190,763	73,596	38.58%
Franchise Fees	3,067,552	1,082,085	35.28%	3,067,552	2,930,888	1,024,877	34.97%	2,631,393	931,020	35.38%
Hotel/Motel Tax	9,000	4,784	53.16%	9,000	10,395	4,032	38.79%	9,820	3,659	37.26%
Licenses & Permits	767,153	657,161	85.66%	767,153	983,359	313,046	31.83%	778,536	290,763	37.35%
Intergovernmental Revenue	1,387,598	423,236	30.50%	1,387,598	1,865,722	592,864	31.78%	1,724,807	900,331	52.20%
Charges for Services	3,277,773	1,400,554	42.73%	3,277,773	3,441,525	1,318,991	38.33%	3,384,318	1,342,733	39.68%
Recreation	2,629,173	679,109	25.83%	2,629,173	2,615,642	695,586	26.59%	2,635,221	678,669	25.75%
Fines & Forfeitures	1,368,450	578,583	42.28%	1,368,450	1,381,453	613,642	44.42%	1,284,758	555,246	43.22%
Interest	100,000	15,992	15.99%	100,000	84,045	35,058	41.71%	91,034	56,973	62.58%
EMRF Rents	638,829	252,780	39.57%	638,829	551,295	252,913	45.88%	425,159	122,081	28.71%
Miscellaneous	156,294	119,418	76.41%	156,294	354,130	78,314	22.11%	173,381	93,376	53.86%
Total Revenues	39,050,099	16,828,918	43.10%	39,050,099	39,889,799	16,497,083	41.36%	38,306,575	16,065,792	41.94%
Expenditures										
Legislation	330,436	113,236	34.27%	330,436	316,043	140,105	44.33%	298,731	136,684	45.75%
City Attorney	783,147	282,583	36.08%	783,147	712,036	286,608	40.25%	706,841	269,723	38.16%
Court	962,993	358,053	37.18%	962,993	886,249	337,765	38.11%	848,775	341,960	40.29%
City Manager	679,653	289,688	42.62%	679,653	658,047	279,755	42.51%	639,184	283,000	44.28%
Human Resources	481,392	152,933	31.77%	481,392	469,343	183,778	39.16%	430,792	170,090	39.48%
Financial Services	1,583,684	579,304	36.58%	1,583,684	1,464,305	588,224	40.17%	1,446,313	571,536	39.52%
Information Technology	1,340,211	563,167	42.02%	1,340,211	1,373,943	535,443	38.97%	1,332,766	566,888	42.53%
Public Works	5,308,257	2,133,241	40.19%	5,308,257	5,202,903	2,075,011	39.88%	5,259,875	2,100,915	39.94%
Fire Department	7,889,065	3,202,513	40.59%	7,889,065	8,100,554	3,308,107	40.84%	7,666,842	3,077,480	40.14%
Police Department	11,250,771	4,675,860	41.56%	11,250,771	10,788,935	4,449,408	41.24%	10,395,239	4,367,433	42.01%
Community Development	1,324,774	413,448	31.21%	1,324,774	1,262,451	537,985	42.61%	1,359,264	453,867	33.39%
Library	1,251,293	485,733	38.82%	1,251,293	1,180,771	473,896	40.13%	1,145,613	498,032	43.47%
Recreation	5,711,776	1,883,666	32.98%	5,711,776	5,649,246	1,963,093	34.75%	5,717,147	2,071,730	36.24%
Debt Service	2,062,574	1,601,114	77.63%	2,062,574	2,056,951	1,581,361	76.88%	2,096,463	1,562,248	74.52%
Contingency	150,000	46,933	31.29%	150,000	143,810	41,254	28.69%	152,423	85,246	55.93%
Total Expenditures	41,110,026	16,781,472	40.82%	41,110,026	40,265,587	16,781,793	41.68%	39,496,268	16,556,832	41.92%
Excess revenues over (under) expenditures	(2,059,927)	47,446	-2.30%	(2,059,927)	(375,788)	(284,710)		(1,189,693)	(491,040)	
Net transfers in (out)	1,139,574	639,574	56.12%	1,139,574	628,913	972,739	154.67%	1,512,699	1,417,815	93.73%
Total Fund Balance	\$ 7,706,035	\$ 9,757,830	126.63%	\$ 8,150,457	\$ 9,070,810	\$ 9,505,714	104.79%	\$ 8,817,685	\$ 9,421,454	106.85%

Fund Balance Analysis

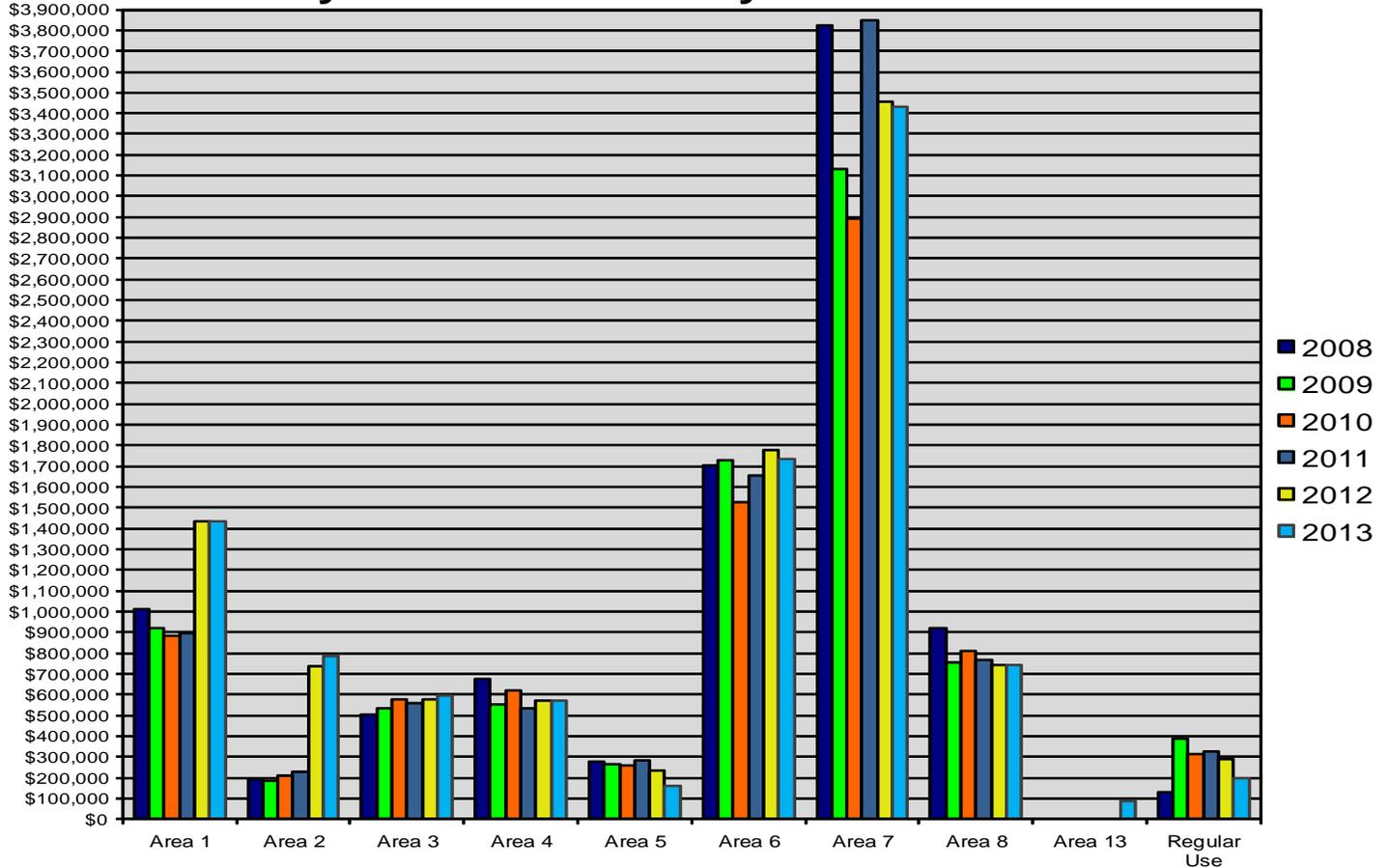
Total Fund Balance	\$ 7,706,035	\$ 9,757,830	\$ 8,150,457	\$ 9,070,810	\$ 8,817,685
Restricted Fund Balance					
-Emergencies (TABOR)	1,150,000	1,200,000	1,200,000	1,200,000	1,150,000
Committed Fund Balance					
-LTAR	2,619,375	2,619,375	2,619,375	2,619,375	2,406,649
-COPS Grant	298,512	298,512	298,512	298,512	298,512
Restricted/Committed	\$ 4,067,887	\$ 4,117,887	\$ 4,117,887	\$ 4,117,887	\$ 3,855,161
Estimated Unassigned Fund Balance	\$ 3,638,148	\$ 5,639,943	\$ 4,032,570	\$ 4,952,923	\$ 4,962,524
As a percentage of projected revenues	9.32%	14.44%	10.33%	12.42%	12.95%
As a percentage of projected expenditures	8.85%	13.72%	9.81%		
Target	3,905,010	-	5,857,515		

**Sales & Use Tax Collections Year-to-Date Comparison
for the month of May 2013**

Cash Basis

	2008	% Change	2009	% Change	2010	% Change	2011	% Change	2012	% Change	2013	% Change
Area 1	1,009,827	0.10%	919,936	-8.81%	882,218	-12.64%	894,073	1.34%	1,436,834	60.71%	1,432,282	-0.32%
Area 2	191,584	-2.43%	185,591	-5.48%	210,395	9.82%	225,871	7.36%	736,789	226.20%	788,814	7.06%
Area 3	506,994	-3.08%	534,066	2.10%	576,528	13.71%	558,667	-3.10%	579,267	3.69%	598,999	3.41%
Area 4	673,680	-13.54%	553,453	-28.97%	622,268	-7.63%	533,707	-14.23%	573,663	7.49%	573,676	0.00%
Area 5	279,631	6.16%	265,702	-0.87%	261,164	-6.60%	286,377	9.65%	236,698	-17.35%	164,137	-30.66%
Area 6	1,701,798	0.84%	1,731,134	2.58%	1,525,619	-10.35%	1,653,374	8.37%	1,778,402	7.56%	1,733,424	-2.53%
Area 7	3,825,257	11.65%	3,131,376	-8.61%	2,892,953	-24.37%	3,847,534	33.00%	3,453,272	-10.25%	3,433,187	-0.58%
Area 8	921,627	9.34%	754,424	-10.50%	809,641	-12.15%	765,771	-5.42%	744,147	-2.82%	746,116	0.26%
Area 13							0	0.00%	0	0.00%	85,984	0.00%
Regular Use	130,934	-10.33%	389,886	167.00%	316,289	141.56%	329,761	4.26%	287,593	-12.79%	197,012	-31.50%
Subtotal	9,241,332	14.38%	8,465,568	4.78%	8,097,077	-12.38%	9,095,136	12.33%	9,826,665	8.04%	9,753,631	-0.74%
Area 9 and 10	801,876	9.25%	776,883	-3.12%	775,119	-0.23%	801,474	3.40%	0	-100.00%	0	0.00%
Area 11 and 12	62,901	4.84%	60,032	-4.56%	58,169	-3.10%	61,586	5.87%	0	-100.00%	0	0.00%
Subtotal	864,778	8.92%	836,915	-3.22%	833,288	-0.43%	863,059	3.57%	0	-100.00%	0	0.00%
Total	10,106,109	13.89%	9,302,483	-7.95%	8,930,365	-4.00%	9,958,195	11.51%	9,826,665	-1.32%	9,753,631	-0.74%
Refunds	308,275	366.40%	10,664	-96.54%	167,657	1472.13%	30,670	-81.71%	94,673	208.68%	11,360	-88.00%
Audit & Collections Revenue**	287,599	40.58%	377,866	31.39%	222,044	-41.24%	121,099	-45.46%	87,107	-28.07%	64,737	-25.68%
**included Above												
Unearned Sales Tax	650,000	0.00%	600,000	-7.69%	600,000	0.00%	1,100,000	83.33%	1,150,000	4.55%	1,150,000	0.00%
Building Use	390,323	-33.95%	117,978	-69.77%	185,753	57.45%	327,996	76.58%	270,013	-17.68%	278,991	3.32%
Vehicle Use	549,872	-7.98%	404,907	-26.36%	372,596	-7.98%	373,226	0.17%	534,667	43.26%	594,663	11.22%

May YTD Collections by Area 2008-2013



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 Bellevue between Logan & Delaware

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

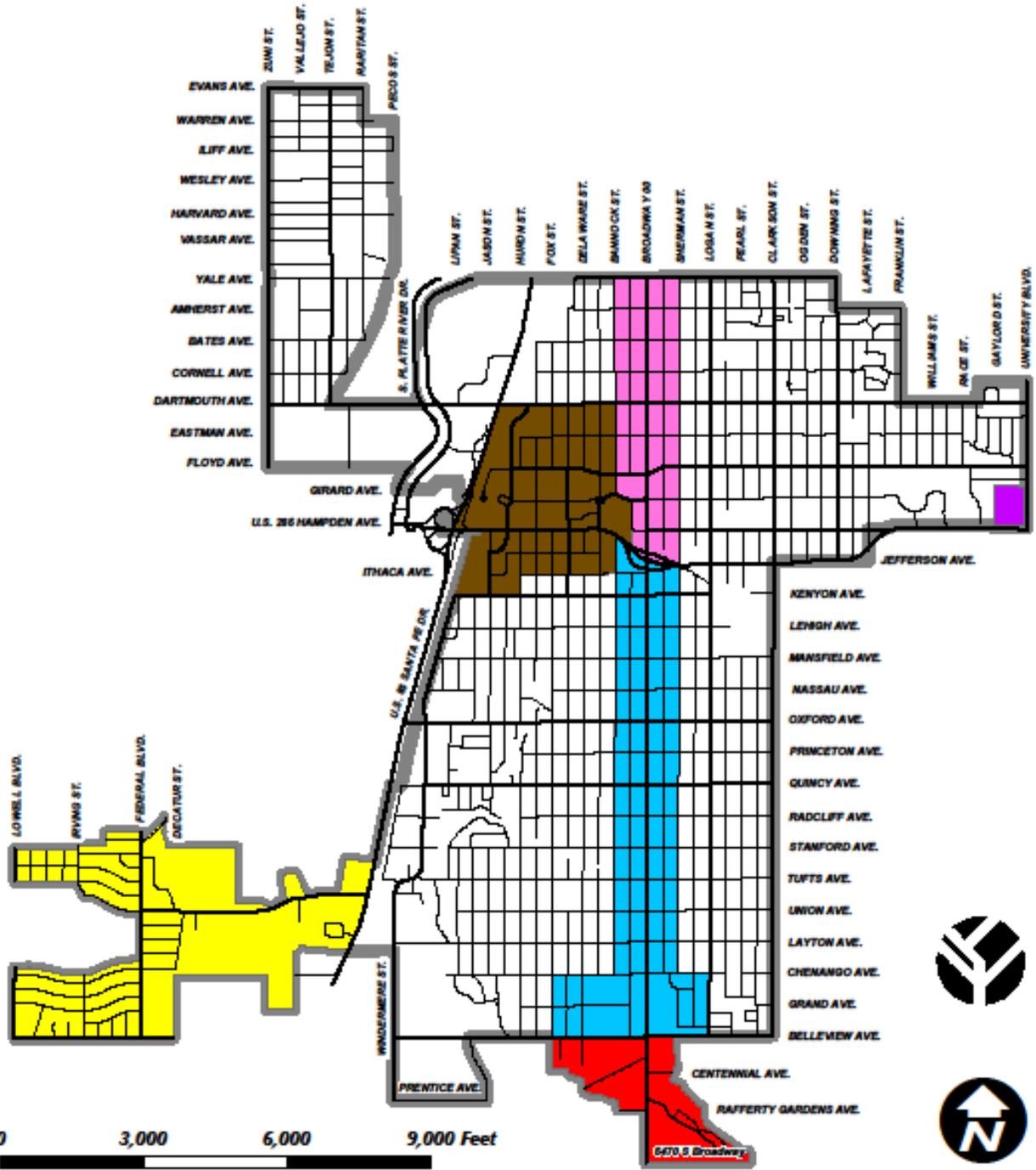
Area 5 - Federal and Bellevue W of Santa Fe

Area 6 - All other City locations

Area 7 - Outside City limits

Area 8 - Public Utilities

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

City Manager's Office

TO: Mayor Penn and Members of City Council

THROUGH: Gary Sears, City Manager

FROM: Michael Flaherty, Deputy City Manager

DATE: June 11, 2013

SUBJECT: Englewood Depot – Evaluation Committee Recommendation

Interviews were held on May 23, 2013 with representatives for the two proposals for the purchase of the Englewood Depot. The evaluation committee was composed of three professionals with expertise related to historic preservation and financing of historic structure restoration and two Englewood citizens appointed by City Council. The committee members are listed below:

- Jan Daniels, Executive Director, Colorado Preservation, Inc.
- Patrick Eidman, Preservation Planner, Colorado Office of Archaeology & Historic Preservation
- Hugh Brown, Board Member and past President, Historic Curtis Park Neighborhood, experienced financial advisor/consultant to non-profit organizations, former City administrator.
- Donald Roll, Englewood citizen, retired real estate appraiser and investor.
- Christopher McDermott, Englewood citizen, commercial real estate appraiser.

Committee members had the opportunity to review each of the written proposals over a ten-day period and all members, with the exception of Ms. Daniels, who was unable to attend due to illness, heard oral presentation on each of the proposal on May 23. Following the oral presentation, the committee members present discussed each proposal and all committee members provided written evaluation forms and comments based on the following criteria:

- Proposed use-benefit to the community
- Commitment of historical preservation
- Financial capability to fund rehabilitation and operations
- Proposed revenue to the City

Englewood Depot – Evaluation Committee Recommendation
June 11, 2013
Page 2

The recommendation of the committee individually and jointly is the proposal submitted by Tom and Patti Parsons. Copies of the individual evaluation/comment forms, which have been transcribed in a uniform format with the member names removed, are attached.

Subject to City Council concurrence, staff will prepare a resolution in support of the sale of the Englewood Depot to the Parsons and will initiate negotiations on details of the sales agreement with the Parson. (Note that committee members had some suggestions on additional terms of a sales agreement, in addition of those included in the City's Request for Proposal.)

Formal consideration of the proposed sale will be presented to City Council upon completion of those negotiations.

Attachments: Evaluations

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 1

Englewood Historic Preservation Society

1. Proposed Use – Benefit to Community

5/10 (Score: 10)

Comments:

- The EHPS's plan for museum programming was unclear. While an Englewood History Museum is certainly of benefit to the community, the presenters did not provide a strong vision for the type and quality of ongoing museum programming. Questions regarding the costs associated with planning and funding ongoing exhibits were not addressed satisfactorily.
- The proposed dining car use was incompatible with both the existing site and the underlying zoning. This ancillary use provides limited community benefit.
- The proposed use of a community history museum was unlikely to draw any significant visitors from outside of Englewood.

2. Commitment to Historical Preservation

8/10 (Score: 24)

Comments:

- The EHPS demonstrated a commitment to historical preservation, both inside and outside the rail car.
- The proposed EHPS ownership structure may cause trouble with preservation easements.
- The presenters owned copies of the plans, demonstrating their commitment to preservation.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

2/10 (Score: 8)

Comments:

- This was the EHPS's weakest position.
- EHPS brought no cash to the table, and it was unclear when and if their first round of funding would come in. Unless they were awarded grants very quickly, restoration of the depot could be delayed indefinitely.
- Nearly all funds EHPS proposed to use were in-kind donations or grant monies. With the exception of \$10,000 in in-kind donations from two general contractors, no funds were immediately available to begin restoration.

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 1

- EHPS' plan to charge admissions fees for the museum was not well-supported with documentation/ research. The appeal of a community museum to anyone other than Englewood residents was not demonstrated. As a result, ongoing funds from operations were highly speculative and not supportable.
- Additionally, EHPS proposed to pay rent in the amount of 10% of gross sales receipts. This further impedes the group's ability to make enough profit to fund ongoing operations.
- EHPS suggested that one-to-three full-time employees could be hired by the time the property achieved stabilized revenues. This appears highly optimistic based on revenue projections, and further speaks to the group's lack of understanding of how the property would sustain itself financially and operationally.
- **Conclusion:** EHPS brought no immediate funds to the project, all money for restoration was based on highly speculative grants, and the group demonstrated a lack of understanding regarding how the proposed use would achieve financial sustainability for ongoing operations.

4. *Proposed Payment/ Revenue to the City*

3/10 (Score: 3)

Comments:

- If EHPS were able to achieve the revenues they projected within the timeline they projected, then their offer would amount to a greater present cash value than the competing offer. That being said, the presenters did not inspire belief in the financial projections (and the subsequent income to the city).
- EHPS proposed no initial payment to the city and requested waivers of all permit and tap fees. This amounts to an initial offer of **-\$12,065**.
- EHPS proposed payment to the city in the form of 10% of gross sales, indefinitely. While this would provide ongoing revenue to the city, it would further inhibit the ability of the Depot to run a financially self-sufficient operation.

Total Score: 45

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 1

Tom & Patti Parson

1. Proposed Use – Benefit to Community

6/10 (Score: 12)

Comments:

- The Parson plan for a living printing press museum has the potential to draw visitors from around the state, country, and world. This potential offers Englewood a unique landmark.
- The plan to include a rotating display of Englewood history in a portion of the Depot felt like a last-minute attempt to connect the Depot to Englewood history.

2. Commitment to Historical Preservation

8/10 (Score: 24)

Comments:

- The Parsons demonstrated knowledge of the historical renovation procedures and sufficient professional assistance to achieve historic preservation.
- The Parsons spoke primarily to exterior preservation, rather than interior preservation.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

7/10 (Score: 28)

Comments:

- The Parsons committed \$100,000 in initial funds to begin restoration of the project, with additional personal funds available, if necessary.
- The Parsons also plan to request grants for restoration. The team of professionals they assembled demonstrated a capability to achieve historic preservation with similar projects.
- Tom Parson committed to working from the property, eliminating the need for a dedicated employee or volunteer network, at least in the first several years of operation.
- Under the proposed use, the property could generate revenues from equipment use, membership, or events.
- The Parsons did not provide strong support for the property's ability to sustain itself financially, outside of patronage by interested parties (including the Parsons themselves).
- **Conclusion:** The Parsons demonstrated a commitment to invest their own money in the project to begin restoration. They have access to many of the same grants proposed by

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 1

EHPS, as well as additional arts-based grants.

4. Proposed Payment/ Revenue to the City

5/10 (Score: 5)

Comments:

- Parson proposed to pay \$30,000 for the building and land, and did not request waivers for permits and tap fees.
- This offer is less than the offer made last year for the property, but it is a cash offer, not dependent upon operations of the property in the unknown future.

Total Score: 69

Final Comparison

EHPS Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	5	20%	10
Commitment to Preservation	8	30%	24
Financial Capability	2	40%	8
Proposed Payment	3	10%	3
Total			45

Parson Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	6	20%	12
Commitment to Preservation	8	30%	24
Financial Capability	7	40%	28
Proposed Payment	5	10%	5
Total			69

Based on the criteria given by the Englewood City Council, it is my recommendation that the council approve the Parson plan.

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 2

Englewood Historic Preservation Society

1. Proposed Use – Benefit to Community

8/10 (Score: 16)

Comments:

- The strong point of this proposal is that it has brought together some very dedicated local people. I hope they continue in the quest for a local museum.

2. Commitment to Historical Preservation

8/10 (Score: 24)

Comments:

- No comments.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

24/10 (Score: 16)

Comments:

- The type of grants they hope to get are hard to find and could take a long time to secure.

4. Proposed Payment/ Revenue to the City

4/10 (Score: 4)

Comments:

- From my experience, small local museums do not charge fees, but rely on donations, grants, and often municipal funding. The railroad dining car does not belong on this small site and should not be considered for revenue.

Total Score: 60

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 2

Tom & Patti Parson

1. Proposed Use – Benefit to Community

7/10 (Score: 14)

Comments:

- No comments.

2. Commitment to Historical Preservation

6/10 (Score: 18)

Comments:

- If I had a choice I would have preferred a long term lease to outright sale, however I realize that may make it difficult for the Parsons to secure grants and other funding without owning the property. Since the building would be sold under this proposal I would suggest adding a first right of refusal to repurchase the property should it ever be sold. This should not impact the funding, does not restrict the Parsons ability to sell the property in the future if it becomes necessary, and at least allows the City a chance to repurchase the property if it became available and the public wanted it back.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

8/10 (Score: 32)

Comments:

- They are willing to commit up to \$170,000 of their own funds to this project with the money in hand or available to them.

4. Proposed Payment/ Revenue to the City

8/10 (Score: 8)

Comments:

- Their exhibits, if successful, have a chance to attract a broad audience from throughout the United States. Paid workshops are a real possibility.

Total Score: 72

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 2

Final Comparison

EHPS Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	8	20%	16
Commitment to Preservation	8	30%	24
Financial Capability	4	40%	16
Proposed Payment	4	10%	4
Total			60

Parson Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	7	20%	14
Commitment to Preservation	6	30%	18
Financial Capability	8	40%	32
Proposed Payment	8	10%	8
Total			72

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 3

Englewood Historic Preservation Society

1. Proposed Use – Benefit to Community

7/10 (Score: 14)

Comments:

- Generally, the concept is good and I think the community would respond well. Many pieces have been put in place and Englewood would benefit from a museum like this.

2. Commitment to Historical Preservation

4/10 (Score: 12)

Comments:

- No mention of easement or understanding of presentation principles though there is an attempt. Process is underestimated and not comprehensive. Did they read the entire HSA?

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

4/10 (Score: 16)

Comments:

- Cost estimates to do a full restoration seemed low and full consideration of the construction project not considered.
- Also lacked a complete business plan that considered all aspects of business proposal.
- Timeline seemed very ambitious in terms of cash flow.

4. Proposed Payment/ Revenue to the City

3/10 (Score: 3)

Comments:

- Expected revenue not substantiated with a real analysis though comparatives were done.
- No real "commitment" otherwise to make up any shortfalls; only projections.

Total Score: 45

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 3

Tom & Patti Parson

1. Proposed Use – Benefit to Community

7/10 (Score: 14)

Comments:

- Open to community activities, and overall public good of building while leaving a space for their business and books.
- Interested in history, plus youth and education, which is a plus.

2. Commitment to Historical Preservation

7/10 (Score: 21)

Comments:

- Willing to insure an easement.
- Seem like they have the right attitude and will to do a proper rehabilitation and a proper treatment for the building given its location and history (considering its earlier move).
- Understood accessibility issues.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

8/10 (Score: 32)

Comments:

- The Parsons have an established business, with experience and years of business/cash flow management. Their structure as an LLC is good, and their financial statements and business operations positive. That will transfer into a nonprofit in the long term.

4. Proposed Payment/ Revenue to the City

6/10 (Score: 6)

Comments:

- \$30,000... I don't recall what the City was hoping to get for it, but this price seems OK or reasonable.

Total Score: 73

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 3

Final Comparison

EHPS Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	7	20%	14
Commitment to Preservation	4	30%	12
Financial Capability	4	40%	16
Proposed Payment	3	10%	3
Total			45

Parson Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	7	20%	14
Commitment to Preservation	7	30%	21
Financial Capability	8	40%	32
Proposed Payment	6	10%	6
Total			73

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 4

Englewood Historic Preservation Society

1. Proposed Use – Benefit to Community

7/10 (Score: 14)

Comments:

- A museum that exhibits and curates artifacts related to local history can be an important educational and cultural institution. The City of Englewood is lacking in this regard and the EHPS proposal would begin to remedy this void. However, the application is somewhat vague in regards to the breadth and depth of the collection. The primary artifacts mentioned (dining car, bench, Semaphore Signal, baggage cart, etc.) are not associated directly with Englewood, nor are they of such special and unique character that they would be likely to increase visitation to the museum. There is benefit to the community in having the building rehabilitated, but both proposals will accomplish this important goal. Somewhat concerning is the placement of the dining car in the site plan – it would be inappropriate to block the façade of the Depot and would diminish the appreciation of the building for drivers and pedestrians. The applicant indicated during the oral interview that the dining car could or would be sited elsewhere, but there are significant limitations on the parcel due to the alley, slope, etc. Additionally, this reader wonders if the depth and breadth of Englewood history can be properly interpreted in what is a relatively small building.

2. Commitment to Historical Preservation

7/10 (Score: 21)

Comments:

- Applicant states they will follow the Secretary of the Interior’s Standards for Rehabilitation and that work will be guided by the original drawings of the building. In this respect, the project is excellent and suggests the applicant will pursue completing the work to a high preservation standard. However, the narrative of the proposal and the budget submitted during the oral interview causes some concern for this reader. The narrative includes the following statement in regards to the completed Historic Structure Assessment, “...estimates contained in the assessment were reviewed...and were found to be inflated and excessive.” While the HSA does include moving expenses that are not part of this proposal, the costs related to the building rehab are far from excessive. If anything, the work proposed in the HSA perhaps undercuts the actual cost of completing a rehab/restoration to the level proposed by EHPS. In reviewing the submitted budget by EHPS, this reader finds that they are vastly understating what will be the true cost of the building rehab. To purposefully omit

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 4

General Conditions, contractor profit, and contingency is either dishonest or foolish, and neither of those speaks well for the likely success of this project.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

2/10 (Score: 8)

Comments:

- This section is where the EHPS proposal is most deficient. This analysis shouldn't be taken as a critique of this group's good work to date or their intentions, but rather the realities of running a small museum without significant financial contributions from benefactors or a subsidy from the local government.
- EHPS is in a weak cash position and the grants are highly speculative. Unclear from the proposal where ongoing funding for the staff positions would be derived and there is NO mention of costs related to curation, exhibits, and interpretation. This is a significant omission as the costs for these items are likely to well exceed projected revenues. The projected revenues/attendance seem overly optimistic and the comps provided are larger and more established institutions.
- Given that the applicant's current cash position doesn't even cover monthly operating expenses, much less the rehab project, and no mention is made of how curation and interpretation costs will be covered, this proposal seems unlikely to succeed. This reader hopes the group will find a way to tell Englewood's rich history, but perhaps borrowing/renting space makes more sense than owning and operating an independent facility that is in need of significant funds for rehabilitation.

4. Proposed Payment/ Revenue to the City

4/10 (Score: 4)

Comments:

- While not the highest priority for the City in regards to evaluating the proposals, the payment to the city is primarily based on attendance figures to the museum. Again, the projected attendance seems overly optimistic and there is little basis in the application to convince this reader that the projections will be realized. Further, the applicant asks for concessions related to water, sewer and permit fees.

Total Score: 47

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 4

Tom & Patti Parson

1. Proposed Use – Benefit to Community

8/10 (Score: 16)

Comments:

- It can be difficult to make private ownership and public benefit compatible, but the Parsons have made a proposal that manages to bridge the gap. Though the building will largely function to house Tom's business, that business model includes strong outreach to the community, including youth, which will invite interaction with the building. Additionally, they are proposing Englewood-centric exhibitions (perhaps there is opportunity here for collaboration with the EHPS). Less clear is how the business and building will transition to nonprofit ownership in order for the living museum to exist and operate beyond Tom's tenure. There is also likely benefit to the community of Englewood in having a unique and distinctive business/museum such as that which the Parson's are proposing. Destination visitors are a net positive for local economic development efforts.

2. Commitment to Historical Preservation

8/10 (Score: 24)

Comments:

- The application has a strong historic preservation team on board, including a consultant and an architect. Funding is in place to purchase and complete basic stabilization and rehab. Grants will be pursued to complete the project. As with the EHPS proposal, the grants are speculative. This reader views as a positive that attention will be focused on the historic building and not the finishing of the basement level, though that will hopefully happen as the project progresses. The applicant is committed to following the Secretary of the Interior's Standards and explicitly stated that they will secure a preservation easement on the building. The City should consider including a required building rehab schedule that would commit the Parsons to a phased approach that would see the project complete (with primary focus on the historic building exterior/interior) within a set number of years.

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 4

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

8/10 (Score: 32)

Comments:

- Because the Parsons will be personally and significantly invested in the project, this evaluator is more compelled by their ability to complete the rehab and fund operations when compared to the EHPS proposal. It is somewhat concerning that part of the overall rehab budget is dependent on grants that remain speculative, but the applicants have several strong grant writers on the team and the project is likely to be compelling to various funders.
- There is some concern about the lack of detailed legacy planning, in particular what happens to the building and the "living museum" when Tom retires or is no longer able to operate the business. This should be addressed in any contract negotiations with the City.

4. Proposed Payment/ Revenue to the City

8/10 (Score: 8)

Comments:

- While the parcel is in a desirable location and the City has invested significant funds in the relocation of the Depot, the overall condition of the Depot results in the building carrying significant financial liability to make it habitable/operational for any business or museum concern. While the proposed \$30,000 payment is less than what the City has invested, it represents the stronger of the two proposals offered in response to the RFP. The City should strongly consider refunding all or a portion of the purchase price so that the funds could be used to accelerate the schedule for exterior restoration and/or landscaping. These improvements would likely be of greater benefit to the City and the adjacent neighborhood than the relatively small amount of money.

Total Score: 80

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 4

Final Comparison

EHPS Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	7	20%	14
Commitment to Preservation	7	30%	21
Financial Capability	2	40%	8
Proposed Payment	4	10%	4
Total			47

Parson Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	8	20%	16
Commitment to Preservation	8	30%	24
Financial Capability	8	40%	32
Proposed Payment	8	10%	8
Total			80

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 5

Englewood Historic Preservation Society

1. Proposed Use – Benefit to Community

3/10 (Score: 6)

Comments:

- The appeal to a broad spectrum of citizens is very limited. There is an appeal of historical memorabilia to some Englewood residents but it is doubtful there is a sufficient draw to generate a high volume of repeat visits. There is some value to the proposed educational outreach and developing interest among younger residents but again it is questionable of how many museum visits for a fee would be generated. There is likely less interest among non-Englewood residents, thus limiting the economic benefit to the city.

2. Commitment to Historical Preservation

8/10 (Score: 24)

Comments:

- The high commitment and involvement of numerous citizens to the history of Englewood is apparent and is a credit to the community. While the focus of the new group is on the Depot restoration and re-use, I hope this enthusiasm will continue regardless of the outcome of this proposal. I especially hope the focus can be broadened to a broader scope of Englewood history.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

2/10 (Score: 8)

Comments:

- This is the major weakness of the proposal. There are minimal financial resources immediately available to start operations, and none currently available to start the restoration. The proposal is almost totally dependent on the receipt of grants and this is always challenging and unpredictable, even for established organizations. The proposed receipt of grant funds is speculation without any firm commitment from potential grantors. The comparison to existing museums in Colorado for revenue projections is dubious given the established record of existing museums and the difficulty faced by many small museums.

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 5

4. *Proposed Payment/ Revenue to the City*

1/10 (Score: 1)

Comments:

- Given the limited initial funds and potential revenue, the actual ability to pay expectations may be unrealistic. I don't agree with the anticipated revenue projections and the plan for a restaurant in a dining car faces many obstacles. It appears to be unwise for the organization to commit any funds to the city instead of using the available funds for direct Depot purposes.

Total Score: 39

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 5

Tom & Patti Parson

1. Proposed Use – Benefit to Community

7/10 (Score: 14)

Comments:

- There is some credibility to the claim that the letterpress museum could attract considerable regional, and even national, attention. This could be a tourism draw for the city and provide an economic stimulus to Englewood merchants. This proposal is the stronger of the two with a reasonable expectation of success based on personal lifetime experience and a commitment that the Depot will be restored and actively used. There is also a positive commitment of outreach to citizen groups and schools.

2. Commitment to Historical Preservation

9/10 (Score: 27)

Comments:

- There is a very strong sense of history of letterpress printing and the commitment to restore the Depot according to historical standards. The commitment to acquiring, restoring, exhibiting and using printing equipment is very evident. The architectural team brings a good knowledge of the necessary steps for the assessment and phases of restoration work.

3. Financial Capability to Fund Rehabilitation and Long-Term Operations

7/10 (Score: 28)

Comments:

- The commitment of considerable personal funds is very strong as a demonstration of the serious intent and resolve of the proposal. Complete restoration will depend on outside fundraising. This team has strong connections for funding, and a track record of receiving grants and working in the community. Patti Parson further adds to the strength of the proposal with her management experience and focus on good business practices.
- A new nonprofit is to be established and this may answer the major question of succession for the organization. The applicant claims there is considerable interest among college students and other younger people in the practice of letterpress printing. This active participation and support among a broader population will be essential for the sustainability of the project.

2013 Englewood Depot RFP Evaluation

Response/Evaluation: Panelist 5

4. Proposed Payment/ Revenue to the City

8/10 (Score: 8)

Comments:

- The payment of \$30,000 is another sign of serious intent by the Parson team.

Total Score: 77

Final Comparison

EHPS Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	3	20%	6
Commitment to Preservation	8	30%	24
Financial Capability	2	40%	8
Proposed Payment	1	10%	1
Total			39

Parson Proposal			
	<u>Score</u> <u>(out of 10)</u>	<u>Weight</u>	<u>Score</u>
Proposed Use	7	20%	14
Commitment to Preservation	9	30%	27
Financial Capability	7	40%	28
Proposed Payment	8	10%	8
Total			77