

2014

BUDGET



City of Englewood
COLORADO

1000 Englewood Parkway
Englewood, Colorado 80110

www.Englewoodgov.org/budget

City of Englewood, Colorado

2014 **Budget**

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Englewood
Colorado**

For the Fiscal Year Beginning

January 1, 2013

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Englewood, Colorado** for the **Annual Budget** beginning **January 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

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

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

January 1, 2014

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

I am pleased to submit the 2014 Budget for the City of Englewood as adopted. The annual budget serves as the foundation for the City's financial planning and fiscal management. It also provides a comprehensive plan to provide quality services to the Englewood community. The Budget was developed in accordance with State laws and City Charter requirements. The Budget is based on the modified accrual method.

Budget Document

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

The budget document is prepared in accordance with nationally recognized guidelines of the Distinguished Budget Presentation Award program criteria as developed by the Government Finance Officers Association.

This budget document is intended to serve as:

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

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

and, where applicable, performance indicators. A description of ongoing major revenue sources is provided by department, including the history and method of projecting future collections. The **Supplemental Information Section** includes other information of general interest, including the ordinances adopting the budget and a glossary of terms.

Budget Elements

The City economy, like that of the State and the national economy is slow and mixed in its recovery almost five years after the “Great Recession.” Domestic and international risks affecting a healthy economic recovery include: sequestration, the debt limit, government shutdown, Federal Reserve Policy, healthcare reform, slow eurozone economic growth and Middle East conflicts.

Colorado’s economy continues to see job growth. The retail market is improving and the housing market is one of the strongest in the nation. The City’s 2012 sales and use tax receipts increased eight percent from the sharp ten percent decline experienced in 2009. The sales and use tax receipts for November 2013 increased 13.56 percent over November 2012—year to date through November receipts are up 3.2 percent as compared to 2012. Even though the City is landlocked, the City is experiencing a period of redevelopment of existing sites. Permit fees and building use tax is expected to generate \$1-2 million in additional one-time revenue for the City. Building Permits for the year were up 5.42 percent in 2013 from 2009. The number of building permits issued year-to-date through November 2013 as compared to November 2012 increased 346 or by 17.4 percent. The valuation of these permits was up over last year by \$93.1 million or 194 percent.

Even with these improvements, additional budget adjustments and reductions were made in 2013 to maintain the General Fund’s unassigned fund balance to ten percent of total revenue. On the direction of the City Manager, City departments were asked to control 2013 expenditures and submit their 2014 budget requests at the 2013 Budget level. Most departments have held current year expenditures at the requested level and developed 2014 budgets within City Manager’s guidelines as adjusted for negotiated salary and benefit increases and inflationary expenses such as energy and fuel costs. Contractual obligations required for employee pension contributions are an example of a non-discretionary expenditure amount that will exceed 2013 levels. Even with these additional cost pressures, the 2013 estimate includes a General Fund unassigned fund balance of \$4,807,099 or 12.23 percent of estimated revenues--while the 2014 estimated General Fund unassigned fund balance is \$3,699,312 or 9.33 percent of estimated revenues.

The budget process is fluid and adapts to changes in citizen demographics, community service needs, economic conditions and technological developments to provide services. As soon as one budget is adopted based on current circumstances, future needs are assessed and resources developed to meet changing community needs.

Outcome Based Budget

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

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

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

Performance Measure Management In order to monitor whether the City services and programs support the desired outcomes, City staff identifies meaningful performance measures/indicators that provide objective data. City staff reviews and analyzes the performance measurement data in conjunction with the results of the 2009 Citizen Survey to identify which measures best reflect the community’s expectations.

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

Guidelines

After discussing the 2014 forecast and the 2014 initial budget projections with City Council on April 22, July 15, August 26, and September 3, 2013 the 2014 budget guidelines were set to offset the impact of stabilized revenue sources while maintaining fund balance and service levels. Revenue is forecasted to grow slowly in 2013 and 2014; therefore, expenditure growth must be tightly controlled and held closely to 2013 levels. The individual department budgets include wage increases for all employee groups, increased pension contributions, a 9.93 percent increase in 2014 health insurance premiums and no increase in dental insurance premiums.

Revenues are expected to grow slowly in 2013 and 2014; therefore, expenditure growth must be tightly controlled and held closely to 2013 levels.

- ❖ Provide a 2014 budget at 2013 levels (a zero percent increase from 2013). Contractual personnel increases and all inflationary increases will need to be absorbed. Please include any personnel/service reduction options in your scenario. Please include the estimated number of positions (rather than identifying the positions) impacted by reductions.
- ❖ Submit separately for the City Manager’s consideration, a service enhancement request form for any and all program or personnel costs that exceed the 2013 budget.
- ❖ Continue to review services and programs that may be eliminated, reduced, contracted, “regionalized,” or privatized with minimal impact on the City’s service levels.
- ❖ Please submit any new or increased revenue sources that may be implemented without a TABOR (tax increases, etc.) vote.
- ❖ Vacated positions must not be filled without prior approval by the City Manager.
- ❖ The 2014 salary increases for the Englewood Employees Association (EEA) is based on a negotiated pay for performance range of two to four percent. The pay for performance range is based on the following table:

If the performance score is	Then the salary rate increase is
5	4%
4	3%
3	2%

- ❖ Salary increases for Englewood Fire Fighters Association (EFFA) is subject to negotiations but is estimated at 1.5 percent for 2014.
- ❖ Salary increases for the Englewood Police Benefit Association (EPBA) is subject to salary survey results but is estimated at two percent for 2014.
- ❖ Salary increase for the Managers, Supervisors, and Confidential (MSC) employees and Department Directors is based on the 2013 EEA negotiated contract.
- ❖ No payout of personal leave is budgeted for the EPBA in 2014. Payout of personal leave for the EFFA is contractually required to be paid out in 2014. No payout of personal leave is budgeted in 2014 for EEA, MSC and Department Directors employee groups.
- ❖ Health, dental and other insurance premiums were finalized by Human Resources in September 2013.
- ❖ Workers Compensation premium estimate is provided by Human Resources and were finalized by September 2013.

- ❖ Property and Liability premium estimate is provided by Human Resources and were finalized by September 2013.
- ❖ Required pension contributions will be determined by applicable actuarial studies (defined benefit) or pre determined contribution levels (defined contribution).
- ❖ Capital expenditure requests are submitted separately for consideration into the Multiple Year Capital Plan (MYCP).

General Fund

The Budget process identifies and adapts to ongoing challenges for the City. The 2014 Budget projects an imbalance between revenues and expenditures that negatively impacts the fund balance. This is a concern for future years as forecasts project deficits due to expenditures growing faster than revenues.

Through extensive staff and Council review and input, a budget was developed that projects an unassigned fund balance of slightly less than ten (10) percent of revenues. This was accomplished by expenditure reductions, revenue increases, and one-time interfund transfers. The estimated General Fund unassigned fund balance for 2013 is projected at 12.23 percent of revenues, and the unassigned fund balance for 2014 is approximated to be 9.33 percent of revenues.

The General Fund budget provides for minimal impacts on existing programs and services. The budget provides for salary and wage increases for all employee groups, a 9.93 percent increase in medical premiums, no increase in dental premiums, additional pension contributions based on actuarial studies, a 5.52 percent increase in property and liability insurance, a 38.76 percent increase in workers' compensation insurance, and anticipated fuel and energy rate increases affecting operating and maintenance costs.

The following highlights department proposed changes for 2014:

- ☐ **Legislation** – The budget will fund a citizen survey in 2014.
- ☐ **City Manager's Office** – The budget provides for no new programs or services.
- ☐ **City Attorney's Office** – The budget consists of no new programs or services.
- ☐ **Municipal Court** – The budget incorporates no new programs or services. A part-time position may be filled if the demand from increased summonses from the Police Patrol Division materializes.
- ☐ **Human Resources** – The budget accounts for no new programs or services.
- ☐ **Finance and Administrative Services** – The budget provides for no new programs or services. The City went live with its online, integrated business licensing and tax collection system in September, 2013.
- ☐ **Information Technology** – The budget contains no new programs or services.
- ☐ **Community Development** – The budget includes \$75,000 funding for updating the City's Comprehensive Plan and \$25,000 to restructure the Housing Rehabilitation Program. The budget also provides for the continuation of the *art* Shuttle program supplemented by sponsorships. The Housing Rehabilitation Program successfully implemented their new loan servicing system.
- ☐ **Public Works** – The budget includes no new programs or services. The budget plans not to fill one vacant custodial position.
- ☐ **Police** – The budget provides for no new programs or services. The Department will delay hiring of one vacant position until September 1, 2014. The Patrol Division has been restructured which could result in the issuance of additional summonses.
- ☐ **Fire** – The budget includes no new programs or services. The Department will delay hiring three vacant positions until September 1, 2014. The new Life Safety and Fire Prevention Permit Fees estimated at \$100,000, will offset the cost of the Assistant Fire Marshal Position reinstated in 2014.
- ☐ **Library Services** – The budget accounts for no new programs or services.
- ☐ **Parks and Recreation** – The budget incorporates no new programs or services. The vacant Youth Administrator Position will not be filled.

Estimated Revenue Before interfund transfers, General Fund revenues are projected at \$39,670,112 for 2014, an increase of .91 percent from the 2013 revenue estimate of \$39,314,488. Sales and use tax revenue, which comprise approximately 60 percent of the General Fund revenues in 2014, is estimated at \$22,883,003, a 2.45 percent increase over the estimated 2013 sales and use taxes of \$22,336,277.

Other Revenue Budget Information

- Property tax revenue is estimated at \$2,898,000 for both 2013 and 2014. The 2013 property tax 5.880 mill levy payable in 2014 remains unchanged from 1992. The next property appraisal carried out by the Arapahoe County Assessor’s Office is scheduled for 2015.
- The Englewood McLellan Reservoir Foundation (EMRF) Fund plans to collect \$638,829 in 2013 and 2014. The funds will be used for General Fund operations. This sustainable revenue source is based on long-term leases that escalate with inflation.

Expenditure Appropriations The 2014 appropriation of \$42,126,719 represents a 3.26 percent increase over 2013 estimates expenditures of \$40,798,398. The budget provides for negotiated salary increases for the Englewood Police Benefit Association, Englewood Firefighters Association, and the Englewood Employee Association; authorizes increases for Management/Supervisors/Confidential and Department Director employee groups; increases to employee benefits and pension contributions and includes anticipated increases in fuel/energy costs. Also contained in this amount is \$200,000 for contingencies or unforeseen event(s).

Net Transfers The General Fund does not anticipate transfers to other funds in 2014. The Transfers-In to the General Fund is estimated at \$1,248,820

General Fund Transfer-In Estimate

Public Improvement Fund	\$ 835,820
Golf Course	63,000
Central Services Fund	50,000
Servicenter Fund	300,000
Total	<u>\$ 1,248,820</u>

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

- The interfund transfer from the Public Improvement Fund to the General Fund is \$835,420. This amount represents the annual debt service for the Selbe property lease (\$15,000), the Fire Trucks (2) Lease (\$118,393), the capital leases for computer replacements (\$56,665), Phone System (VOIP), Snow Removal Equipment (Deicer) and Video Surveillance System (\$152,947), and the Qualified Energy Conservation Bonds (\$92,815). This amount also includes a direct contribution of support to the 2014 General Fund operations in the amount of \$400,000.
- The Golf Course Fund, Central Services Fund and the Servicenter Fund will also transfer amounts in excess of required fund balance of \$63,000, \$50,000 and \$300,000 respectively.

The projected operating deficit for 2014 is \$1,207,787 takes into account the net transfers to the General Fund of \$1,248,820.

Fund Balance The General Fund’s 2014 estimated total fund balance is \$7,518,687. The fund balance consists of three components: Restricted, committed and unassigned amounts.

Restricted Fund Balance The General Fund has restricted funds. This amount is due to provisions that are externally imposed by creditors or by law.

- **Restricted for TABOR Emergencies** Emergency reserves have been established as required by Article X, Section 20 of the Constitution of the State of Colorado. The amount set aside for 2014 is \$1,200,000.

Committed Fund Balance The General Fund has committed funds as noted below in the amount of \$2,619,375. This amount is created and modified through appropriation by City Council.

- **Committed to Long Term Asset Reserve (LTAR)** The LTAR represents funds from the sale, lease, or earnings from long-term assets. These funds are reserved for spending in a careful, judicious and strategic manner. The funds in this account may only be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The 2014 estimated balance in LTAR is \$2,619,375.

Unassigned Fund Balance The estimated 2014 General Fund unassigned fund balance is \$3.7 million or 9.33 percent of General Fund total revenue. 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 unassigned 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).

In order to guard against General Fund shortfalls in revenues or unanticipated expenditures over the next several years, City management and City Council will closely monitor expenditures and revenues to maintain a ten percent unassigned fund balance of total revenues. In addition, looking toward 2014 and beyond, the City will actively look for ways to reduce operating expenditures and take advantage of new sources of revenues, in order to limit the need for periodic transfers. While this will be a challenging task, it does provide the City with opportunities to develop and utilize new long-term revenue sources and, perhaps, find innovative ways to deliver services to our citizens. Collectively, we will be able to meet the financial challenges of the future.

Special Revenue Funds

- The Conservation Trust Fund will provide funding for parks, recreation and open space projects estimated at \$337,000 for 2014.
- Donors Fund will fund several programs and projects from various donor contributions.
- The Community Development Fund continues to oversee the operation of the *art* Shuttle program. Funding for operations is shared between RTD and the City with some City obligations currently being offset by sponsorships from the participating community in the amount of \$5,000. The Community Development Department’s 2014 budget provides \$60,000 for the City’s share of the *art* Shuttle operating costs.
- The Parks and Recreation Trust Fund’s budget provides for donor specified park and recreation projects. The 2014 budget also plans for potential land acquisitions in the amount of \$300,000 that did not materialize in 2013.
- The Malley Center Trust Fund finances programs and projects that benefit the Malley Senior Recreation Center and its patrons.
- The Open Space Fund which accounts for the Arapahoe Open Space share-back funds will finance several parks and open space projects totaling \$742,500 and one park maintenance position at \$63,000.
- Neighborhood Stabilization Program Fund’s budget provides for the federal grant revenue for expenditures to rehabilitate and resale approximately 20 foreclosed residential properties. The program anticipates winding down by the end of 2013.

Debt Service Fund

- The General Obligation Bond Fund will provide debt service for existing debt that financed the construction of Pirates Cove and improvements to Englewood’s two recreation centers. The 2014 debt service payment for principal and interest totals \$1,106,963. The 2013 property tax mill levy assessment collected in 2014 is 2.244 mills. This debt is scheduled to retire in 2023.

Capital Projects Funds

- The General Fund will not have excess funding for transfers to the Capital Projects Funds in 2014.
- The Public Improvement Fund (PIF) receives its funding from three major sources: Vehicle Use Tax, Building Use Tax and Arapahoe County Road and Bridge Tax. The PIF budget will finance \$1,255,000 for essential infrastructure maintenance projects and equipment. Additionally the PIF will transfer \$835,820 to the General Fund for current debt service obligations (\$435,820) and operations (\$400,000) and \$1,100,000 to the Capital Projects Fund for recommended projects.
- The Capital Projects Fund receives its funding from transfers from either the General Fund or the PIF. In addition capital grants from the federal or state governments also are used to fund projects designated in this fund. The Capital Projects Fund's budget includes funding from the PIF in the amount of \$1,100,000 to finance projects totaling \$1,151,975.

Enterprise Funds

- The Water Fund's 2014 budget incorporates no rate increase for water treatment and delivery services.
- To finance its share of the Littleton/Englewood Wastewater Treatment Plant's ultraviolet disinfection and future nutrient removal project, the Sewer Fund's budget plans for a rate increase of four percent effective January 1, 2014. Also planned are annual rate increases of four percent effective the first of January 1, 2015. Please refer to Ordinance No. 57, Series of 2012 for more information.
- No rate increase is planned in 2014 for the Storm Water Drainage Fund customers.
- The Concrete Utility Fund raised fees 25 percent (\$.098 to \$1.225 per square foot) in 2013. No fee increase is anticipated in 2014.
- The Golf Course Fund's budget contains fee increases in green fees, annual passes and pull-cart rentals for 2014.
- The Housing Rehabilitation Fund's budget consists of the revenue and expenses associated for the housing rehabilitation and loan servicing programs.

Internal Service Funds

- The Central Services Fund will hold operations close to 2013 levels, adjusted for anticipated increases in salary and wages, benefits and energy/fuel costs and will transfer \$50,000 of excess funding to the General Fund.
- The Public Works Director and the Deputy City Manager monitor the fleet size and usage on a regular basis. The fleet size is adjusted to meet City needs. The ongoing assessment of the City's fleet inventory will hopefully result in cost savings of acquiring and maintaining the City's "rolling stock." Both the Servicenter and Capital Equipment Replacement Funds are proposing a budget based on modest increases in salary and wages, benefits and energy/fuel costs. The Servicenter Fund will have excess funding to transfer \$300,000 to the General Fund and \$100,000 to the Capital Equipment Replacement Fund.
- City staff continues to find ways to negotiate lower insurance premiums for employee benefits as well as for City property. The Employee Benefits Fund's budget includes a 9.93 percent increase in medical health and no increase in dental insurance premiums for 2014 as compared to premiums budgeted in 2013. The Risk Management fund includes a 5.52 percent increase in property and liability insurance and a 38.76 percent increase in workers' compensation insurance in 2014 as compared to 2013 rates.

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

Budget Award and Acknowledgements

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Englewood, Colorado for the **Annual Budget** beginning **January 1, 2013**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year. We believe the 2014 budget continues to conform to program requirements; therefore, we are submitting it to the GFOA to determine its eligibility for another award.

I appreciate the considerable effort and input from the City Council Members, the Board and Commission Members, the department directors and their staff on the budget preparation. I believe City employees utilize creative and cost effective solutions to maintain the many high quality services and amenities our citizens enjoy at a very reasonable price. I would especially like to thank Finance and Administrative Services Director, Frank Gryglewicz, Revenue and Budget Manager, Jennifer Nolan, the staff of the Finance and Administrative Services Department and Deputy City Manager, Michael Flaherty for their work in the preparation and compilation of the 2014 budget.

Respectfully submitted,

Gary L. Sears
City Manager

Introduction

Principal Officials

Elected Officials

City Council

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

Municipal Judge Vincent Atencio

City Officials

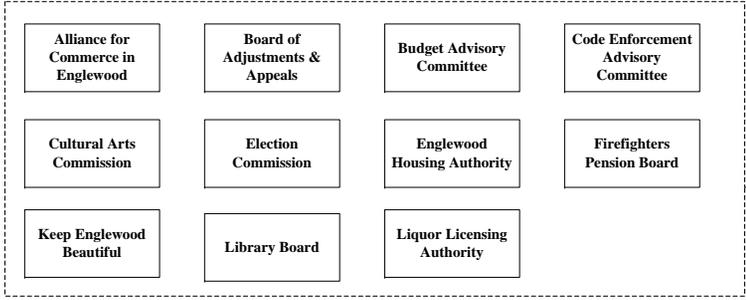
City Manager.....	Gary Sears
Deputy City Manager	Michael Flaherty
City Attorney	Daniel L. Brotzman
Municipal Court Administrator	Tamara Wolfe
Human Resources Director	Susan Eaton
Finance and Administrative Services Director	Frank Gryglewicz
Information Technology Director	Jeff Konishi
Community Development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

City of Englewood, Colorado Organizational Chart

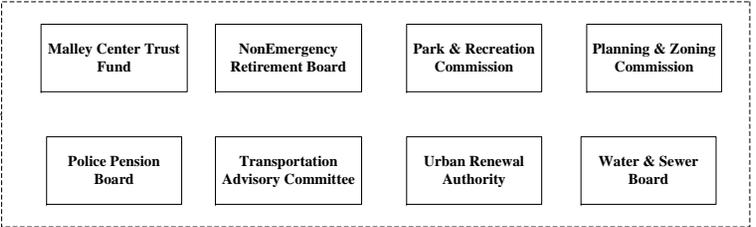
Citizens of Englewood

Municipal Judge

Municipal Court



City Council



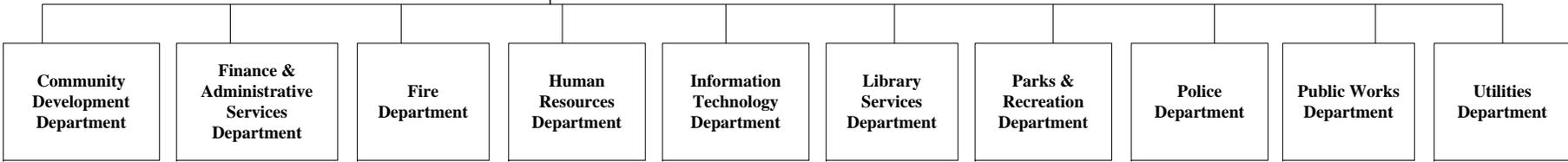
City Manager

City Attorney

Deputy City Manager

Assistant City Attorney

Prosecutor's Office



Budget Summary

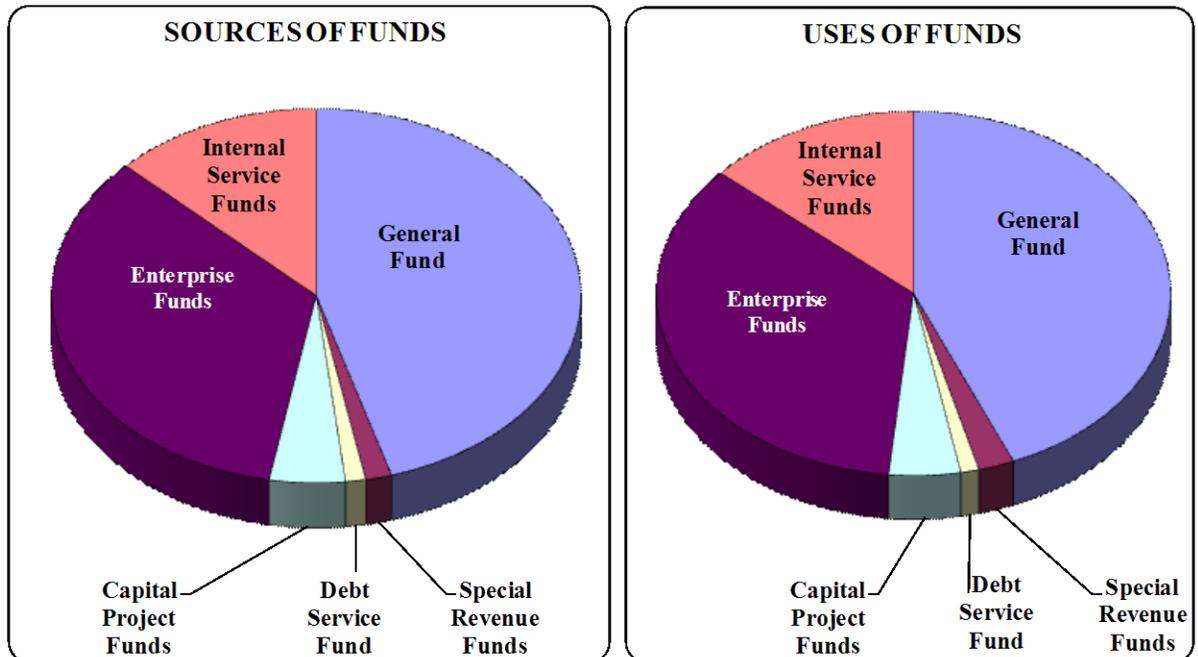
The budget provides a comprehensive financial plan for providing quality services and amenities to the community, based upon conservative revenue estimates.

Budget Challenges and Opportunities – The following items continue to impact the budgetary decisions made by both management staff and City Council:

- Sales and Use Tax represents approximately 60% of the General Fund’s total sources of funds. This revenue source is volatile and tends to expand when the economy is growing and contracts as the economy slows. The local economy is rebounding albeit slowly from the “Great Recession” that began in late 2008.
- Property Tax makes up 7% of the General Fund’s sources of funds. Property values have been relatively stable over the last ten years. Annual Property Tax collections have ranged from \$2,400,000 to \$3,000,000 over the last ten years.
- On average, department budgets are 70-80% personnel costs (wages and benefits). The personnel expenditure category is somewhat fixed unless Council and Citizens determine service levels and programs are not affordable. The City provides its employees competitive market and performance based wages and health and dental insurance coverage. Small wage and benefit increases have a big impact on the budget.
- Pension contributions as determined by outside actuarial analysis, are nondiscretionary expenditure with a significant budgetary impact.
- The unpredictable fluctuation of fuel and other energy costs over the past few years have had an impact on the operation and maintenance expenditure of the departments’ budget.
- The delay of infrastructure projects is also looming. The City has been in “maintenance mode” for several years but eventually the replacement of major structures will need to be addressed in the budget.

The schedules and graphs that follow provide a summary of the 2014 budgets for City funds.

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



Fund Sources	\$	%
General Fund	\$40,918,932	45%
Special Revenue Funds	1,438,300	2%
Debt Service Fund	1,107,000	1%
Capital Project Funds	4,162,000	5%
Enterprise Funds	30,948,816	34%
Internal Service Funds	11,534,405	13%
Total Sources of Funds	\$90,109,453	100%

Fund Uses	\$	%
General Fund	\$42,126,719	44%
Special Revenue Funds	2,175,310	2%
Debt Service Fund	1,106,963	1%
Capital Project Funds	4,342,795	4%
Enterprise Funds	33,723,909	35%
Internal Service Funds	13,039,717	14%
Total Uses of Funds	\$96,515,413	100%

Sources and Uses of Funds Budget Summary – All Funds

Governmental Fund Types

	Estimated Beginning Balance	Sources	Uses	Estimated Ending Balance	Reserves	Estimated Unassigned Balance
General Fund	8,726,474	40,918,932	42,126,719	7,518,687	3,819,375	3,699,312
Special Revenue Funds						
Conservation Trust Fund	88,952	310,000	337,000	61,952	-	61,952
Community Development Fund	-	350,000	350,000	-	-	-
Donors Fund	218,096	90,000	242,680	65,416	-	65,416
Malley Center Trust Fund	244,474	7,000	75,000	176,474	-	176,474
Parks & Recreation Trust Fund	455,947	16,300	365,000	107,247	-	107,247
Open Space Fund	196,630	665,000	805,630	56,000	-	56,000
Neighborhood Stabilization Program Fund	-	-	-	-	-	-
Total Special Revenue Funds	1,204,099	1,438,300	2,175,310	467,089	-	467,089
Debt Service Fund						
General Obligation Bond Fund	38,712	1,107,000	1,106,963	38,749	-	38,749
Total Debt Service Fund	38,712	1,107,000	1,106,963	38,749	-	38,749
Capital Projects Funds						
Public Improvement Fund	1,001,427	3,009,000	3,190,820	819,607	-	819,607
Capital Projects Fund	78,282	1,153,000	1,151,975	79,307	-	79,307
Total Capital Projects Funds	1,079,709	4,162,000	4,342,795	898,914	-	898,914
Total Governmental Funds	11,048,994	47,626,232	49,751,787	8,923,439	3,819,375	5,104,064

Proprietary Fund Types

	Estimated Beginning Balance	Sources Revenues	Uses Expenditures	Estimated Ending Balance	Reserves	Estimated Unreserved Balance
Enterprise Funds						
Water Fund	10,793,233	9,076,085	11,655,110	8,214,208	-	8,214,208
Sewer Fund	1,134,620	17,414,011	17,246,403	1,302,228	-	1,302,228
Stormwater Drainage Fund	972,029	333,122	323,736	981,415	-	981,415
Golf Course Fund	599,441	2,241,398	2,626,498	214,341	-	214,341
Concrete Utility Fund	338,371	884,200	872,162	350,409	-	350,409
Housing Rehabilitation Fund	750,019	1,000,000	1,000,000	750,019	-	750,019
Total Enterprise Funds	14,587,713	30,948,816	33,723,909	11,812,620	-	11,812,620
Internal Service Funds						
Central Services Fund	152,509	388,400	429,699	111,210	-	111,210
ServiCenter Fund	1,187,203	2,561,160	3,290,180	458,183	-	458,183
Capital Equipment Replacement Fund	1,658,730	1,026,894	1,760,066	925,558	-	925,558
Risk Management Fund	316,137	1,442,765	1,443,774	315,128	-	315,128
Employee Benefits Fund	1,961	6,115,186	6,115,998	1,149	-	1,149
Total Internal Service Funds	3,316,540	11,534,405	13,039,717	1,811,228	-	1,811,228
Total Proprietary Funds	17,904,253	42,483,221	46,763,626	13,623,848	-	13,623,848
Total All Funds	28,953,247	90,109,453	96,515,413	22,547,287	3,819,375	18,727,912

Combined Summary Statement of Revenues, Expenditures and Changes in Funds Available Balance

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Total Governmental Funds	Enterprise Funds	Internal Service Funds*	Total Proprietary Funds	Total All Funds
Estimated Beginning Funds Available	\$ 8,726,474	\$ 1,204,099	\$ 38,712	\$ 1,079,709	\$ 11,048,994	\$ 14,587,713	\$ 3,316,540	\$ 17,904,253	\$ 28,953,247
Sources of Funds									
Revenues									
Taxes	29,269,503	-	1,105,000	2,999,000	33,373,503	-	-	-	33,373,503
Licenses & Permits	882,550	-	-	-	882,550	-	-	-	882,550
Intergovernmental	1,243,281	1,305,000	-	-	2,548,281	120,000	-	120,000	2,668,281
Charges for Services	5,935,035	1,300	-	-	5,936,335	28,066,809	11,294,664	39,361,473	45,297,808
System Development Fees	-	-	-	-	-	245,900	-	245,900	245,900
Fines & Forfeitures	1,368,450	-	-	-	1,368,450	-	-	-	1,368,450
Net Investment Income	8,164	23,000	2,000	-	33,164	516,107	139,741	655,848	689,012
Other	963,129	109,000	-	63,000	1,135,129	-	-	-	1,135,129
Total Revenues	39,670,112	1,438,300	1,107,000	3,062,000	45,277,412	28,948,816	11,434,405	40,383,221	85,660,633
Other Financing Sources	1,248,820	-	-	1,100,000	2,348,820	2,000,000	100,000	2,100,000	4,448,820
Total Sources of Funds	40,918,932	1,438,300	1,107,000	4,162,000	47,626,232	30,948,816	11,534,405	42,483,221	90,109,453
Uses of Funds									
Expenditures									
General Government									
Legislation	354,570	780	-	-	355,350	-	-	-	355,350
City Manager's Office	703,758	-	-	-	703,758	-	-	-	703,758
City Attorney's Office	818,514	-	-	-	818,514	-	-	-	818,514
Municipal Court	1,026,895	-	-	-	1,026,895	-	-	-	1,026,895
Human Resources	468,826	-	-	20,200	489,026	-	7,559,772	7,559,772	8,048,798
Finance and Administrative Services	1,625,150	-	-	111,550	1,736,700	-	379,699	379,699	2,116,399
Information Technology	1,378,942	-	-	525,000	1,903,942	-	-	-	1,903,942
Community Development	1,235,802	350,000	-	-	1,585,802	-	-	-	1,585,802
Police	11,543,760	200,000	-	20,000	11,763,760	-	-	-	11,763,760
Fire	8,202,319	2,500	-	106,000	8,310,819	-	-	-	8,310,819
Public Works	5,504,669	-	-	1,624,225	7,128,894	-	4,650,246	4,650,246	11,779,140
Culture & Recreation									
Parks and Recreation	5,804,158	1,613,630	-	-	7,417,788	-	-	-	7,417,788
Library Services	1,250,536	8,400	-	-	1,258,936	-	-	-	1,258,936
Debt Service	2,008,820	-	1,106,963	-	3,115,783	-	-	-	3,115,783
Contingency	200,000	-	-	-	200,000	-	-	-	200,000
Water Distribution System	-	-	-	-	-	11,655,110	-	11,655,110	11,655,110
Sewer Collection System	-	-	-	-	-	17,246,403	-	17,246,403	17,246,403
Stormwater Drainage System	-	-	-	-	-	323,736	-	323,736	323,736
Golf Course	-	-	-	-	-	2,626,498	-	2,626,498	2,626,498
Concrete Utility	-	-	-	-	-	872,162	-	872,162	872,162
Housing Rehabilitation	-	-	-	-	-	1,000,000	-	1,000,000	1,000,000
Total Expenditures	42,126,719	2,175,310	1,106,963	2,406,975	47,815,967	33,723,909	12,589,717	46,313,626	94,129,593
Other Financing Uses	-	-	-	1,935,820	1,935,820	-	450,000	450,000	2,385,820
Total Uses of Funds	42,126,719	2,175,310	1,106,963	4,342,795	49,751,787	33,723,909	13,039,717	46,763,626	96,515,413
Net Sources (Uses) of Funds	(1,207,787)	(737,010)	37	(180,795)	(2,125,555)	(2,775,093)	(1,505,312)	(4,280,405)	(6,405,960)
Estimated Ending Funds Available	7,518,687	467,089	38,749	898,914	8,923,439	11,812,620	1,811,228	13,623,848	22,547,287
Less Reserves / Restrictions:									
Emergency Reserve	1,200,000	-	-	-	1,200,000	-	-	-	1,200,000
LTAR	2,619,375	-	-	-	2,619,375	-	-	-	2,619,375
Other	-	-	-	-	-	-	-	-	-
Estimated Unassigned Funds Available	\$ 3,699,312	\$ 467,089	\$ 38,749	\$ 898,914	\$ 5,104,064	\$ 11,812,620	\$ 1,811,228	\$ 13,623,848	\$ 18,727,912

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

Five Year Combined Statement of Fund Sources and Uses By Fund Type Governmental Funds

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
General Fund								
Beginning Fund Balance	9,374,427	11,102,763	9,234,957	8,494,679	8,817,685	8,626,388	9,070,810	8,726,474
Total Revenue	38,579,517	36,466,887	36,714,454	38,306,575	39,889,799	39,050,099	39,314,488	39,670,112
Other Financing Sources	2,572,932	1,028,456	2,196,610	1,813,945	1,968,243	1,139,574	1,139,574	1,248,820
Total Sources of Funds	41,152,449	37,495,343	38,911,064	40,120,520	41,858,042	40,189,673	40,454,062	40,918,932
Total Expenditure	39,015,198	39,186,138	38,901,342	39,496,268	40,265,587	41,110,026	40,798,398	42,126,719
Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	-	-	-
Total Uses of Funds	39,424,113	39,363,149	39,651,342	39,797,514	41,604,917	41,110,026	40,798,398	42,126,719
Net Sources (Uses) of Funds	1,728,336	(1,867,806)	(740,278)	323,006	253,125	(920,353)	(344,336)	(1,207,787)
Ending Fund Balance	11,102,763	9,234,957	8,494,679	8,817,685	9,070,810	7,706,035	8,726,474	7,518,687
Special Revenue Funds								
Beginning Fund Balance	3,174,608	3,144,456	2,947,345	3,752,346	4,071,943	1,599,435	4,367,884	1,204,099
Total Revenue	1,879,376	2,091,432	3,355,992	3,014,906	2,681,177	2,618,000	2,789,784	1,438,300
Other Financing Sources	158,000	-	750,000	175,361	383,751	-	-	-
Total Sources of Funds	2,037,376	2,091,432	4,105,992	3,190,267	3,064,928	2,618,000	2,789,784	1,438,300
Total Expenditure	2,067,528	2,207,086	3,253,939	2,474,540	2,314,644	3,595,263	5,756,649	2,175,310
Other Financing Uses	-	81,457	47,052	396,130	454,343	100,000	196,920	-
Total Uses of Funds	2,067,528	2,288,543	3,300,991	2,870,670	2,768,987	3,695,263	5,953,569	2,175,310
Net Sources (Uses) of Funds	(30,152)	(197,111)	805,001	319,597	295,941	(1,077,263)	(3,163,785)	(737,010)
Ending Fund Balance	3,144,456	2,947,345	3,752,346	4,071,943	4,367,884	522,172	1,204,099	467,089
Debt Service Funds								
Beginning Fund Balance	87,630	166,137	58,665	9,616	154,267	48,967	55,625	38,712
Total Revenue	1,187,153	998,102	1,049,772	1,097,174	856,535	942,000	942,000	1,107,000
Other Financing Sources	-	-	10,316,477	-	-	-	-	-
Total Sources of Funds	1,187,153	998,102	11,366,249	1,097,174	856,535	942,000	942,000	1,107,000
Total Expenditure	1,108,646	1,105,574	1,098,821	952,523	955,177	958,913	958,913	1,106,963
Other Financing Uses	-	-	10,316,477	-	-	-	-	-
Total Uses of Funds	1,108,646	1,105,574	11,415,298	952,523	955,177	958,913	958,913	1,106,963
Net Sources (Uses) of Funds	78,507	(107,472)	(49,049)	144,651	(98,642)	(16,913)	(16,913)	37
Ending Fund Balance	166,137	58,665	9,616	154,267	55,625	32,054	38,712	38,749
Capital Projects Funds								
Beginning Fund Balance	5,073,662	2,405,610	2,456,408	3,748,195	1,761,434	700,554	2,186,357	1,079,709
Total Revenue	3,581,164	3,028,361	2,022,462	1,966,125	2,519,808	3,328,475	3,366,003	3,062,000
Other Financing Sources	865,450	337,838	2,311,017	558,507	804,000	600,000	746,212	1,100,000
Total Sources of Funds	4,446,614	3,366,199	4,333,479	2,524,632	3,323,808	3,928,475	4,112,215	4,162,000
Total Expenditure	4,686,342	2,887,575	2,122,616	3,519,113	1,936,368	1,946,617	3,629,289	2,406,975
Other Financing Uses	2,428,324	427,826	919,076	992,280	962,517	1,589,574	1,589,574	1,935,820
Total Uses of Funds	7,114,666	3,315,401	3,041,692	4,511,393	2,898,885	3,536,191	5,218,863	4,342,795
Net Sources (Uses) of Funds	(2,668,052)	50,798	1,291,787	(1,986,761)	424,923	392,284	(1,106,648)	(180,795)
Ending Fund Balance	2,405,610	2,456,408	3,748,195	1,761,434	2,186,357	1,092,838	1,079,709	898,914
Total Governmental Funds								
Beginning Fund Balance	17,710,327	16,818,966	14,697,375	16,004,836	14,805,329	10,975,344	15,680,676	11,048,994
Total Revenue	45,227,210	42,584,782	43,142,680	44,384,780	45,947,319	45,938,574	46,412,275	45,277,412
Other Financing Sources	3,596,382	1,366,294	15,574,104	2,547,813	3,155,994	1,739,574	1,885,786	2,348,820
Total Sources of Funds	48,823,592	43,951,076	58,716,784	46,932,593	49,103,313	47,678,148	48,298,061	47,626,232
Total Expenditure	46,877,714	45,386,373	45,376,718	46,442,444	45,471,776	47,610,819	51,143,249	47,815,967
Other Financing Uses	2,837,239	686,294	12,032,605	1,689,656	2,756,190	1,689,574	1,786,494	1,935,820
Total Uses of Funds	49,714,953	46,072,667	57,409,323	48,132,100	48,227,966	49,300,393	52,929,743	49,751,787
Net Sources (Uses) of Funds	(891,361)	(2,121,591)	1,307,461	(1,199,507)	875,347	(1,622,245)	(4,631,682)	(2,125,555)
Ending Fund Balance	16,818,966	14,697,375	16,004,836	14,805,329	15,680,676	9,353,099	11,048,994	8,923,439

Continued on next page

Continued from previous page
Combined Statement of Fund Sources and Uses By Fund Type
Proprietary Funds and Total All Funds

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Enterprise Funds								
Beginning Fund Balance	19,157,633	14,801,967	16,312,500	15,236,543	14,209,100	14,772,562	20,127,357	14,587,713
Total Revenue	24,285,918	24,605,842	26,429,869	25,781,815	27,114,568	27,750,209	28,309,722	28,948,816
Other Financing Sources	652,805	2,864,774	50,000	-	9,756,617	2,000,000	-	2,000,000
Total Sources of Funds	24,938,723	27,470,616	26,479,869	25,781,815	36,871,185	29,750,209	28,309,722	30,948,816
Total Expenditure	29,294,389	25,860,083	27,555,826	26,809,258	30,952,928	33,013,799	33,849,366	33,660,909
Other Financing Uses	-	100,000	-	-	-	-	-	63,000
Total Uses of Funds	29,294,389	25,960,083	27,555,826	26,809,258	30,952,928	33,013,799	33,849,366	33,723,909
Net Sources (Uses) of Funds	(4,355,666)	1,510,533	(1,075,957)	(1,027,443)	5,918,257	(3,263,590)	(5,539,644)	(2,775,093)
Ending Fund Balance	14,801,967	16,312,500	15,236,543	14,209,100	20,127,357	11,508,972	14,587,713	11,812,620
Internal Service Funds								
Beginning Fund Balance	3,404,577	3,783,004	3,572,508	3,277,944	3,789,485	2,672,185	2,977,858	3,316,540
Total Revenue	9,534,198	9,716,548	9,507,772	9,747,869	10,106,278	10,496,080	10,680,620	11,434,405
Other Financing Sources	-	-	-	330,465	795,000	100,000	100,000	100,000
Total Sources of Funds	9,534,198	9,716,548	9,507,772	10,078,334	10,901,278	10,596,080	10,780,620	11,534,405
Total Expenditure	8,995,771	9,377,044	8,505,859	8,520,793	10,649,905	10,940,910	10,191,938	12,589,717
Other Financing Uses	160,000	550,000	1,296,477	1,046,000	1,063,000	250,000	250,000	450,000
Total Uses of Funds	9,155,771	9,927,044	9,802,336	9,566,793	11,712,905	11,190,910	10,441,938	13,039,717
Net Sources (Uses) of Funds	378,427	(210,496)	(294,564)	511,541	(811,627)	(594,830)	338,682	(1,505,312)
Ending Fund Balance	3,783,004	3,572,508	3,277,944	3,789,485	2,977,858	2,077,355	3,316,540	1,811,228
Total Proprietary Funds								
Beginning Fund Balance	22,562,210	18,584,971	19,885,008	18,514,487	17,998,585	17,444,747	23,105,215	17,904,253
Total Revenue	33,820,116	34,322,390	35,937,641	35,529,684	37,220,846	38,246,289	38,990,342	40,383,221
Other Financing Sources	652,805	2,864,774	50,000	330,465	10,551,617	2,100,000	100,000	2,100,000
Total Sources of Funds	34,472,921	37,187,164	35,987,641	35,860,149	47,772,463	40,346,289	39,090,342	42,483,221
Total Expenditure	38,290,160	35,237,127	36,061,685	35,330,051	41,602,833	43,954,709	44,041,304	46,250,626
Other Financing Uses	160,000	650,000	1,296,477	1,046,000	1,063,000	250,000	250,000	513,000
Total Uses of Funds	38,450,160	35,887,127	37,358,162	36,376,051	42,665,833	44,204,709	44,291,304	46,763,626
Net Sources (Uses) of Funds	(3,977,239)	1,300,037	(1,370,521)	(515,902)	5,106,630	(3,858,420)	(5,200,962)	(4,280,405)
Ending Fund Balance	18,584,971	19,885,008	18,514,487	17,998,585	23,105,215	13,586,327	17,904,253	13,623,848
Total All Funds								
Beginning Fund Balance	40,272,537	35,403,937	34,582,383	34,519,323	32,803,914	28,420,091	38,785,891	28,953,247
Total Revenue	79,047,326	76,907,172	79,080,321	79,914,464	83,168,165	84,184,863	85,402,617	85,660,633
Other Financing Sources	4,249,187	4,231,068	15,624,104	2,878,278	13,707,611	3,839,574	1,985,786	4,448,820
Total Sources of Funds	83,296,513	81,138,240	94,704,425	82,792,742	96,875,776	88,024,437	87,388,403	90,109,453
Total Expenditure	85,167,874	80,623,500	81,438,403	81,772,495	87,074,609	91,565,528	95,184,553	94,066,593
Other Financing Uses	2,997,239	1,336,294	13,329,082	2,735,656	3,819,190	1,939,574	2,036,494	2,448,820
Total Uses of Funds	88,165,113	81,959,794	94,767,485	84,508,151	90,893,799	93,505,102	97,221,047	96,515,413
Net Sources (Uses) of Funds	(4,868,600)	(821,554)	(63,060)	(1,715,409)	5,981,977	(5,480,665)	(9,832,644)	(6,405,960)
Ending Fund Balance	35,403,937	34,582,383	34,519,323	32,803,914	38,785,891	22,939,426	28,953,247	22,547,287

Economic Outlook

Colorado The 2013 forecast is taken from the *Colorado Business Economic Outlook 2014* report prepared by the Business Research Division of the University of Colorado Leeds School of Business. The *Colorado Business Economic Outlook 2014* reported that the nation’s highly anticipated robust economic growth since the severe economic downturn experienced in 2009 is delayed yet another year. Four-and-a-half years since, what has been coined the “great recession”, short term macroeconomic forecasts continue to be revised downward. Domestic and international risks to sustained, healthy economic growth include: sequestration, the debt limit, government shutdown, Federal Reserve Policy, healthcare reform, slow eurozone economic growth and Middle East conflicts. Colorado continues to experience job growth. The state added approximately 66,900 jobs (a gain of 2.9%) in 2013. The consensus for 2014 is the state will add an additional 61,300 new jobs (please refer to the chart below titled “Colorado Estimated Employment Levels”). The only sector in 2013 to experience job loss is the Natural Resources and Mining Sector, a Goods Producing Sector. The Natural Resources and Mining Sector is anticipated to experience a 200 jobs loss in 2013. In 2014, all Sectors within the Goods Producing and all but one of the Services Producing Sectors (Information a 300 jobs loss) will experience growth. Most of the sector job growth in 2014 is from Professional and Business Services (14,200), Construction (11,000), Trade, Transportation and Utilities (9,100), and Education and Health Services (8,000).

2003-2014 Colorado Estimated Employment Levels (In Thousands)

Sector	2003-2014a	2012b	2013b	2014c
Natural Resources and Mining	16.9	2.4	-0.2	1.0
Construction	-22.9	3.3	11.2	11.0
Manufacturing	-21.2	2.6	0.7	1.7
Total Goods Producing	-27.2	8.3	11.7	13.7
Trade, Transportation and Utilities	15.4	7.1	11.1	9.1
Information	-14.9	-2.1	0.0	-0.3
Financial Activities	-3.3	2.4	4.6	2.7
Professional and Business Services	80.8	15.3	17.3	14.2
Education and Health Services	77.8	8.4	8.9	8.0
Leisure and Hospitality	44.0	8.2	10.0	7.5
Other Services	11.4	2.0	1.8	2.0
Government	40.4	2.2	1.5	4.4
Total Services Producing	251.6	43.5	55.2	47.6
Total Jobs Created	224.4	51.8	66.9	61.3

a Estimated. b Revised. c Forecast.

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

On July 1, 2012, Colorado’s population was 5,188,683; this is an increase of 70,157 or 1.4%, over the prior year. Population fluctuates based on natural increase (births minus deaths) and net migration. Over the year, 54% of the population change (38,187) was due to a natural increase and 46% (31,970) from net migration.

The Colorado unemployment rate is anticipated to fall to 6.9% in 2013 and 6.4% in 2014. This lower unemployment rate indicates that household employment will somewhat outpace growth in the labor force.

Colorado Resident Labor Force, 2005–2014

(Not Seasonally Adjusted) (In Thousands)

Labor Force	2005	2006	2007	2008	2009	2010	2011	2012	2013 a	2014 b
Colorado Labor Force	2,588.4	2,655.6	2,685.0	2,731.1	2,732.8	2,720.5	2,723.1	2,743.3	2,763.0	2,797.0
Total Employment	2,455.8	2,541.8	2,583.4	2,599.7	2,511.2	2,475.8	2,490.0	2,523.5	2,571.2	2,619.2
Unemployed	132.6	113.8	101.6	131.4	221.6	244.7	233.1	219.8	191.8	177.8
Unemployment Rate	5.1%	4.3%	3.8%	4.8%	8.1%	9.0%	8.6%	8.0%	6.9%	6.4%

a Estimated. b Forecast.

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

A notable change in the Colorado economy is the structural shift from a goods-producing to a service-producing economy. This trend continues in 2014, with goods-producing jobs increasing by 13,700 as compared to services-producing jobs increasing by 47,600.

The following summarizes observations made by the committee members for Colorado in 2014:

- Colorado will place in the top 4 states for employment growth in 2014.
- Agricultural production will be affected by weather fluctuations and tourism.
- Housing prices will continue to rise as foreclosures subside, mortgages are no longer underwater and available housing inventory reduced.
- Colorado continues to be a popular place to live, with a projected population growth of 1.7%; in percentage terms, Colorado is the the seventh fastest growing state in the nation and ninth fastest in absolute terms.

Colorado is poised for long-term economic growth; due to its skilled workforce, high-tech diversified economy, relatively low costs of doing business, global market access, and superior quality of life.



Metro Denver The 2013-2014 economic update for the Denver Metro Area is from the **September 2013 Focus Colorado: Economic and Revenue Forecast** report prepared by the Colorado Legislative Council (CLC). The CLC provides non-partisan economic research to the Colorado General Assembly. The Denver Metro region represents over half of the employment and consumer spending in the state. The economy continues to show signs of improvement through May 2013. The September floods will impact the local economy in the short term as households and businesses rebuild; however savings/reserves used in the rebuilding efforts will also impact the medium range economic outlook.

The **job market** continues to see moderate employment growth as evidenced by a reduced unemployment rate of 6.5% and a 2.6% year-to-date increase through July in the metro Denver labor market. **Consumer confidence** increased 36.5 percent July over July and tourism has picked up in the Metro Denver area. The hotel occupancy rate rose 5.2 percent year-to-date through June 2013 when compared with the same period in 2012. The **housing market** is one of the strongest in the nation. Demand for housing exceeds the supply resulting in home price appreciation. The **nonresidential construction market** continues to soften. Although the valuation of nonresidential is down 12.3 percent year-to-date through July as compared to the same period in 2012, the number of projects has increased 13.9 percent.

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

Metro Denver Region Economic Indicators
Broomfield, Boulder, Denver, Adams, Arapahoe, Douglas, & Jefferson Counties

	2009	2010	2011	2012	YTD 2013
Employment Growth /1	-4.3%	-0.5%	1.6%	2.3%	2.6%
Unemployment Rate /2 (2013 Figure is July Only)	8.2%	8.8%	8.1%	7.2%	6.5%
Housing Permit Growth /3					
Single-Family (Denver-Aurora)	-31.8%	35.5%	-0.4%	58.3%	34.6%
Single-Family (Boulder)	-27.6%	101.0%	-5.2%	24.6%	43.7%
Growth in Value of Nonresidential Const /4					
Value of Projects	-20.5%	8.4%	36.5%	-9.3%	-12.3%
Square Footage of Projects	-47.7%	-1.5%	24.7%	12.2%	24.6%
Level (1,000s)	8,283	8,156	10,174	11,417	7,834
Number of Projects	-17.4%	-35.8%	-2.5%	5.0%	13.9%
Level	920	591	576	605	418
Retail Trade Sales Growth /5	-11.4%	6.9%	4.3%	8.0%	3.3%

MSA = Metropolitan statistical area. NA = Not Available

1/ U.S. Bureau of Labor Statistics. CES (establishment) survey for Denver-Aurora-Broomfield and Boulder MSAs. Seasonally adjusted. Data through July 2013.

2/ U.S. Bureau of Labor Statistics. LAUS (household) survey. Seasonally adjusted. Data through July 2013.

3/ U.S. Census. Growth in the number of housing units authorized for construction. Data through July 2013.

4/ F.W. Dodge. Data through July 2013.

5/ Colorado Department of Revenue. Seasonally adjusted. Data through May 2013.

Englewood A key characteristic of a City’s economic vitality is its primary employment base. Primary employers are defined as companies that produce goods and services in excess of what can be consumed in the local marketplace. The excess supply is sold to customers outside of the community, resulting in a flow of new dollars into the community, effectively increasing the community’s wealth. The chart to the right lists the Top Employers in Englewood and the number of workers employed. The 2013 Englewood Community Profile identifies six primary industries operating in Englewood: Automotive, Business Support Services, Construction, Life Sciences, Manufacturing and Sporting Goods. This report also provides an analysis of the City’s economy in terms of its employment base and shows that the top four employment sectors account for almost 70% of all employment in the City (please refer to the Englewood Employment Base chart).

Englewood Employment Base

Industry	Employment	Employment as a % of Total	Businesses	Businesses as a % of Total	Average Annual Wage	Average Hourly Wage
Private Sector Services	6,050	25.0%	520	36.1%	\$45,370	\$21.81
Medical	5,400	22.3%	180	12.5%	\$59,630	\$28.67
Construction	3,020	12.5%	180	12.5%	\$47,080	\$22.63
Manufacturing	2,600	10.7%	130	9.0%	\$46,170	\$22.20
Retail	2,080	8.6%	150	10.4%	\$36,570	\$17.58
Food & Entertainment	1,370	5.7%	90	6.3%	\$15,660	\$7.53
All Other	2010	8.3%	180	12.5%	\$45,080	\$21.67
Government	1,700	7.0%	10	0.7%	\$38,610	\$18.56
Total/Average	24,230	100.0%	1,440	100.0%	\$46,540	\$22.38

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

While the retail sector is only 8.6% of the total employment base, this sector generates approximately three quarters of the City’s tax revenue. Economic development efforts in Englewood have centered on supporting a healthy retail environment. With the importance of retail sales tax revenue to the City’s budget, Englewood hired BBC Consulting & Research and The Kornfeld Real Estate Group to prepare a study analyzing the what, where, and how of future retail development in Englewood. The consultant has conducted a comprehensive analysis of 10 commercial districts throughout the community and selected four (4) districts that show the greatest promise for additional development and redevelopment. In addition, the consultant provided specific tenants to target for retail attraction and identified specific strategies for retail enhancement.

The medical sector employs 21.5% of the City employment base and provides the highest annual wages of all sectors at \$60,610. Englewood has experienced demand for specialized medical facilities and offices, as highly skilled medical professionals’ desire close proximity to the Health One Swedish Medical Center and Craig Hospital. The City continues to explore strategies to attract medical manufacturing and service companies to add to the City’s healthcare concentration.

Top Employers in Englewood	
Health One Swedish Medical Center	1,705
Sports Authority	829
Craig Hospital	744
Encore Electric	433
Groove Toyota	393
Kärcher North America	337
	308
Wal-Mart	281
Metro Community Providers.	252
Regional Transportation District	237
American Bottling Company	217
Meadow Gold Dairies Inc	179

The City’s 8.1 million square feet of industrial property makes up 34% of the southwest regional sub-market and accounts for 30% of the City’s employment base. These industrial and office facilities are most attractive

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

Retail Sales and Use Tax is approximately sixty percent of total General Fund revenue. Retail Sales and Use tax are the most significant (and volatile) revenue source for the City. This tax is levied on the retail price of taxable goods. Retail Sales and Use tax is calculated by multiplying the retail price of taxable goods times the Sales and Use tax rate of 3.5 percent. The 2013 sales and use tax revenue through November is 3.16 percent more than the same period last year. Year to date sales and use tax revenue through November 2013 was \$21,391,395 as compared to \$20,735,928 and \$20,203,274 for the same period in 2012 and 2011 respectively.

Economic Development / Redevelopment Projects

Englewood is mature and landlocked; however, several development and redevelopment opportunities exist. These opportunities will impact the local economy and are a potential source of revenue for the General Fund and the Public Improvement Fund.

- **McLellan Reservoir** – The Englewood/McLellan Reservoir Foundation (EMRF) oversees the development and leasing of properties located in Douglas County on behalf of the City of Englewood. The development sites are located adjacent to the four corners of the C470 and Lucent Boulevard intersection and comprise approximately 160 acres. Any development of the site must protect the McLellan Reservoir water resources and quality. Although these properties are located outside the incorporated boundaries of the City of Englewood, they represent a revenue opportunity for the City. Revenue from long-term land leases are set aside in the General Fund's Long-Term Asset Reserve (LTAR) account. In 2008, RTD purchased approximately 11 acres of EMRF property and is committed to locating the Lucent Light Rail Station at that site as part of FasTracks--Douglas County supports a transit oriented development at this location. There are currently three (3) lease agreements signed, which represents approximately 30.26 acres of land. The EMRF continues to be approached by parties interested in leasing portions of the land still available. The remainder of the land is to be developed in a manner that provides an ongoing revenue stream for the City, while protecting water and ecological resources.
- **Craig Hospital** – Construction of a major expansion to Craig Hospital is underway. The expansion involves conversion and construction of single-patient rooms along with modernization of facilities within the Hospital. Total cost for the capital investment is estimated at \$90 million. Construction is anticipated over a 42-month period.
- **Masons Square (3500 South Sherman Street)** - The former Masonic Lodge property is being marketed for redevelopment.
- **Kent Place** - The 11.5 acre site at South University Boulevard and East Hampden Avenue was the long-time home of the Denver Seminary and is now owned by Forum Real Estate Group and a partnership of Continuum Partners/Regency Centers. The development consists of a King Soopers/Fresh Fare anchored, mixed-use development comprised of 60,000 square feet of retail / commercial space and 300 high-end residential units. The commercial portion of the project is complete and 100percent occupied. Construction continues on the residential units.
- **Flood Middle School (3650 South Broadway)** - Wood partners has completed its purchase of the site and demolition of the middle school is complete. Site work is underway on this 4.5 acre site, slated to contain a 300 unit multi-family housing development. Council approved an incentive agreement to offset the cost of relocating the City Ditch and utility lines to accommodate this redevelopment.

- **King Scoopers – Federal / Belleview** – The redevelopment of the King Scoopers store was completed in June 2013. The remainder of the shopping center was improved with a new façade and paint scheme matching the new King Scoopers and leasing of vacant store fronts is underway.
- **Belleview and Broadway Shopping District (K-Mart and Brookridge Shopping Centers)** - As the City-wide retail analysis was presented to City Council, the Sears Outlet announced its intent to locate and has subsequently moved into the K-Mart building. This is a welcome addition to the formerly underutilized facility. Talks with representatives from K-Mart indicate that the synergy of the Sears Outlet and K-Mart under one roof will result in additional sales tax generation. The Brookridge Shopping Center recently underwent a \$750,000 façade remodel. Following the remodeling efforts, Duffeyroll Café located to the shopping center. The remodel efforts also involved the retention of the high-profile William’s Jewelers
- **General Iron Works** - This site represents the single largest potential redevelopment site under single ownership within the boundaries of Englewood. Although this site was not identified in Englewood’s retail analysis as having significant retail potential; the site has the potential for significant residential development as identified in the recently adopted Light Rail Corridor Plan. The owner has completed environmental cleanup of the site under a voluntary cleanup application to the State of Colorado’s Department of Health and Environment. Although development is probably a few years away, the environmental cleanup of the site removes a major barrier to the redevelopment and reuse of this site.
- **Martin Plastics** - Littleton Capital Partners purchased the former Martin Plastics site and secured City approval of a Planned Unit Development. The project involves the development of a residential project adjacent to the Oxford Light Rail Station comprised of 252 multi-family residential units. City Council has approved an incentive agreement with Littleton Capital Partners to offset the cost of public improvements which will improve pedestrian access to the Oxford Light Rail Station. The construction timeframe is pending plan adjustments.
- **Former Larry Miller Nissan Site (5001 S Broadway)** – Construction is underway on this 3.0-acre site. The site will contain approximately 43,000 square feet of retail space, consisting of a 27,000 square foot Sprouts Market, a 8,000 square foot Advance Auto Parts, and 8,000 square feet of retail space for yet-to-be-determined tenants. Council approved an incentive agreement to offset the cost of installing a traffic signal at the Broadway entrance to the project site.
- **Broadway + Acoma Lofts** – In August of 2013 the Englewood Urban Renewal Authority accepted a proposal from Medici Communities to develop the vacant 1.86 acre site. The mixed-use project is proposed to contain 114 residential units and 23,500 square feet of commercial space, along with 208 parking spaces. The EURA and Medici are currently negotiating a sale and development agreement. Construction of the \$24.0 million project is anticipated to take 24 months and being in 2014.
- **Chick-fil-A** is pursuing a Planned Unit Development for the development of a restaurant at 3085 South Broadway. This property was previously an indoor amusement establishment from 1994 – 2011 and has been vacant since then. If approved, Chick-fil-A would demolish the existing structure and develop a new restaurant at this location. A typical Chick-fil-A store will generate approximately \$3.0 million in sales, which would equate to approximately \$105,000 in tax revenue to the City of Englewood.
- **Groove Toyota** at 5460 South Broadway is undergoing a substantial remodeling and construction project, which will include a new showroom and enhanced service center. As one of Englewood’s largest automotive employers, Groove automotive currently has 393 employees. This construction project represents a \$6.7 million project.

Historic Overview

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

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

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

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

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

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

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

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

On March 7, 1968, Cinderella City, the largest shopping mall west of the Mississippi (at the time) opened for business in Englewood. Although the mall closed in 1997, CityCenter Englewood, built on the old Cinderella City site, is a residential and commercial mixed-use transit-oriented development.



The City's logo was designed and adopted in 1971. The logo designer provided this statement about his work: *"A tree grows and blooms with branches and leaves. In much the same manner a city branches out with streets and blooms with industry and homes. The circle represents order and protection. Just as a city is never perfect or complete, an imperfect "E" is contained in the mark. The logo's **green** color confirms life."*

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

City Profile

Located on the southern border of Denver, Colorado's capital city, Englewood is approximately seven square miles and home to approximately 30,000 residents and 4,500 active business licenses.

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

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

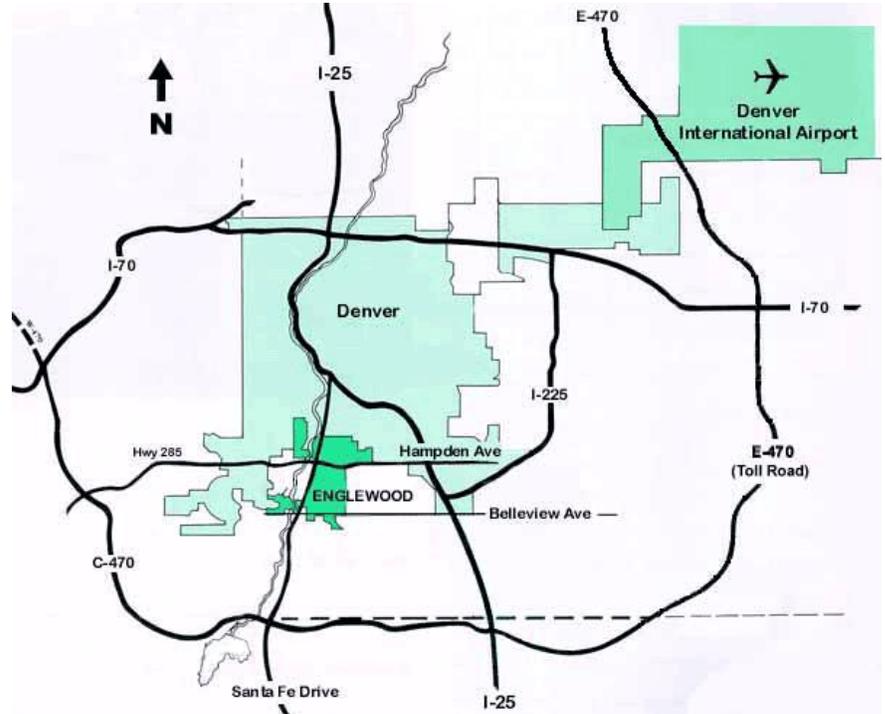
In addition to recreational opportunities, the City provides a full range of services, including police and fire protection, emergency medical services, the construction and maintenance of streets and other infrastructure, library services and general government services. The City operates and maintains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

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

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

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

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



Englewood At a Glance

Year of Incorporation	1903
Year Council – Manager form of Government Adopted	1952
Elevation above sea level	5,371 feet (1,637 meters)
City Area	6.56 square miles (16.9903 square kilometers)
Population.....	30,255
Households	14,375
Housing Units.....	15,478
Median Age	37.1
Median Household Income (2005-2009).....	\$42,451
Employment	23,620
Municipal Court	1
Municipal Library.....	1
Police Station.....	1
Fire Stations.....	3

Parks and Recreation Facilities

Broken Tee Golf Course (18-Hole, 9-Hole, Par 3 and Driving Range)	1
Englewood Recreation Center (includes one in-door swimming pool).....	1
Malley Senior Recreation Center	1
Pirates Cove Aquatic Park (includes one out-door swimming pool).....	1
Parks (includes one Dog Park)	13

Public Works

Miles of Streets.....	121.63
Miles of Alleys	39.5
Number of Bridges	14

Water Distribution

Miles of Water Distribution Mains.....	155
Inside City Water Fee - first 400,000 gallons.....	\$3.29 per 1000 gallons
Inside City Water Fee - over 400,000 gallons	\$2.04 per 1000 gallons
Outside City Water Fee - first 400,000 gallons	\$4.61 per 1000 gallons
Outside City Water Fee - over 400,000 gallons	\$3.29 per 1000 gallons

Wastewater Collection

Miles of Sanitary Sewer Collection Mains.....	530
Wastewater Fee	\$2.86 per 1000 gallons

Storm Water Mainenance Fee

Residential Annual Rate	\$16.66
Annual Rate for all other customer classes per square foot of impervious area within their property	\$.00554

Concrete Utility Sidewalk/Curb Concrete Maintenance Fee

Annual Rate per square foot	\$.1225
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2013 Property Tax Mill Levy (Payable in 2014)

City of Englewood	
Operations Basic Rate- General Fund	5.880
Debt Service-Debt Service Fund	2.244
City of Englewood Mill Levy Total	8.124
Arapahoe County*	17.150
Urban Drainage & Flood Control District*	0.656
Sub Total Mill Levy for all residents	8.124 25.930
Valley Sanitation District*	2.493
Englewood School District No. 1*	46.719
Sheridan School District No. 2*	41.998
Littleton School District No. 6*	56.935
Cherry Creek School District No. 5*	58.037

Sales Tax Rate Composition

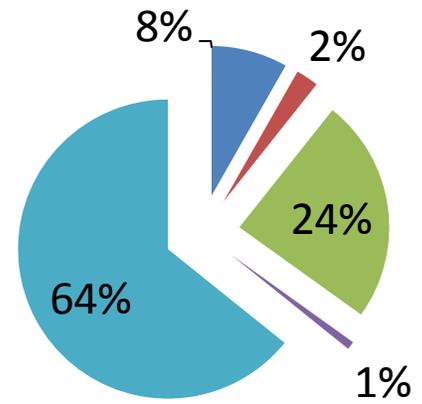
City of Englewood	
City	3.50%
State	2.90%
Regional Transportation District	1.00%
Scientific & Cultural Facilities District	0.10%
Arapahoe County Open Space	0.25%
Total Sales Tax Rate	7.75%

* 2012 Mill Levy collected in 2013 is the latest number available at the time of publication. The districts overlap the City's geograhic boundaries. The rates for the various districts apply to property owners whose property is located within that district's geographic boundaries. **Source: Arapahoe County**

Example of Annual Property Tax Calculation

PLEASE NOTE: The example below is for property taxes payable in 2012 and includes the following assumptions: single family home market value of \$200,000 located in the Englewood School District No. 1. Other school districts and special districts have different mill levies and would affect the calculation of property tax.

2011 Property Tax Mill Levy (Payable in 2012)		Property Tax Allocation		%
City of Englewood				
Operations Basic Rate-General Fund	5.880	\$	94	8%
Debt Service Rate-Debt Service Fund	1.741		28	2%
City of Englewood Combined Mill Levy	7.621			
Arapahoe County	17.316		276	24%
Urban Drainage & Flood Control District	0.623		10	1%
Sub Total Mill Levy for all residents	25.560			
Englewood School District No. 1	45.858		730	64%
Total Mill Levy for residents within the Englewood School District No. 1	71.418			
One Mill is 1/1,000 of a dollar	\$ 0.001			
Mill Levy Rate	\$ 0.071418			



Single Family Home Market Value	\$ 200,000
X	
Assessment Ratio	7.96%
=	
Assessed Value	\$ 15,920
X	
Mill Levy Rate	\$ 0.071418
=	
Total Property Tax	\$ 1,137

\$ 1,137	\$ 1,137	100%
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The table to the right provides 2012 comparative local City Sales Tax Rates and Property Tax Mill Levies for the surrounding municipalities.

The chart below provides on a per capita basis the expenditure information regarding the direct, general government and debt services accounted for in the General Fund. This calculation represents the amount required per resident to finance the programs and services provided by the General Fund. Also provided is the per capita Debt Service Fund's General Obligation Debt.

Jurisdiction	City Sales Tax Rate	Property Tax Mill Levy
Greenwood Village	3.00%	2.932
Littleton	3.00%	6.662
Englewood	3.50%	7.621
Sheridan	3.50%	8.078
Cherry Hills Village	3.50%	13.295

	2009	2010	2011	2012	2013 Estimate	2014 Budget
Population	30,761	30,255	30,720	30,720	30,720	30,720
General Fund						
General Government Services	\$ 271	\$ 234	\$ 235	\$ 237	\$ 246	\$ 254
Direct Services	\$ 964	\$ 991	\$ 983	\$ 1,007	\$ 1,015	\$ 1,052
Public Works	\$ 168	\$ 170	\$ 171	\$ 169	\$ 170	\$ 179
Police	\$ 331	\$ 341	\$ 338	\$ 351	\$ 365	\$ 376
Fire	\$ 238	\$ 245	\$ 250	\$ 264	\$ 259	\$ 267
Library	\$ 41	\$ 42	\$ 37	\$ 38	\$ 38	\$ 41
Parks and Recreation	\$ 186	\$ 192	\$ 186	\$ 184	\$ 182	\$ 189
Debt Services	\$ 59	\$ 62	\$ 68	\$ 67	\$ 67	\$ 65
Total Expenditure Per Capita	\$ 1,294	\$ 1,286	\$ 1,286	\$ 1,311	\$ 1,328	\$ 1,371
Debt Service Fund						
General Obligation Debt Per Capita	\$ 36	\$ 36	\$ 31	\$ 31	\$ 31	\$ 31

Surveys, Performance Measurement Management and Outcomes

A Citizen Survey will be sent out in 2014. Below is a summary of the Citizen Survey results of the last two surveys administered by the National Research Center, Inc. The surveys identify Englewood's strengths as well as its challenges. The complete survey results are available on the City's website www.Englewoodgov.org.

2009 Citizen Survey

In 2009, the Englewood City Council commissioned a Citizen Survey to gauge the level of citizen satisfaction with a variety of services and community characteristics.

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

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

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

2007 Citizen Survey

The Citizen Survey was last completed in 2001.

Citizen Satisfaction Levels The results show that our residents are satisfied with many of the community's amenities and services and are generally pleased with the overall direction the City is taking. The City received higher than average ratings in public trust, including value received for taxes paid, overall direction that the City is taking and that the government welcomes citizen involvement and listens to citizens. More than 75 percent of the survey respondents rated Overall Quality of Life in Englewood as "Good" or "Excellent." According to the survey, we received high marks for recreation programming, library services, fire and emergency medical services, planning, and zoning.

Challenges The results also indicate there is work to do in some areas to meet resident expectations. According to the survey, residents believe drugs, run-down buildings, weeds, junk vehicles, and graffiti are problems in Englewood. The survey results also indicate concerns about the overall appearance of Englewood, as well as crime prevention efforts and community safety after dark.

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

Performance Measurement Management

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

Outcomes Outlined

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

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

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

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

A City that provides and maintains quality infrastructure

◆ Promote asset management	
◆ Maintain replacement schedules	◆ Consistent approach to repair and replacement
◆ Build capital reserves when times are good	◆ Proactive maintenance programs that maintains appropriate staffing levels
◆ Continue funding sinking funds	◆ Maintain facilities
◆ Create sinking fund for IT assets	◆ Curb/gutter repair programs
◆ Overall plan for managing our assets	◆ Infrastructure acquisition
◆ Pursue funding options	
◆ Full utilization of grant opportunities	◆ Enhanced franchise fee revenues
◆ Leverage all available funds	◆ Appropriate fee and tax structure
◆ Technology deployment and utilization	
◆ Add technology infrastructure to the definition of City infrastructure	
◆ Better usage of technology for managing assets	

A safe, clean, healthy, and attractive City

◆ Provide appropriate public safety resources to meet community expectations.	
◆ Crime/Fire Analysis	◆ Officers in schools
▪ Integrated GIS for response/analysis	◆ Fair and responsive court system
▪ Easy access to data/statistics	▪ Fair and responsive to community concerns
▪ Inter-jurisdictional data sharing	▪ Youth diversion program
▪ Analysis of 911 call data	◆ Continuity of government
▪ Technology training	▪ City-wide disaster planning
◆ Reinforce community policing philosophy	▪ Emergency response training
◆ Staffing levels based on standards	
◆ Encourage healthy citizens and environment	
◆ Invest in public facilities and land areas promoting healthy lifestyles: Pirates Cove, Englewood Recreation Center, Malley Senior Recreation Center, Golf Course, Parks and Open Space	◆ Recreation programming
◆ Health and wellness activities	◆ Bike lanes
	◆ Safe water and wastewater
	◆ Safe streets
	◆ Expand recreation and cultural events
◆ Improve transportation safety and choices	
◆ Traffic management based on regional standards	◆ Light rail
◆ Traffic enforcement	◆ Traffic calming
◆ State of the art traffic control	◆ Sidewalks
◆ Provide consistent code enforcement response	
◆ Establish standards for response	◆ Reduce nuisance complaints
◆ Pursue additional web content	◆ Improve home maintenance
◆ Hold home maintenance courses	◆ Enforce Codes
◆ Promote residential and commercial beautification	
◆ Business incentives	◆ Residential landscape awards
◆ Business Improvement District	◆ Catalyst program
◆ Flower plantings	◆ Paint up and fix up

A safe, clean, healthy, and attractive City

- ◆ Public and private properties

A progressive City that provides responsive and cost efficient services

◆ Provide accessible government

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

◆ Responsive to needs of citizens

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

◆ Hire and retain well trained and productive staff

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

◆ Monitor and adjust as needed work processes

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

◆ Encourage and promote citizen volunteerism

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

A City that is business friendly and economically diverse

◆ Outreach to businesses

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

◆ Provide economic development tools and data collection

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

◆ Promote redevelopment

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

◆ Develop beneficial branding for the community

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

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

◆ Enhance library, recreation and entertainment opportunities

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

◆ Identify funding options

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



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Budget Process

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

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

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

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

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

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

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

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

The 2014 Budget, Appropriation and Mill Levy ordinances were introduced on first reading (October 7, 2013) and passed on second and final reading (October 21, 2013). The ordinances are reproduced in their entirety in the Supplemental Section of this document.

Ordinance No. Ordinance Title Series of 2013

- | | |
|----|---|
| 54 | An Ordinance fixing the tax levy in mills upon each dollar of the assessed valuation of all taxable property within the City of Englewood, Colorado. |
| 55 | An Ordinance adopting the budget of the City of Englewood, Colorado, for the fiscal year 2014. |
| 56 | An Ordinance appropriating monies for all municipal purposes in the City of Englewood, Colorado, for the fiscal year beginning January 1, 2014, and ending December 31, 2014, constituting what is termed the annual appropriation bill for the fiscal year 2014. |

2014 BUDGET CALENDAR

Time Frame	Task	Department(s)
January - April, 2013	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
April-May, 2013	Update Department Service Enhancement and Capital Request Forms	All Departments
April 22, 2013	Study Session-2012 Overview, 2013 Budget and 2014 Budget Planning Discussion including Five Year Budget Projection and LTAR funds with City Council and Executive Management Staff	All Departments
Week of May 6, 2013	Distribute Divisional Budget workbooks, budget pages in network folders.	FAS
Week of May 13, 2013	Budget Training on Completing the Excel Budget Workbooks and the Word Budget Pages	FAS
June 24, 2013	Information Technology Related Service Enhancement and Capital Request forms due to IT Director	All Departments
July 15, 2013	Service Enhancement and Capital Request forms returned to Revenue and Budget Office	All Departments
July 15, 2013	Departments submit proposed budgets and Divisional Budget pages to Budget Office.	All Departments
July 15, 2013	Study Session-6 month update revenue, expenditures Study Session-Discuss status of 2013 and the Proposed 2014 Budget	FAS
Weeks of July 29, 2013 and August 5, 2013	Departments review budgets workbooks and budget pages with CMO	All Departments
August 26, 2013	Study Session-Discuss Proposed 2013 Budget	All Departments
Week of August 26, 2013	CMO finalizes PROPOSED BUDGET; Finalize Budget Pages for Proposed Budget	CMO/FAS
August 26, 2013	Proposed 2014 Budget Study Session	All Departments
July - Aug 31, 2013	Proposed Budget document prepared, Budget Overview prepared. Provide the City Attorney's Office with DRAFT Ordinances for the Budget, Appropriation and the Mill Levy	FAS
August 28, 2013	Publish on Official City Website the time & place of Budget Hearing (Charter Article X Part I Budget §87)	FAS
<i>August 30, September 6 and 13, 2013</i>	<i>Publish in the Herald the time & place of Budget Hearing (Charter Article X Part I Budget §87)</i>	<i>FAS</i>
September 5, 2013	Proposed budget to Council (legally required by September 15 - Charter Article X Part I Budget §82)	FAS
September 9, 2013	Study Session Preliminary Budget Review 6-9pm (Tentative)	All Departments
<i>September 16, 2013</i>	<i>Public Hearing (Charter Article X Part I Budget §87)</i>	<i>CMO</i>
<i>September 23, 2013</i>	<i>Budget Workshop - 6:00pm to 9:30pm</i>	<i>All Departments</i>
Oct 1 - Dec 31, 2013	Produce and Distribute Budget Document (including the Colorado Department of Local Government and GFOA)	FAS
October 7, 2013	First Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
October 21, 2013	Second Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
December 8, 2013	Final Assessed Valuation from Arapahoe County	FAS
<i>December 15, 2013</i>	<i>Certify Mill Levy to Arapahoe County</i>	<i>FAS</i>

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

CMO - City Manager's Office

FAS - Finance and Administrative Services

Summary of Significant Policies

Budget Policies

The preparation and submission of the City's Budget adheres to the provisions of the Local Government Budget Law of Colorado as described in Colorado Revised Statutes (CRS) section 29-1-103 and the City's Home-Rule Charter (Charter) as outlined in Article X-I-81 through 96.

The budgetary process begins with a review and forecast of revenue sources for all funds. *A **balanced budget** is required and it is one where expenditures may not exceed total available revenue and fund balance.*

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

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

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

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

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

Measurement Focus, Basis of Budget

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

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

Use of estimates

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

Fund Structure Overview

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, utilizes

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

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

The City accounts for and establishes budgets for thirteen individual governmental funds. The City prepares budgets for the following **governmental fund types**:

- The **General Fund** is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The **special revenue funds** account for the proceeds of specific revenue sources that are legally restricted for expenditures of specified purposes.
 - *Conservation Trust Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.
 - *Donors’ Fund* – Accounts for funds donated to the City for various specified activities.
 - *Community Development Fund* – Accounts for the operation revenue and expenditures of Englewood’s “circulator” shuttle, *art*, which is funded in part by the Regional Transportation District. *art* provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.
 - *Malley Center Trust Fund* – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.
 - *Parks and Recreation Trust Fund* – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.
 - *Open Space Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25percent. The Open Space Tax was created on January 1, 2004 and originally set to expire on December 31, 2013. The expiration date was extended to December 31, 2023 by the voters in 2011.
 - *Neighborhood Stabilization Program Fund* – Accounts for the federal grant awarded to acquire, rehabilitate and resale approximately twenty foreclosed residential properties.
- The **debt service funds** account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond and loan principal and interest from special assessment levies when the government is obligated in some manner for payment.
 - *General Obligation Bonds Fund* – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.
- The **capital project funds** account for financial resources to be used for the acquisition and/or construction of major capital facilities other than those financed by the proprietary funds.
 - *Public Improvement Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes and a share in the Arapahoe County Road and Bridge Mill Levy.
 - *Capital Projects Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

Proprietary funds. The City accounts for and establishes budgets for two different types of proprietary funds.

- **Enterprise funds** report the business-type activities. The City uses enterprise funds to account for six separate operations and prepares budgets for the following enterprise funds:

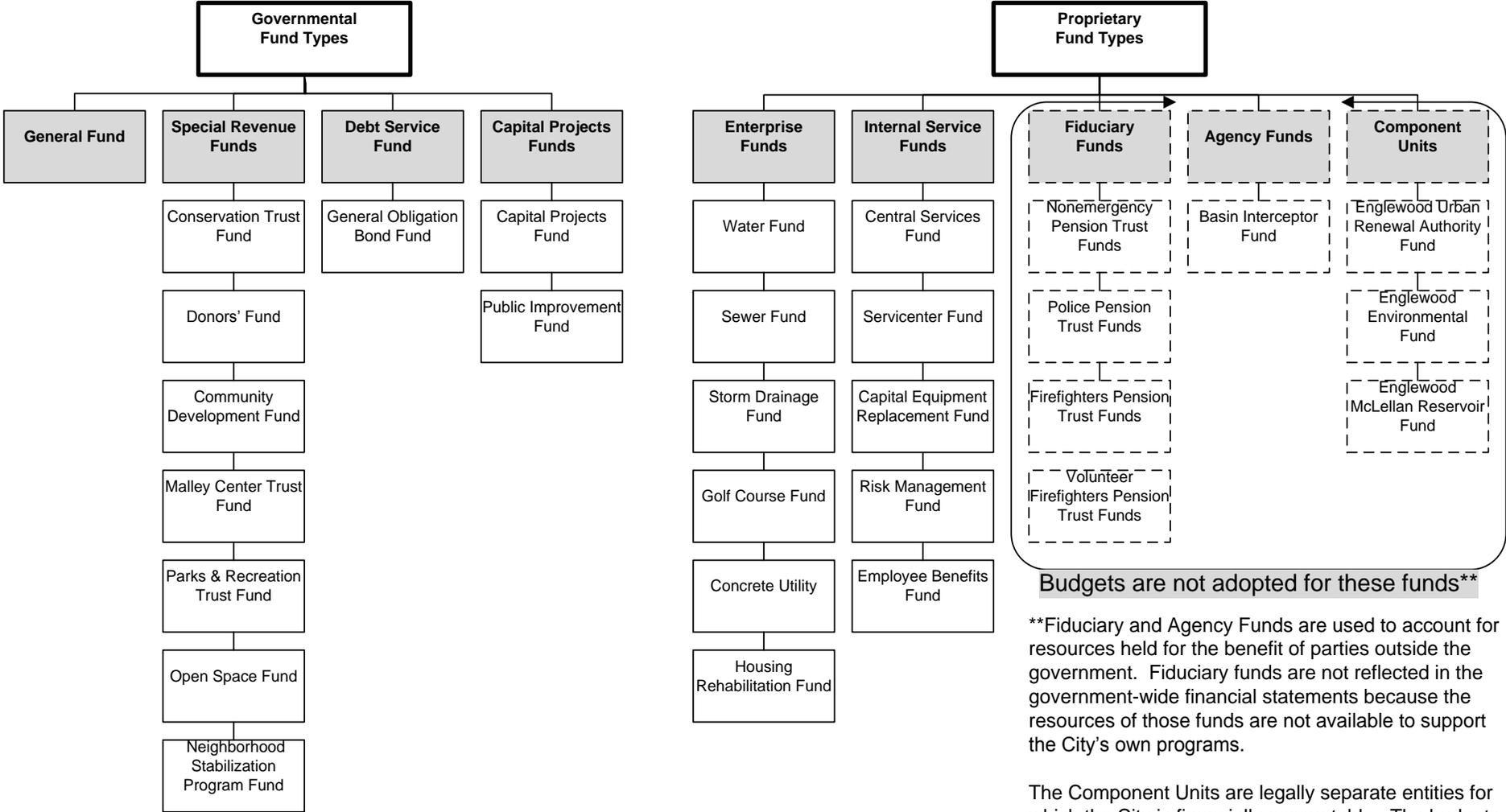
- The *Water Fund* accounts for revenues and expenses associated with providing water services to City of Englewood residents.
- The *Sewer Fund* accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.
- The *Golf Course Fund* accounts for revenues and expenses associated with the operations of the Englewood Municipal Golf Course.
- The *Storm Drainage Fund* accounts for revenues and expenses associated with maintaining the City's storm drainage system.
- The *Concrete Utility Fund* accounts for revenues and expenses associated with maintaining the City's sidewalks, curbs and gutters.
- The *Housing Rehabilitation Fund* accounts for revenues and expenses associated with the City's housing rehabilitation programs.
- **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. The City accounts for and prepares budgets for the following internal service 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.
 - *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.
 - *Capital Equipment Replacement Fund* – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.
 - *Employee Benefits Fund* – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.
 - *Risk Management Fund* – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

Fiduciary funds. Fiduciary funds account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. *Budgets are not adopted for fiduciary funds.*

Agency funds. Agency funds account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds. *Budgets are not adopted for agency funds.*

Budgets are **not adopted** for the fiduciary and the agency funds. The budgets for the component units, legally separate entities, are established by their managing Board of Directors.

Funds Structure Overview



Budgets are not adopted for these funds**

**Fiduciary and Agency Funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs.

The Component Units are legally separate entities for which the City is financially accountable. The budgets for the component units are established by their managing Board of Directors as required.

Accounting Policies

Reporting Entity

The City of Englewood is a municipal corporation governed by an elected seven-member council. The City follows Governmental Accounting Standards Board (GASB) accounting pronouncements that provide guidance for determining which governmental activities, organizations and functions should be included within the financial reporting entity. GASB pronouncements set forth the financial accountability of a governmental organization's elected governing body as the basic criterion for including a possible component governmental organization in a primary government's legal entity. Financial accountability includes, but is not limited to, appointment of a voting majority of the organization's governing body, ability to impose its will on the organization, a potential for the organization to provide specific financial benefits or burdens and fiscal dependency.

Measurement Focus, Basis of Accounting

The proprietary fund and fiduciary fund financial statements are presented using the *economic resources measurement focus* and *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

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

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to the same limitation. The City has elected not to follow subsequent private-sector guidance.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all City levied taxes.

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

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

Encumbrances

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

Financial Policies

Fiscal Management

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

Use of Revenue Sources

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

Fund Balance-General Fund

Fund balance is the difference between total assets and total liabilities or net assets. The unassigned fund balance target range for the General Fund is between 10percent and 16percent of total General Fund revenues or approximately one to two months of General Fund budgeted expenditures. If the unassigned fund balance falls below the minimum target balance, additional sources of funds and/or reductions of uses of funds are identified to bring the balance to the desired level.

Funds Available

The proprietary and governmental funds calculate funds available by netting current assets and current liabilities.

Restrictions of funds available are liquid assets that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose.

Unrestricted funds available represent assets that do not have any limitations on their use. While City management may have categorized and segmented portions for various purposes, the City Council has the authority to revisit or alter these managerial decisions.

Fund Balance

The fund balance includes third party limitations or tentative management plans that are subject to change. The City has the following fund balance allocations:

Restricted Fund Balances carry provisions that are externally imposed by creditors or by law.

- **Restricted for Parks and recreation**-The amount reserved for parks and recreation represents the fund balance of the Conservation Trust (State Lottery) Fund, the Open Space Fund, the Malley Center Trust Fund and the Parks and Recreation Trust Fund, which are legally restricted for parks, open space and recreation purposes.
- **Restricted for Law enforcement**-The amount reserved for police operations represents funds that are legally restricted for law enforcement purposes, pursuant to grant requirements.
- **Restricted for Debt service**-The reserve for debt service represents the portion of fund balance that is legally restricted to payment of principal and interest on long-term debt maturing in future years.
- **Restricted for TABOR Emergencies**-Emergency reserves have been provided for as required by Article X, Section 20 of the Constitution of the State of Colorado.

Committed Fund Balance is created and modified through appropriation by City Council.

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

budget or by supplemental appropriation. On the following page is the history of the account's sources and (uses) of funds.

- **Committed to Law Enforcement** Community Oriented Policing Services (COPS) Grant-The amount represents the grant's fourth year funding commitment.

Assigned Fund Balance is intended for a specific purpose but is neither restricted nor committed. City management may have categorized portions for various purposes, and City Council has the unrestricted authority to revisit or alter these managerial decisions.

Unassigned Fund Balance is only reported in the General Fund for balances that are not restricted, committed or assigned. City Council has the unrestricted authority to appropriate these funds.

General Fund - Long-Term Asset Reserve	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Beginning LTAR Balance	\$1,986,000	\$3,485,143	\$ 3,131,980	\$ 2,130,520	\$2,406,649	\$2,619,375	\$2,619,375	\$2,619,375
Sources of Funds								
Reso 34 - Disposition of Proceeds from EMRF/RTD Sale	499,143							
Reso 39 - Budget Amendment - Transfer to LTAR from Unreserved Fund Balance	1,000,000							
Transfer from EMRF to GF partial repayment of 2009 Reso 33		591,837						
Transfer from EMRF to GF Nov/Dec-2009 Rent		20,000						
Transfer from NSP to LTAR			47,052	396,129	312,726			
Total Sources of Funds	1,499,143	611,837	47,052	396,129	312,726	-	-	-
Uses of Funds								
Reso 30 - Transfer from LTAR to PIF - Street Improvements		(165,000)						
Reso 33 - Transfer from LTAR to EMRF		(800,000)						
LTAR funding of COPS Grant			(298,512)					
Reso 35-2010 Transfer from LTAR to NSP			(750,000)					
LTAR funding of 2011 Catalyst Program				(120,000)				
Reso 53-2012 LTAR funding of 2012 Economic Development Little Dry Creek Fountain Project					(100,000)			
Total Uses of Funds	-	(965,000)	(1,048,512)	(120,000)	(100,000)	-	-	-
Net Sources (Uses) of Funds	1,499,143	(353,163)	(1,001,460)	276,129	212,726	-	-	-
Ending LTAR Balance	\$3,485,143	\$3,131,980	\$ 2,130,520	\$ 2,406,649	\$2,619,375	\$2,619,375	\$2,619,375	\$2,619,375

Tax, Spending and Debt Limitations

Tax and Spending Limitations

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

Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving fewer than 10percent of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. The City's management believes its Enterprise Funds qualify for this exclusion.

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

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

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

Debt Capacity

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

Debt Service Requirement Schedules for All Funds

Year	<i>Governmental Funds</i>		<i>Proprietary Funds</i>				<i>All Funds</i>
	General Fund	Debt Service Fund	Water Fund	Sewer Fund	Storm Drainage Fund	Golf Course Fund	Total
2014	\$ 1,997,383	\$ 1,092,113	\$ 1,590,808	\$ 4,269,476	\$ 115,780	\$ 293,162	\$ 9,358,722
2015	\$ 1,856,314	\$ 1,095,412	\$ 1,599,385	\$ 4,271,726	\$ 114,780	\$ 290,512	\$ 9,228,129
2016	\$ 1,856,619	\$ 1,093,312	\$ 1,589,329	\$ 4,203,101	\$ 113,530	\$ 291,600	\$ 9,147,491
2017	\$ 1,794,739	\$ 1,095,912	\$ 1,579,538	\$ 4,072,754	\$ 117,030	\$ 292,112	\$ 8,952,085
2018	\$ 1,680,922	\$ 1,090,888	\$ 1,302,642	\$ 4,035,283	\$ 115,192	\$ 292,050	\$ 8,516,977
2019	\$ 1,683,112	\$ 1,096,000	\$ 534,178	\$ 4,034,484	\$ 113,093	\$ 291,413	\$ 7,752,280
2020	\$ 1,678,026	\$ 1,097,950	\$ 987,878	\$ 4,030,584	\$ 110,730	\$ 290,200	\$ 8,195,368
2021	\$ 1,685,446	\$ 1,089,000	\$ 986,845	\$ 4,034,075	\$ 118,105	\$ 292,900	\$ 8,206,371
2022	\$ 1,690,034	\$ 1,089,600	\$ 989,645	\$ 4,036,197	\$ -	\$ 294,700	\$ 8,100,176
2023	\$ 1,686,904	\$ 613,600	\$ 990,185	\$ 4,023,976	\$ -	\$ 290,600	\$ 7,605,265
2024	\$ 141,612	\$ -	\$ 992,335	\$ 3,946,093	\$ -	\$ 545,900	\$ 5,625,940
2025	\$ 145,509	\$ -	\$ 992,285	\$ 4,009,590	\$ -	\$ -	\$ 5,147,384
2026	\$ 115,117	\$ -	\$ 991,185	\$ -	\$ -	\$ -	\$ 1,106,302
2027	\$ 15,000	\$ -	\$ 992,485	\$ -	\$ -	\$ -	\$ 1,007,485
2028	\$ 15,000	\$ -	\$ 991,000	\$ -	\$ -	\$ -	\$ 1,006,000
2029	\$ 15,000	\$ -	\$ 992,950	\$ -	\$ -	\$ -	\$ 1,007,950
2030	\$ 15,000	\$ -	\$ 986,025	\$ -	\$ -	\$ -	\$ 1,001,025
2031	\$ 15,000	\$ -	\$ 983,200	\$ -	\$ -	\$ -	\$ 998,200
2032	\$ 15,000	\$ -	\$ 984,550	\$ -	\$ -	\$ -	\$ 999,550
2033	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2034	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
2035-2065	\$ 451,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 451,250
Total	\$ 18,582,987	\$ 10,453,787	\$ 21,056,448	\$ 48,967,339	\$ 918,240	\$ 3,465,149	\$ 103,443,950

The entire section (Part I-Home Rule Charter Article X.-Finance Administration Part III.-Bonded Indebtedness Section 104: General Obligation Bonds) of the City’s Home Rule Charter establishes the following debt margin:

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

On November 6, 2001 (Ordinance No. 35, Series 2001), a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3percent) of **actual** valuation versus three percent (3percent) of **assessed** valuation.

Future debt issuance may be subject to the TABOR.

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

Deposits and Investment

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

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

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

Deposits

Custodial credit risk – deposits:

Custodial risk for deposits is the risk that, in the event of a failure of a depository financial institution, the City will not be able to recover its deposits or will not be able to recover collateral securities that are in possession of an outside party. The City's deposit policy is in accordance with CRS 11-10.5-101, The Colorado Public Deposit Protection Act (PDPA), which governs investment of public funds. PDPA requires that all units of local government deposit cash in eligible public depositories. State regulators determine eligibility. Amounts on deposit in excess of federal insurance levels (\$250,000) must be collateralized. The eligible collateral is determined by the PDPA. PDPA allows the institution to create a single collateral pool for all public funds. The pool for all the uninsured public deposits as a group is to be maintained by another institution or held in trust. The market value of the collateral must be at least equal to 102percent of the aggregate uninsured deposits. The institution's internal records identify the collateral by depositor and as such, these deposits are considered to be uninsured but collateralized. The State Regulatory Commissions for banks and financial services are required by statute to monitor the naming of eligible depositories and reporting of the uninsured deposits and assets maintained in the collateral pools.

Investments

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

<u>Authorized Investment Type</u>	<u>Maximum Maturity</u>	<u>Maximum Percentage of Portfolio</u>	<u>Maximum Investment in One Issuer</u>
U.S. Treasury Obligations	5 years	None	None
U.S. Instrumentalities	5 years	None	None
Repurchase Agreements	90 days	None	None
Reverse Repurchase Agreements	90 days	None	None
Flexible Repurchase Agreements	10 years	None	None
Certificates of Deposit	5 years	50%	None
Bankers Acceptances	180 days	20%	None
Commercial Paper	270 days	40%	None
Corporate Bonds	3 years	30%	5%

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

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

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

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

Risk Management

Property, Liability and Workers' Compensation

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

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

Colorado Intergovernmental Risk Sharing Agency (CIRSA)

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

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

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

Employee Health Benefits

Medical, accidental death and disability and life insurance

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

Dental insurance

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

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

Capital Investment

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

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

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

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

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

Equipment and Vehicles

The City accounts for the replacement of capital equipment and vehicles in its Capital Equipment Replacement Fund (CERF). Equipment replacement is based on its average useful life. A vehicle must

achieve its average useful life and have 40,000 miles or 4,000 hours of use before it is replaced. Administrative vehicles must have 60,000 miles. If a vehicle has over 50percent of its purchase price in repair costs, it will be replaced regardless of mileage once it achieves its useful life.

A vehicle that has reached its useful life, but has not achieved the minimum mileage and the repair costs are under 50percent of the purchase price, the replacement will be deferred. The vehicle will be re-evaluated for replacement based upon the replacement criteria and the extended life expectancy. The vehicle can be extended a maximum of three years beyond its recommended useful life. Departments will continue to pay annual CERF charges on extended life vehicles to cover yearly inflation increases of replacement costs.

Strategic and Long-Range Planning

In order to optimize limited resources, the City relies on the input from citizens and employees through surveys and studies to identify the direction for capital investment. The following plans, though not all inclusive, determine in part the acquisition of capital assets.

Community Development - The 2003 Englewood Comprehensive Plan identifies a three-part strategy for the growth and development of the City. Collectively, the strategies are formally known as *The Three R's: Revitalization, Redevelopment, and Reinvention*.

Revitalization Englewood's assets include established neighborhoods, a strong downtown, existing community infrastructure, and excellent transportation options. These assets need to be preserved, protected, reinvested in, and improved upon in order to ensure the vitality of the city. A revitalization focus embodies all of these strategies. The objective of revitalization efforts is to strengthen predominantly stable residential and commercial areas.

Redevelopment Englewood has a number of challenges that need to be addressed. These challenges include marginally productive, deteriorating, or contaminated commercial properties; pockets of blighted and obsolete housing; a relative lack of socio-economic diversity; physical limitations to expansion; and limited ability to independently solve regional scale problems. In order to successfully meet these challenges, Englewood must adopt strategies focused on redevelopment. The City of Englewood seeks to replace deteriorated, single use developments with high quality, mixed-use, economically diversified developments that will hold economic value for the city over time.

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

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

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

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

- 1) Provide an economically viable environment that builds and maintains a diverse base of businesses.
 - Actively engage in outreach activities to retain and assist existing businesses.

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

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

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

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

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

City will explore both sides of the “cloud” experience – as a consumer of the service or a provider which could offset the City’s expense for that service.

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

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

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

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

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

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

To date, the Parks and Recreation Department has been able to purchase the Orphan Property and construct trail head amenities and parking on the site. Duncan Park was purchased from Englewood Schools and a planning grant was received for the purpose of designing park amenities for the site. A planning grant for the Riverside Property was received for the design of amenities on the site directly west of the golf course parking lot. A grant for the Centennial Park Trail Loop Renovation was awarded for the construction of a new 10 foot wide concrete trail, including fishing access/shoreline stabilization and a new pedestrian bridge.

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

Multi-Year Capital Plan (MYCP)

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

The following page summarizes the capital projects and acquisitions requested for 2014 through 2018. The amounts listed in 2014 are the only approved and appropriated items in the MYCP. The “out” years are informational and are subject to change, approval and appropriation for the specified year.

**Multi-Year Capital Plan – All Funds
Summary Schedule**

	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
<u>Governmental Funds</u>						
<i>Special Revenue Funds</i>						
Conservation Trust Fund	337,000	550,500	382,000	409,500	432,000	2,111,000
Open Space Fund	805,630	778,000	734,000	685,000	510,000	3,512,630
<i>Capital Projects Funds</i>						
Public Improvement Fund	3,190,820	1,744,326	1,747,400	1,685,426	1,570,272	9,938,244
Capital Projects Fund	1,151,975	16,145,586	14,943,270	12,303,875	8,438,137	52,982,842
Governmental Funds Total	5,485,425	19,218,412	17,806,670	15,083,801	10,950,409	68,544,716
<u>Proprietary Funds</u>						
<i>Enterprise Funds</i>						
Water Fund	2,887,300	350,000	350,000	350,000	350,000	4,287,300
Sewer Fund	2,002,500	1,825,000	2,625,000	100,000	100,000	6,652,500
Storm Water Drainage Fund	100,000	100,000	100,000	100,000	100,000	500,000
Golf Course Fund	567,300	149,000	132,000	119,000	100,000	1,067,300
Concrete Utility Fund	498,000	500,000	500,000	500,000	500,000	2,498,000
<i>Internal Service Funds</i>						
Servicenter Fund	562,000	-	-	-	-	562,000
Capital Equipment Replacement Fund	1,737,452	-	-	-	-	1,737,452
Proprietary Funds Total	8,354,552	2,924,000	3,707,000	1,169,000	1,150,000	17,304,552
All Funds Total	13,839,977	22,142,412	21,513,670	16,252,801	12,100,409	85,849,268

Please note: The 2014 budgeted capital items listed on the following pages are the only approved and appropriated items in the MYCP. The “out” years are informational and are subject to change, approval and appropriation for the specified year. The key for abbreviations used in this section is as follows:

- | | |
|---|---|
| CD - Community Development | ISTEA - Intermodal Surface Transportation Efficiency Act |
| CDOT - Colorado Department of Transportation | IT - Information Technology |
| CTF - Conservation Trust Fund | LS - Library Services |
| ERC - Englewood Recreation Center | LEWWTP - Littleton/Englewood Wastewater Treatment Plant |
| ERP - Enterprise Resource Plan | PC - Pirates Cove |

FAS - Finance and Administrative Services
GOCO - Great Outdoors Colorado
IGA - Intergovernmental Agreement

PR - Parks & Recreation
PW - Public Works
UT - Utilities

SPECIAL REVENUE FUNDS

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

Conservation Trust Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PR	Contingency	125,000	75,000	75,000	75,000	75,000	425,000
PR	Canopy Replacement	-	2,500	-	2,500	-	5,000
PR	PC Furniture	-	-	-	-	10,000	10,000
PR	PC slides/play structure maintenance	-	40,000	-	40,000	-	80,000
PR	erc lane lines	-	6,000	-	-	-	6,000
PR	ERC/Malley fitness equipment replacement	50,000	150,000	50,000	50,000	150,000	450,000
PR	ERC pool re grout tile	-	10,000	-	-	-	10,000
PR	erc track surface	55,000	-	-	-	-	55,000
PR	Rec Trac POS Hardware Replacement Program	7,000	7,000	7,000	7,000	7,000	35,000
PR	Pirates Cove Lazy River	-	50,000	-	-	-	50,000
PR	Future Grant Match	-	75,000	75,000	75,000	75,000	300,000
PR	ERC Pool Improvements	-	-	-	15,000	-	15,000
PR	Malley PA system replacement	-	-	-	-	15,000	15,000
PR	Malley Computer Lab Workstations	-	25,000	-	-	-	25,000
PR	Pirates Cove expansion fund	100,000	100,000	100,000	100,000	100,000	500,000
PR	PC Play Structure Maintenance	-	-	75,000	-	-	75,000
PR	PC Enhancements	-	-	-	45,000	-	45,000
PR	Bellevue Park Children's Train Track Repair	-	10,000	-	-	-	10,000
	Totals	337,000	550,500	382,000	409,500	432,000	2,111,000

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

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PR	Tree Maintenance Program (replacement, pruning, etc...)	25,000	30,000	30,000	30,000	30,000	145,000
PR	Parks flowerbed program	20,000	20,000	21,000	22,000	22,000	105,000
PR	Open Space land bank	100,000	100,000	100,000	100,000	100,000	500,000
PR	Parks landscape improvements	35,000	50,000	50,000	50,000	-	185,000
PR	Tennis/Basketball Court Renovations	-	45,000	-	50,000	-	95,000
PR	Irrigation System Replacement	-	75,000	75,000	75,000	-	225,000
PR	Small Equipment Replacement	20,000	20,000	20,000	20,000	20,000	100,000
PR	Parks Maintenance Employee Compensation	94,500	63,000	63,000	63,000	63,000	346,500
PR	Contingency	150,000	25,000	25,000	25,000	25,000	250,000
PR	Fiber Dam Replacement	40,000	-	-	-	-	40,000
PR	Romans Playground ACOS grant match	-	50,000	-	-	-	50,000
PR	Romans Basketball Court Replacement	-	50,000	-	-	-	50,000
PR	Bates Logan Basketball Court Replacement	-	-	50,000	-	-	50,000
PR	Rotolo Playground ACOS grant match	-	-	50,000	-	-	50,000
PR	Chip Box and Dump Bed	33,000	-	-	-	-	33,000
PR	Duncan Park Entry Sign	25,000	-	-	-	-	25,000
PR	Grant Matching Funds	263,130	250,000	250,000	250,000	250,000	1,263,130
	Totals	805,630	778,000	734,000	685,000	510,000	3,512,630

CAPITAL PROJECTS FUNDS

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

Public Improvement Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
FAS	Transfer to General Fund-Debt Service	435,820	294,326	297,400	235,426	120,272	1,383,244
FAS	Transfer to General Fund-Operations	400,000	-	-	-	-	400,000
FAS	Transfer to Capital Projects Fund	1,100,000	-	-	-	-	1,100,000
PW	Miscellaneous Infrastructure Repairs	-	25,000	25,000	25,000	25,000	100,000
PW	Road and Bridge	750,000	850,000	850,000	850,000	850,000	4,150,000
PW	Concrete Program-Handicap ramp construction	-	20,000	20,000	20,000	20,000	80,000
PW	Concrete Utility-City's share of Utility	280,000	280,000	280,000	280,000	280,000	1,400,000
PW	Bridge Repairs	50,000	50,000	50,000	50,000	50,000	250,000
PW	Transportation System Upgrade	175,000	225,000	225,000	225,000	225,000	1,075,000
	Totals	3,190,820	1,744,326	1,747,400	1,685,426	1,570,272	9,938,244

Capital Projects Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
CC	Webstreaming Equipment - City Council Meetings	-	11,400	11,400	11,400	11,400	45,600
FAS	1% Art in Public Places	11,406	12,362	12,980	13,629	14,310	64,686
FAS	Financial & HR System - MUNIREvs Licensing and Tax Collection System	100,000	100,000	100,000	100,000	100,000	500,000
HR / IT	NEOGOV Performance Management	20,200	15,200	15,200	15,200	15,200	81,000
IT	Network Development	459,740	100,000	100,000	100,000	100,000	859,740
IT	Telecommunications Systems	150,000	-	25,000	-	25,000	200,000
IT	Financial & HR System	-	800,000	200,000	-	200,000	1,200,000
IT	Court System	-	225,000	15,000	15,000	15,000	270,000
IT	Permit Tracking System	-	100,000	50,000	50,000	50,000	250,000
IT	Web Page Development & Expansion	-	50,000	-	25,000	-	75,000
IT	Departmental PC Replacement	100,000	80,000	50,000	50,000	40,000	320,000
IT	Software - Microsoft	-	81,000	90,000	90,000	90,000	351,000
IT	Websense,	-	-	-	-	25,000	25,000
IT	Replacement servers	-	50,000	-	30,000	-	80,000
IT	Antivirus	-	-	-	-	25,000	25,000
IT	Mobile and desktop application software and hardware	-	100,000	50,000	100,000	50,000	300,000
CD	Light Rail Corridor Next Steps Study	40,000	-	-	-	-	40,000
CD	Broadway Mid-Block Crossing @ Gothic	-	-	250,000	-	-	250,000
CD	Broadway Streetscape Project US 285 to Big Dry Creek	-	7,000,000	7,000,000	7,000,000	7,000,000	28,000,000
CD	Replace Landscaping in Broadway Medians US 285 to Yale	-	146,000	36,000	36,000	36,000	254,000
CD	Old Hampden Streetscape Project Phase I Broadway to Clarkson (Includes Engineering for Phase II)	-	5,600,000	5,040,000	40,000	40,000	10,720,000
CD	Old Hampden Streetscape Project Phase II Clarkson to US 285	-	-	-	3,640,000	40,000	3,680,000
CD	Replace Pedestrian Lights on Broadway 285 to Floyd	-	450,000	-	-	-	450,000
CD	Install Pedestrian Lights on Broadway Floyd to Yale	-	-	900,000	-	-	900,000
CD	Reconstruction of East Paseo	-	-	250,000	-	-	250,000
CD	Design and Install Wayfinding System in Downtown and CityCenter	-	-	-	100,000	-	100,000
Fire	Hazardous Materials Monitoring Equipment	-	1,575	1,575	1,575	-	4,725
Fire	One Touch Dispatching	-	2,205	2,205	2,205	2,205	8,820
Fire	Mattress Replacement - all stations	16,000	-	-	-	-	16,000
Fire	Alert Systems Replacement - Jefferson and Tejon Stations	-	5,000	5,000	5,000	5,000	20,000
Fire	3- Life Pak 15 units	90,000	-	-	-	-	90,000
Police	Radio CERF	10,000	30,000	30,000	30,000	30,000	130,000
Police	Computer Assist Dispatch/MIS System	10,000	30,000	30,000	30,000	30,000	130,000
Police	Lease/Purchase Optical Records System	-	10,000	10,000	10,000	10,000	40,000

Capital Projects Fund continued on next page.

Capital Projects Fund continued from previous page.

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PW	CPF/BUILDING MAINTENANCE - MUSEUM OF OUTDOOR ARTS	560	580	603	627	652	3,022
PW	CPF/BUILDING MAINTENANCE - LIBRARY	6,960	7,240	7,530	7,831	8,144	37,705
PW	CPF/BUILDING MAINTENANCE - HAMPDEN HALL	1,450	1,500	1,560	1,622	1,687	7,819
PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	2,813	2,925	3,042	3,164	3,291	15,235
PW	CPF/BUILDING MAINTENANCE - TEJON STATION	6,750	7,020	7,301	7,593	7,897	36,561
PW	CPF/BUILDING MAINTENANCE - ACOMA STATION	5,600	5,800	6,032	6,273	6,524	30,229
PW	CPF/BUILDING MAINTENANCE - JEFFERSON STATION	7,311	7,600	7,904	8,220	8,549	39,584
PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 - FOX	3,370	3,505	3,645	3,791	3,943	18,254
PW	CPF/BUILDING MAINTENANCE - MILLER BUILDING	340	354	368	383	398	1,843
PW	CPF/BUILDING MAINTENANCE - MALLEY	18,500	19,200	19,968	20,767	21,598	100,033
PW	CPF/BUILDING MAINTENANCE - RECREATION CENTER	23,625	24,570	25,553	26,575	27,638	127,961
PW	CPF/BUILDING MAINTENANCE SAFETY SERVICES BUILDING	12,700	13,200	13,728	14,277	14,848	68,753
PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	24,650	25,650	26,676	27,743	28,853	133,572
PW	CPM09-8 Replace Carpeting in all Fire Stations	-	4,200	-	-	-	4,200
PW	CPM09-11 Ceiling Exhaust Fans - Acoma Station	-	-	-	-	-	-
PW	Truck Bay	-	12,500	-	-	-	12,500
PW	NEW CPM10-2 Civic Center roof coating	30,000	-	-	-	-	30,000
PW	Capital Replacement Fund for Buildings	-	300,000	300,000	300,000	300,000	1,200,000
PR	ERC Pool Acid Room repair	-	-	20,000	-	-	20,000
PR	ERC Boiler Replacement	-	-	-	25,000	-	25,000
PR	ERC Pool Pump Replacement	-	-	10,000	-	-	10,000
PR	ERC Carpet Replacement	-	-	-	35,000	-	35,000
PR	ERC Cardio Fitness Room Redesign	-	-	45,000	-	-	45,000
PR	ERC Locker Room Improvements	-	-	-	250,000	-	250,000
PR	PC Pump Replacement	-	-	-	-	50,000	50,000
PR	PC Filter Replacement	-	-	-	-	-	-
PR	PC Spray Pad Replacement	-	-	-	40,000	-	40,000
PR	PC Concession Equipment Replacement	-	-	20,000	-	-	20,000
PR	PC Admin Office/Box Office	-	-	-	30,000	-	30,000
PR	PC Concession Building Repair	-	-	50,000	-	-	50,000
PR	Malley Fitness Room Ceiling Fans	-	25,000	-	-	-	25,000
PR	Malley Carpet Replacement	-	-	100,000	-	-	100,000
PR	Malley Entry Concrete and Lighting	-	35,000	-	-	-	35,000
PR	Bellevue Farm Improvements	-	150,000	-	-	-	150,000
PR	Hosanna Turf Field	-	500,000	-	-	-	500,000
	Totals	1,151,975	16,145,586	14,943,270	12,303,875	8,438,137	52,982,842

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

ENTERPRISE FUNDS

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

Water Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
UT	City Ditch Piping	100,000	100,000	100,000	100,000	100,000	500,000
UT	Replace 24" Valve at Meadow Creek Balve House	34,800	-	-	-	-	34,800
UT	Install VFD and High Efficiency Motor	65,000	-	-	-	-	65,000
UT	Repair of East 3mg Roofs	800,000	-	-	-	-	800,000
UT	Repair of West 3mg Roofs	800,000	-	-	-	-	800,000
UT	General Routine Capital Items T/B/D	100,000	100,000	100,000	100,000	100,000	500,000
UT	AWTP Roof Replacement	800,000	-	-	-	-	800,000
UT	Install Aerator at Union Ave Reservoir	35,000	-	-	-	-	35,000
UT	Distribution System Main Replacements	150,000	150,000	150,000	150,000	150,000	750,000
UT	Update GIS Workstation	2,500	-	-	-	-	2,500
	Totals	2,887,300	350,000	350,000	350,000	350,000	4,287,300

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

Sewer Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
UT	Sanitary Sewer Collection System Repair and Replacement	100,000	100,000	100,000	100,000	100,000	500,000
UT	Update GIS Workstation	2,500	-	-	-	-	2,500
UT	LEWWTP Capital Contributions	1,900,000	1,725,000	2,525,000	-	-	6,150,000
	Totals	2,002,500	1,825,000	2,625,000	100,000	100,000	6,652,500

Storm Drainage Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
UT	Annual Repair & Maintenance of the Stormwater Collection System	100,000	100,000	100,000	100,000	100,000	500,000
	Totals	100,000	100,000	100,000	100,000	100,000	500,000

Golf Course Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
GC	Driving Range Dispenser	23,000	-	-	-	-	23,000
GC	Jr Golf Clubs	10,000	-	-	-	-	10,000
GC	HVAC	35,000	-	-	-	-	35,000
GC	Golf Course Signage	5,000	-	-	-	-	5,000
GC	Pro Shop Displays and front counter work space	50,000	-	-	-	-	50,000
GC	Annual replacement of golf carts	50,000	50,000	50,000	50,000	55,000	255,000
GC	Landscaping improvements to golf course.	21,000	45,000	45,000	45,000	21,000	177,000
GC	Other improvements	9,000	9,000	9,000	9,000	9,000	45,000
GC	Rotary Mower	40,000	-	-	-	-	40,000
GC	Sprinkler System	138,000	15,000	15,000	15,000	15,000	198,000
GC	Triplex Trim Mower	26,000	-	-	-	-	26,000
GC	Greens Mower	49,700	-	-	-	-	49,700
GC	Utility Vehicle	38,000	-	-	-	-	38,000
GC	Trap Rake	19,000	-	-	-	-	19,000
GC	Walk Greens Mower	9,000	-	-	-	-	9,000
GC	Small Aerator	25,600	-	-	-	-	25,600
GC	Large Fertilizer Spreader	4,000	-	-	-	-	4,000
GC	Golf Cart Battery Replacement	-	30,000	13,000	-	-	43,000
GC	Large Slit Seeder	15,000	-	-	-	-	15,000
	Totals	567,300	149,000	132,000	119,000	100,000	1,067,300

Concrete Utility Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PW	Annual Curb and Gutter Replacement	498,000	500,000	500,000	500,000	500,000	2,498,000
	Totals	498,000	500,000	500,000	500,000	500,000	2,498,000

INTERNAL SERVICE FUNDS

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

Servicenter Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PW	New Car Wash Facility	550,000	-	-	-	-	550,000
PW	Increase Mag Chloride Containment	12,000	-	-	-	-	12,000
	Totals	562,000	-	-	-	-	562,000

Capital Equipment Replacement Fund

Department	Project Description	2014 Approved	2015 Requested	2016 Requested	2017 Requested	2018 Requested	Total
PW	2014 CERF Replacment	1,737,452	-	-	-	-	1,737,452
	Totals	1,737,452	-	-	-	-	1,737,452



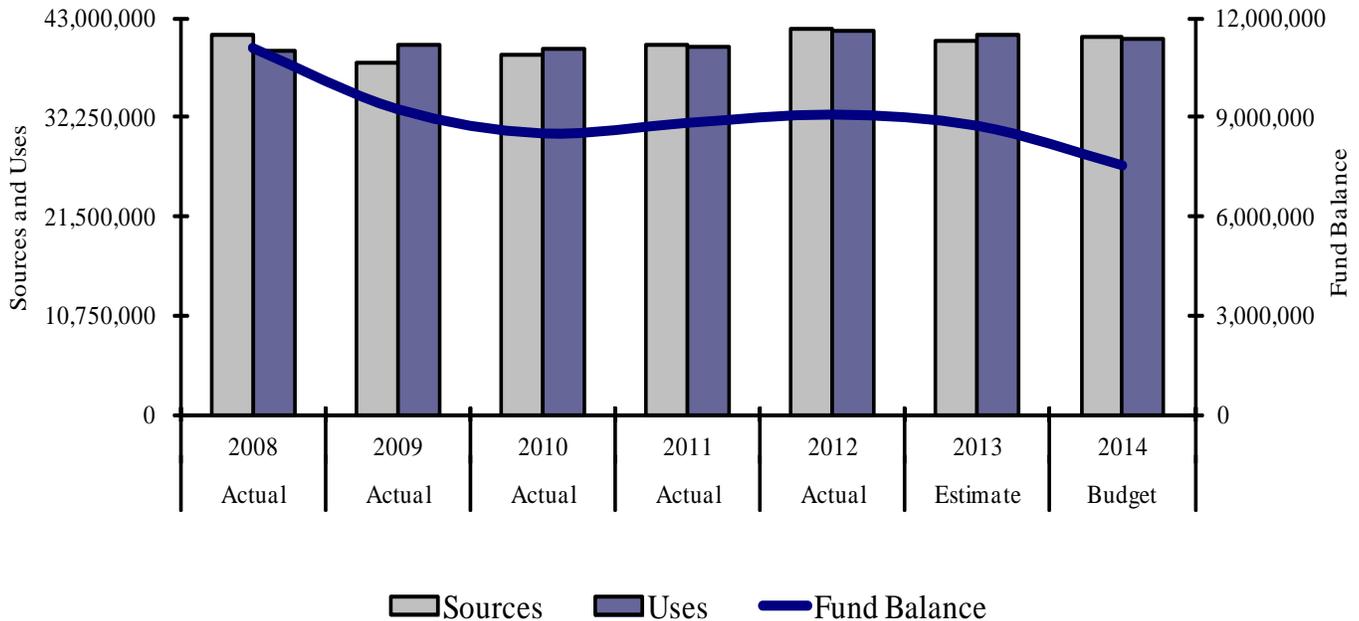
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General Fund

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

General Fund Summary Statement of Sources and Uses of Funds And Changes in Fund Balance

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Fund Balance	\$ 9,374,427	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 8,626,388	\$ 9,070,810	\$ 8,726,474
Sources of Funds								
Total Revenue	39,178,660	37,078,724	36,819,579	38,306,575	39,889,799	39,050,099	39,314,488	39,670,112
Other Financing Sources	1,973,789	1,028,456	2,091,485	1,813,945	1,968,243	1,139,574	1,139,574	1,248,820
Total Sources of Funds	41,152,449	38,107,180	38,911,064	40,120,520	41,858,042	40,189,673	40,454,062	40,918,932
Uses of Funds								
Total Expenditures	39,015,198	39,797,975	38,901,342	39,496,268	40,265,587	41,110,026	40,798,398	42,126,719
Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	-	-	-
Total Uses of Funds	39,424,113	39,974,986	39,651,342	39,797,514	41,604,917	41,110,026	40,798,398	42,126,719
Net Sources (Uses) of Funds	1,728,336	(1,867,806)	(740,278)	323,006	253,125	(920,353)	(344,336)	(1,207,787)
Ending Fund Balance	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 9,070,810	\$ 7,706,035	\$ 8,726,474	\$ 7,518,687
Percentage Change		-16.82%	-8.02%	3.80%	2.87%	-15.05%	13.24%	-13.84%



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

Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. In 2001, voters approved an additional mill levy for principal and interest payments on the City’s general obligation debt incurred for certain parks and recreation projects-construction of Pirates Cove and remodeling of the Englewood Recreation Center and the Malley Senior Recreation Center. This additional property tax mill levy varies based on the debt service payment of the City’s general obligation debt. The property tax mill levy designated for General Fund use is fixed at 5.880 mills. The estimated revenue for 2014 and 2013 follow:

Fund	Tax	2014 Budget		2013 Budget	
		2013 Mill Levy Collected in 2014	Amount	2012 Mill Levy Collected in 2012	Amount
General	Property	5.880	\$ 2,898,000	5.880	\$ 2,898,000
Debt Service	Property	2.244	1,105,000	1.914	940,000
Totals		8.124	\$ 4,003,000	7.794	\$ 3,838,000

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

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

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

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

Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration.

Licenses and Permits: This revenue category includes business licenses and building permits.

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

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

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

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

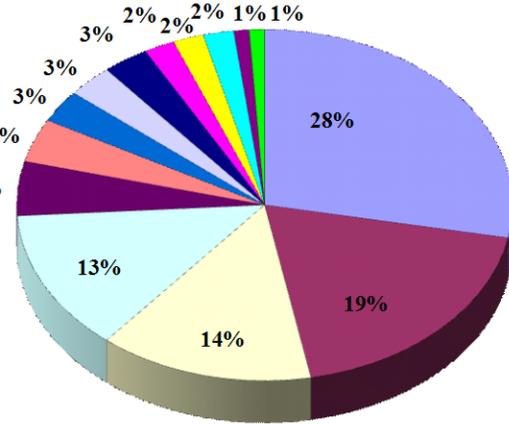
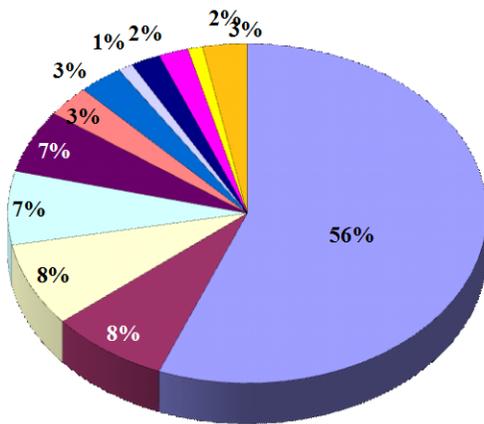
Fines and Forfeitures: This revenue source includes court, traffic violation, and other fines.

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

Contribution from Component Units: The Englewood/McLellan Reservoir Foundation collects and remits net rental income to the General Fund.

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

General Fund Total Sources and Uses of Funds



General Fund Sources		
	Amount	%
Revenue		
■ Sales & Use Taxes	\$ 22,883,003	56%
■ Charges for Services	3,340,803	8%
□ Franchise Fees	3,069,500	8%
□ Property Tax	2,898,000	7%
■ Cultural & Recreation Program Fees	2,594,232	6%
■ Intergovernmental Revenue	1,243,281	3%
■ Fines & Forfeitures	1,368,450	3%
□ Specific Ownership & Cigarette Taxes	419,000	1%
■ Licenses & Permits	882,550	2%
■ Component Units Contribution	638,829	2%
■ Other	324,300	1%
■ Interest	8,164	0%
Total Revenue	39,670,112	
■ Other Financing Sources	1,248,820	3%
Total Sources of Funds	\$ 40,918,932	100%

General Fund Uses		
	Amount	%
Expenditure		
■ Police Services	\$11,543,760	28%
■ Fire Services	8,202,319	19%
□ Parks & Recreation Services	5,804,158	14%
□ Public Works	5,504,669	13%
■ Debt Service	2,008,820	5%
■ Finance & Administrative Services	1,625,150	4%
■ Community Development	1,235,802	3%
□ Information Technology	1,378,942	3%
■ Library Services	1,250,536	3%
■ Municipal Court	1,026,895	2%
■ City Attorney's Office	818,514	2%
■ City Manager's Office	703,758	2%
■ Human Resources	468,826	1%
■ Legislation-City Council & Boards	354,570	1%
■ Contingencies	200,000	0%
Total Expenditure	42,126,719	
□ Other Financing Uses	-	
Total Uses of Funds	\$ 42,126,719	100%

Net Sources (Uses) of Funds		
		\$ (1,207,787)
Estimated Fund Balance - January 1, 2014		8,726,474
Estimated Fund Balance Before Reserves		7,518,687
Reserves		(3,819,375)
Estimated <u>Unassigned</u> Fund Balance - December 31, 2014		<u>\$ 3,699,312</u>

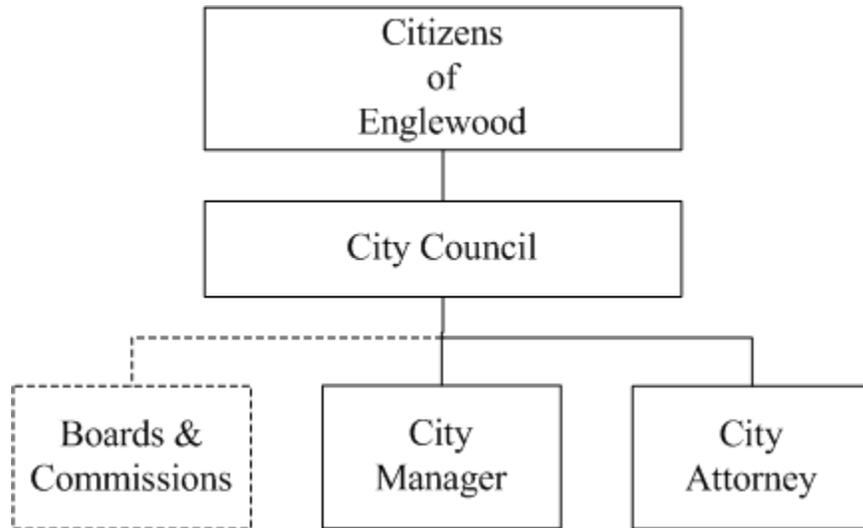
Taxes are approximately seventy percent of the financial resources of the General Fund. Sales and use tax provide approximately fifty-six percent of the General Fund's sources of funds, and property tax accounts for roughly seven percent. Seventy-four percent of the General Fund's uses of funds are spent on direct services for Police Services (28%), Fire Services (19%), Parks and Recreation Services (14%) and Public Works (13%).

General Fund

Statement of Revenue, Expenditure and Changes in Fund Balance

	2008	2009	2010	2011	2012	2013	2013	2014
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Adopted Budget
Beginning Fund Balance	\$ 9,374,427	\$ 11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 8,626,388	\$ 9,070,810	\$ 8,726,474
Sources of Funds								
Property Tax	2,995,990	2,971,303	3,020,884	2,994,213	2,874,816	2,898,000	2,898,000	2,898,000
Specific Ownership Tax	316,242	276,414	263,434	246,062	243,293	230,000	230,000	230,000
Sales & Use Taxes	22,617,767	20,624,659	20,866,515	21,737,110	22,363,618	22,336,277	22,336,277	22,883,003
Cigarette Tax	261,743	218,449	196,320	190,762	189,618	184,000	184,000	179,000
Franchise Fees	2,588,214	2,452,611	2,620,191	2,631,393	2,930,888	3,067,552	3,036,000	3,069,500
Hotel/Motel Tax	10,078	9,140	8,806	9,820	10,395	9,000	9,000	10,000
Licenses & Permits	671,609	588,328	695,563	778,536	983,359	767,153	1,201,490	882,550
Intergovernmental Revenue	1,079,285	1,319,282	1,465,970	1,724,807	1,865,722	1,387,598	1,169,145	1,243,281
Charges for Services	3,476,583	3,185,443	3,254,830	3,384,317	3,441,525	3,270,618	3,457,501	3,340,803
Recreation Program Fees	2,364,758	2,315,598	2,489,781	2,635,221	2,615,642	2,629,173	2,573,732	2,594,232
Library Fines	22,746	21,370	21,923	19,884	19,884	20,000	20,000	20,000
Fines & Forfeitures	1,438,354	1,618,308	1,416,034	1,264,875	1,361,569	1,348,450	1,247,450	1,348,450
Interest Income	520,325	230,000	100,545	91,034	84,045	100,000	8,164	8,164
Other	215,823	635,982	293,658	173,382	354,130	163,449	304,900	324,300
Contribution from Component Units	599,143	611,837	105,125	425,159	551,295	638,829	638,829	638,829
Total Revenue	39,178,660	37,078,724	36,819,579	38,306,575	39,889,799	39,050,099	39,314,488	39,670,112
Other Financing Sources	1,973,789	1,028,456	2,091,485	1,813,945	1,968,243	1,139,574	1,139,574	1,248,820
Total Sources of Funds	41,152,449	38,107,180	38,911,064	40,120,520	41,858,042	40,189,673	40,454,062	40,918,932
Uses of Funds								
Legislation	350,254	346,044	309,870	298,731	316,043	330,436	331,187	354,570
City Manager's Office	674,322	674,170	659,882	639,184	658,047	679,653	674,619	703,758
City Attorney's Office	698,563	678,038	702,228	706,841	712,036	783,147	824,661	818,514
Municipal Court	915,303	914,494	901,469	848,775	886,249	962,993	971,518	1,026,895
Human Resources	579,136	456,275	419,421	430,792	469,343	481,392	460,237	468,826
Finance & Administrative Services	1,626,571	1,575,923	1,445,581	1,446,313	1,464,305	1,583,684	1,560,053	1,625,150
Information Technology	1,280,156	1,360,237	1,280,660	1,332,766	1,373,943	1,340,211	1,330,425	1,378,942
Community Development	1,464,725	1,366,437	1,301,473	1,359,264	1,262,451	1,324,774	1,247,947	1,235,802
Public Works	5,189,173	5,152,891	5,137,364	5,259,875	5,202,903	5,308,257	5,234,717	5,504,669
Police	9,974,925	10,183,890	10,312,633	10,395,239	10,788,935	11,250,771	11,224,012	11,543,760
Fire	7,215,444	7,320,268	7,425,903	7,666,842	8,100,554	7,889,065	7,952,582	8,202,319
Library Services	1,261,112	1,275,554	1,284,083	1,145,613	1,180,771	1,251,293	1,180,815	1,250,536
Parks & Recreation Services	5,916,449	5,727,968	5,811,809	5,717,147	5,649,246	5,711,776	5,593,051	5,804,158
Departments Expenditure Subtotal	37,146,133	37,032,189	36,992,376	37,247,382	38,064,826	38,897,452	38,585,824	39,917,899
Contribution to Component Units	-	800,000	-	-	-	-	-	-
Contingencies	59,759	160,578	48,139	152,423	143,810	150,000	150,000	200,000
Debt Service-Civic Center	1,575,850	1,571,752	1,570,705	1,658,857	1,567,377	1,573,000	1,573,000	1,573,000
Debt Service-Other	233,456	233,456	290,122	437,606	489,574	489,574	489,574	435,820
Other Expenditure Subtotal	1,869,065	2,765,786	1,908,966	2,248,886	2,200,761	2,212,574	2,212,574	2,208,820
Total Expenditure	39,015,198	39,797,975	38,901,342	39,496,268	40,265,587	41,110,026	40,798,398	42,126,719
Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	-	-	-
Total Uses of Funds	39,424,113	39,974,986	39,651,342	39,797,514	41,604,917	41,110,026	40,798,398	42,126,719
Net Sources (Uses) of Funds	1,728,336	(1,867,806)	(740,278)	323,006	253,125	(920,353)	(344,336)	(1,207,787)
Fund Balance Before Designated Amounts	11,102,763	9,234,957	8,494,679	8,817,685	9,070,810	7,706,035	8,726,474	7,518,687
Restricted-TABOR Emergency Reserve	1,280,000	1,170,000	1,150,000	1,150,000	1,200,000	1,150,000	1,200,000	1,200,000
Committed-LTAR	3,485,143	3,131,979	2,130,520	2,406,649	2,619,375	2,619,375	2,619,375	2,619,375
Committed-Contractual Reserve	80,800	39,200	298,512	298,512	298,512	298,512	100,000	-
Designated Fund Balance	4,845,943	4,341,179	3,579,032	3,855,161	4,117,887	4,067,887	3,919,375	3,819,375
Unassigned Fund Balance	\$ 6,256,820	\$ 4,893,778	\$ 4,915,647	\$ 4,962,524	\$ 4,952,923	\$ 3,638,148	\$ 4,807,099	\$ 3,699,312
Unassigned Fund Balance as a percentage of Total Revenue	15.97%	13.20%	13.35%	12.95%	12.42%	9.32%	12.23%	9.33%
Fund Balance Before Designated Amounts as a percentage of Total Revenue	28.34%	24.91%	23.07%	23.02%	22.74%	19.73%	22.20%	18.95%
Fund Balance Before Designated Amounts as a percentage of Total Expenditure	28.46%	23.20%	21.84%	22.33%	22.53%	18.74%	21.39%	17.85%

Department Legislation
Fund General



Description The Legislation Department consists of the City Council and the Boards and Commissions. The Boards and Commissions provide recommendations to City Council, who provide leadership and establish policy, rules and regulations for the City.

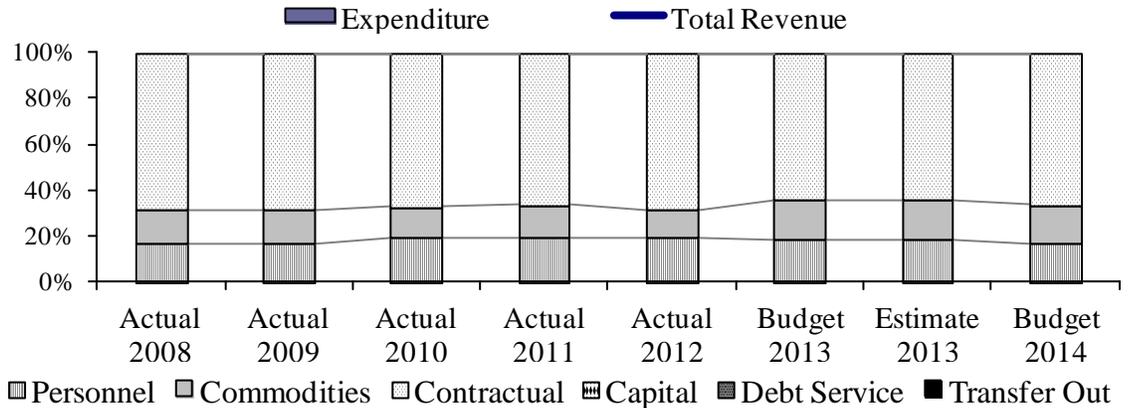
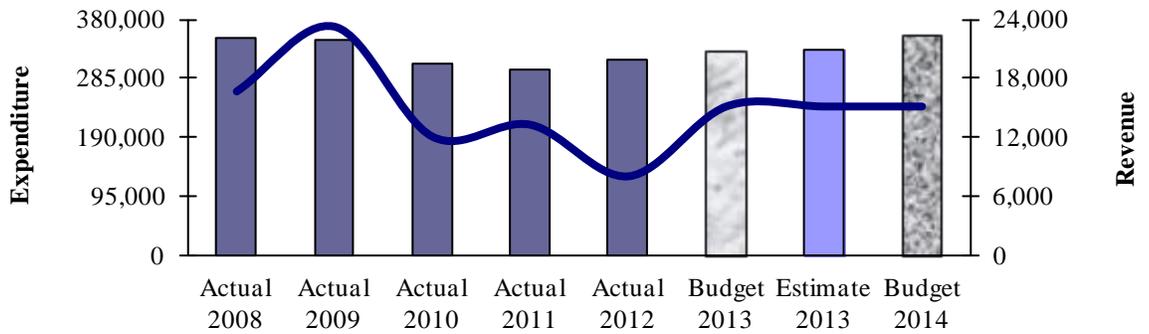
Mission Strive to assure economic and community vitality that will support essential services and provide the quality of life expected by the community.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
•	•
•	•
•	•
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department Legislation
Fund General

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	16,645	23,286	12,003	13,230	7,942	15,100	15,100	15,100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	16,645	23,286	12,003	13,230	7,942	15,100	15,100	15,100
Percent Change		39.90%	-48.45%	10.22%	-39.97%	90.13%	0.00%	0.00%
Expenditure								
Personnel	57,782	57,486	59,482	56,705	59,911	60,180	60,083	60,083
Commodities	53,109	51,323	41,337	42,703	39,206	57,482	57,830	57,452
Contractual	239,363	237,237	209,050	199,323	216,925	212,774	213,274	237,035
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	350,254	346,046	309,869	298,731	316,042	330,436	331,187	354,570
Percent Change		-1.20%	-10.45%	-3.59%	5.79%	4.55%	0.23%	7.06%
Council Members	7	7	7	7	7	7	7	7
Percent Change FTE		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

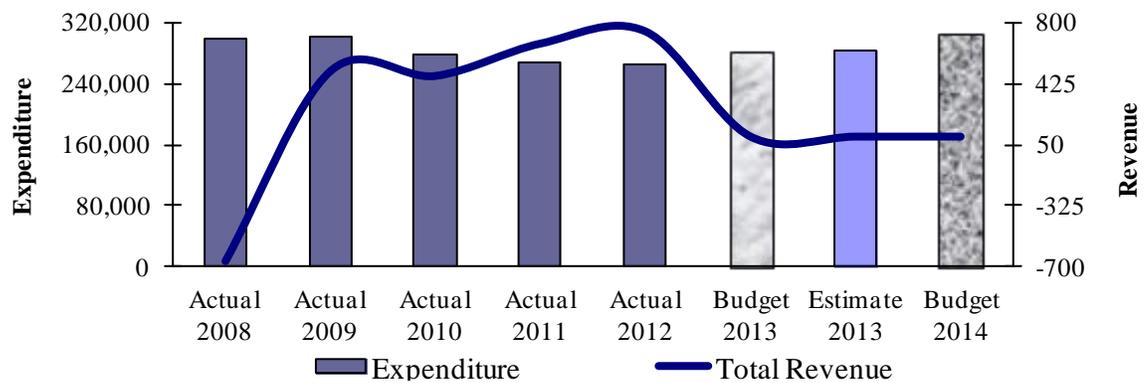


Department Legislation
Fund General
Division City Council
Account 02.0101

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	(670)	505	475	675	750	100	100	100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	(670)	505	475	675	750	100	100	100
Percent Change		-175.37%	-5.94%	42.11%	11.11%	-86.67%	0.00%	0.00%
Expenditure								
Personnel	57,122	56,807	56,487	55,764	56,655	56,285	56,193	56,193
Commodities	42,384	39,391	33,052	33,650	33,859	47,225	47,675	47,475
Contractual	200,310	205,223	188,314	179,246	175,047	178,714	178,714	202,225
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	299,816	301,421	277,853	268,660	265,561	282,224	282,582	305,893
Percent Change		0.54%	-7.82%	-3.31%	-1.15%	6.27%	0.13%	8.25%
Council Members	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Percent Change FTE		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



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

Department Legislation

Fund General

Division City Council

Account 02.0101

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

Department Legislation

Fund General

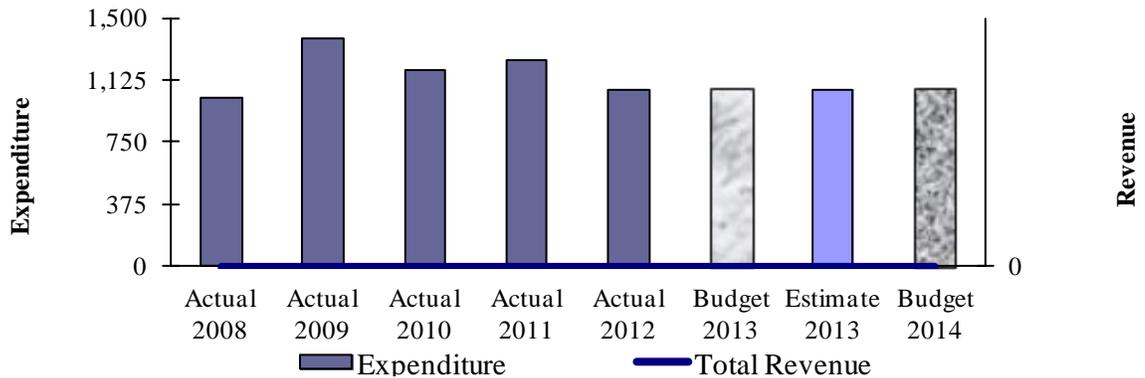
Division Board of Adjustments and Appeals

Account 02.0102

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	270	332	332	619	496	500	495	495
Commodities	514	894	473	269	296	225	323	323
Contractual	237	149	377	362	276	350	250	250
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,021	1,375	1,182	1,250	1,068	1,075	1,068	1,068
Percent Change		34.67%	-14.04%	5.75%	-14.56%	0.66%	-0.65%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

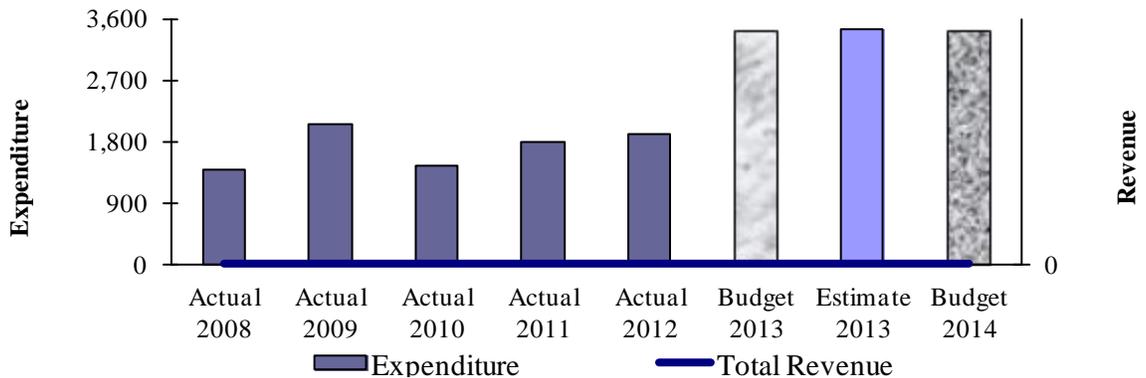
Division Planning and Zoning

Account 02.0103

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	104	104	186	145	660	660	660
Commodities	644	954	807	875	946	1,504	1,504	1,504
Contractual	754	994	530	732	832	1,285	1,285	1,285
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,398	2,052	1,441	1,793	1,923	3,449	3,449	3,449
Percent Change		46.78%	-29.78%	24.43%	7.25%	79.36%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

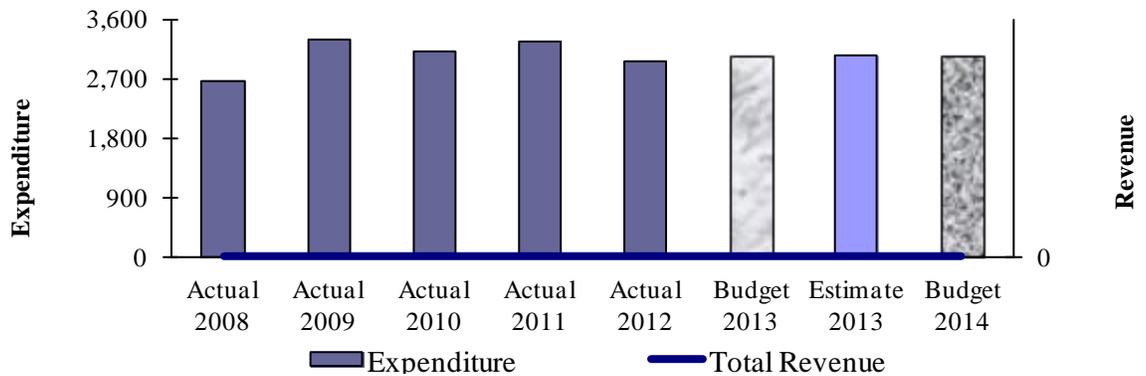
Division Library Board

Account 02.0104

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	390	243	-	53	-	-	-	-
Commodities	2,223	2,550	719	3,028	555	1,650	1,650	1,400
Contractual	54	504	2,397	198	2,400	1,400	1,400	1,650
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	2,667	3,297	3,116	3,279	2,955	3,050	3,050	3,050
Percent Change		23.62%	-5.49%	5.23%	-9.88%	3.21%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

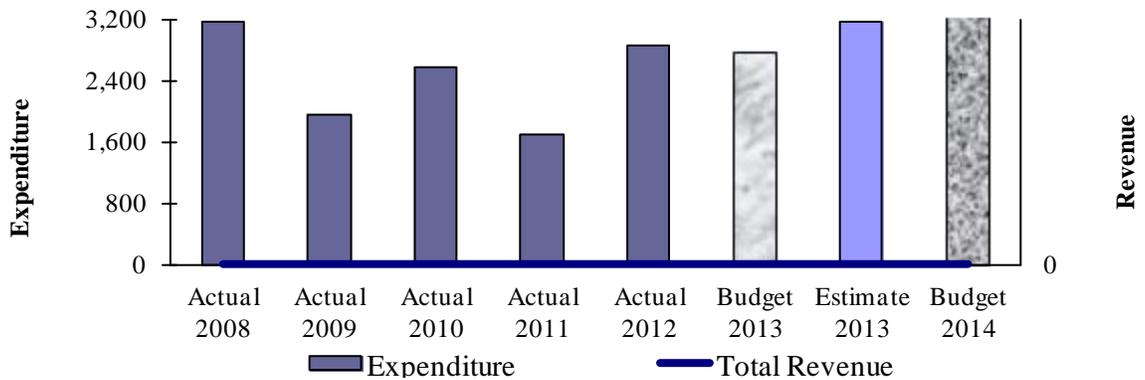
Division Parks and Recreation Commission

Account 02.0105

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	2,384	1,848	2,028	1,126	1,663	2,178	1,978	2,050
Contractual	780	100	550	575	1,200	600	1,200	1,200
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	3,164	1,948	2,578	1,701	2,863	2,778	3,178	3,250
Percent Change		-38.43%	32.34%	-34.02%	68.31%	-2.97%	14.40%	2.27%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

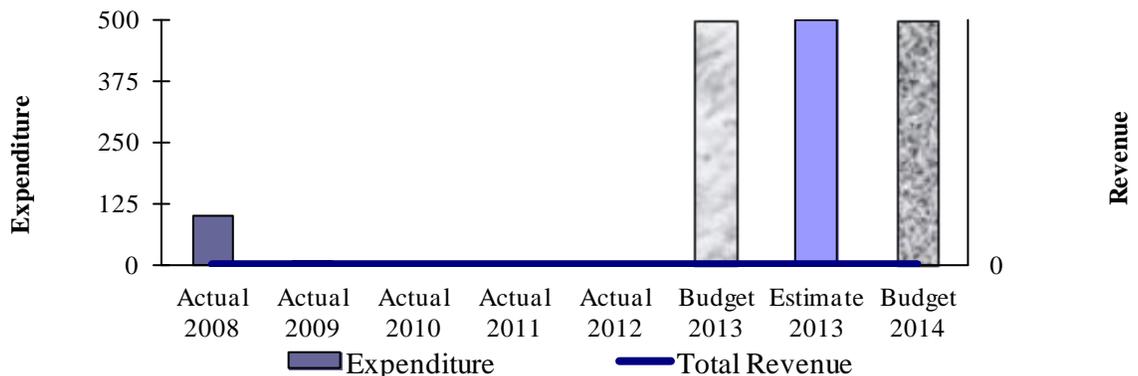
Division Code Enforcement Advisory Board

Account 02.0106

Description The Code Enforcement Advisory Board was established by Englewood City Council in 1997 with the intention of providing community recommendations to the City Council and the Director of Safety Services regarding the provision of code enforcement activities in a consistent, effective and uniform manner. The Board consists of a cross-section of Council members, employees, business leaders and citizen representatives, all working to develop a responsive long-range strategy.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	50	5	-	-	-	500	500	500
Contractual	50	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	100	5	-	-	-	500	500	500
Percent Change		-95.00%	-100.00%	----	----	----	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

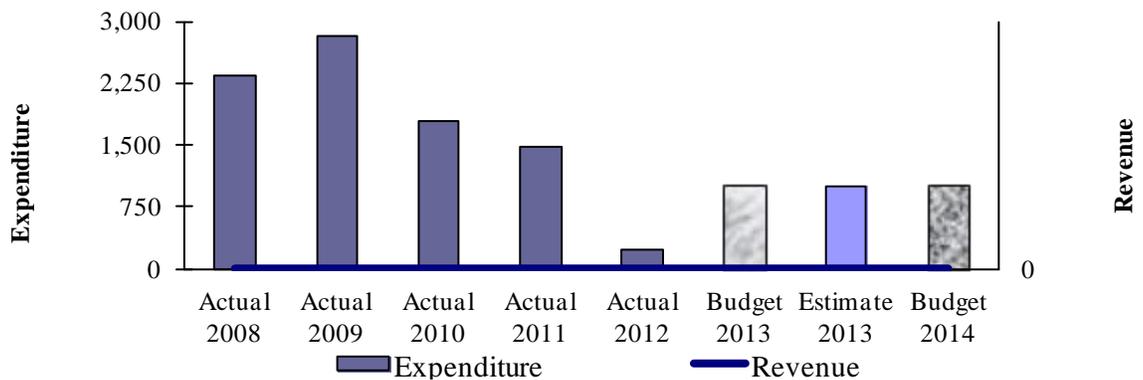
Division Alliance for Commerce in Englewood

Account 02.0107

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-						
Percent Change								
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	2,142	2,067	1,798	1,477	219	825	825	825
Contractual	195	750	-	-	-	175	175	175
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	2,337	2,817	1,798	1,477	219	1,000	1,000	1,000
Percent Change		20.54%	-36.17%	-17.85%	-85.17%	356.62%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		---	---	---	---	---	---	---



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

Department Legislation

Fund General

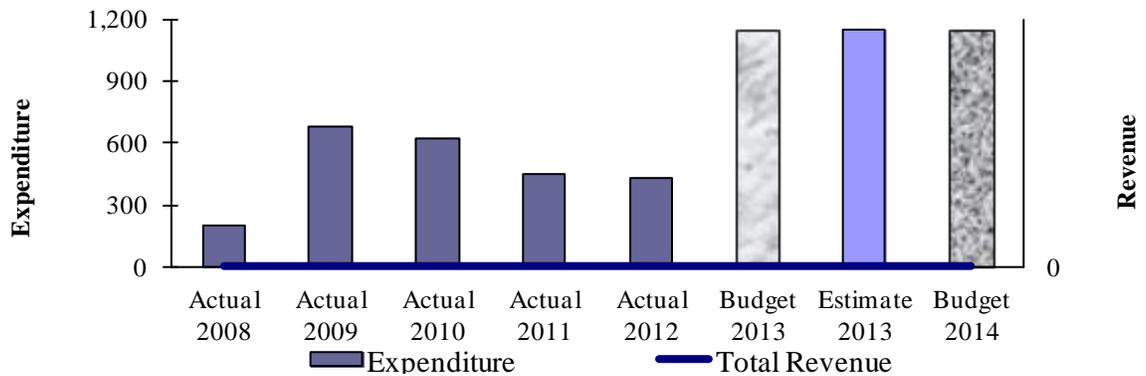
Division Cultural Arts Commission

Account 02.0108

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	147	560	447	447	430	1,150	1,150	1,150
Contractual	50	120	175	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	197	680	622	447	430	1,150	1,150	1,150
Percent Change		245.18%	-8.53%	-28.14%	-3.80%	167.44%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

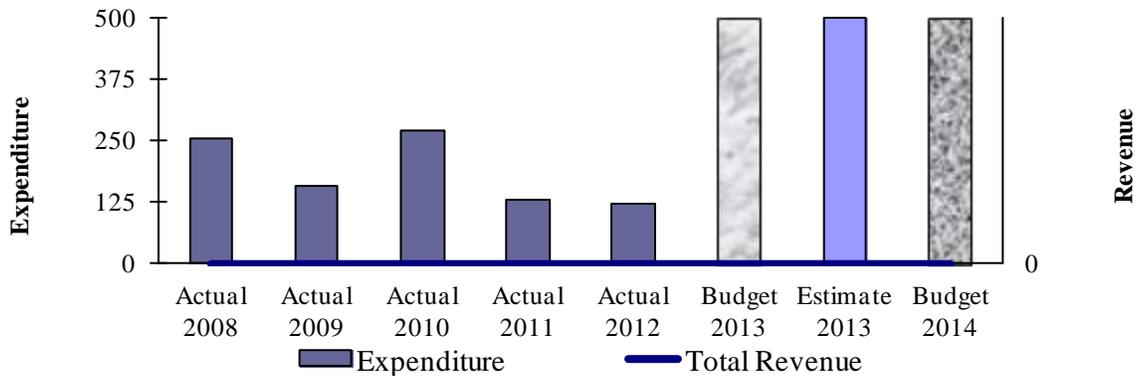
Division Transportation Advisory Committee

Account 02.0109

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	256	158	269	130	122	500	500	500
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	256	158	269	130	122	500	500	500
Percent Change		-38.28%	70.25%	-51.67%	-6.15%	309.84%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		----	----	----	----	----	----	----



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

Department Legislation

Fund General

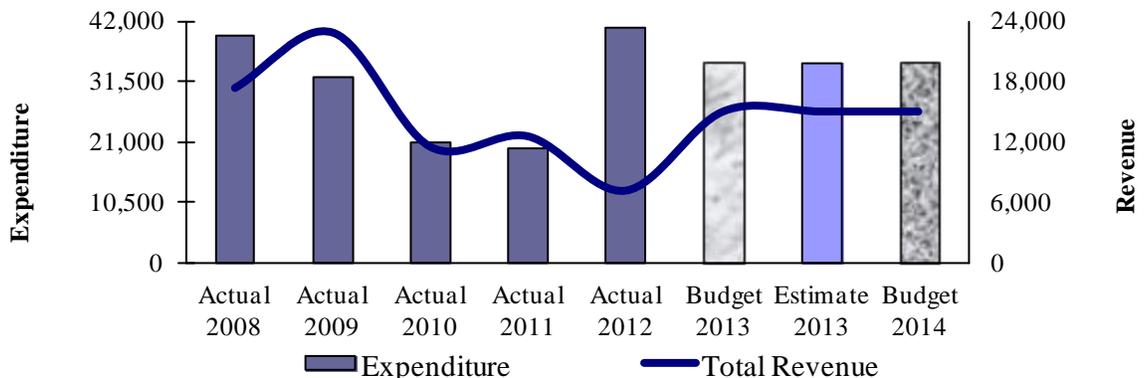
Division Keep Englewood Beautiful

Account 02.0110

Description As the Keep Englewood Beautiful Commission, we are charged with the responsibility to enhance the environmental quality of life in Englewood. We promote community participation and environmentally responsible behavior through partnership among citizens, schools, businesses, governments and other organizations. We communicate within the City to identify, address, and resolve emerging environmental issues and concerns. The Commission is a sounding board for the community and through community education impacts current and future environmental issues in Englewood and surrounding communities.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	17,315	22,781	11,528	12,555	7,192	15,000	15,000	15,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	17,315	22,781	11,528	12,555	7,192	15,000	15,000	15,000
Percent Change								
Expenditure								
Personnel	-	-	2,559	83	2,615	2,735	2,735	2,735
Commodities	2,365	2,896	1,744	1,701	1,116	1,725	1,725	1,725
Contractual	36,933	29,397	16,707	18,210	37,170	30,250	30,250	30,250
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	39,298	32,293	21,010	19,994	40,901	34,710	34,710	34,710
Percent Change		-17.83%	-34.94%	-4.84%	104.57%	-15.14%	0.00%	0.00%
Employees FTE	N/A	N/A						
Percent Change FTE		---	---	---	---	---	---	---



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

Department Legislation

Fund General

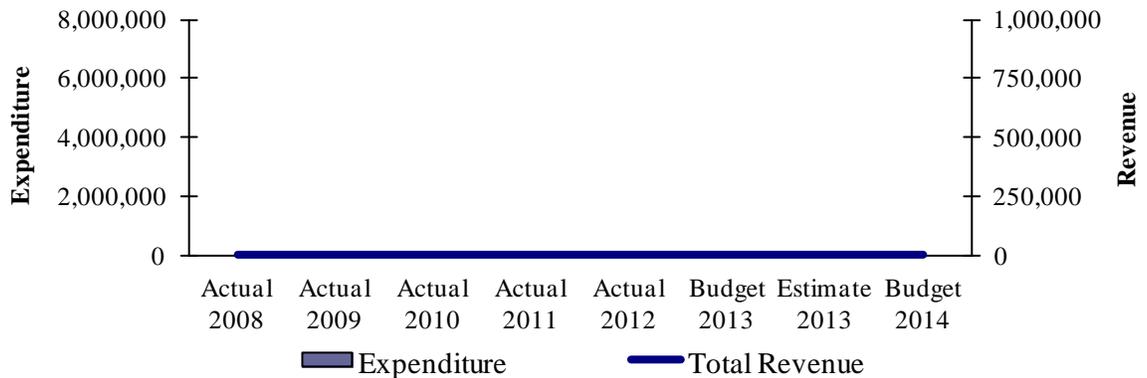
Division Budget Advisory Committee

Account 02.0111

Description The Budget Advisory Committee (BAC) was created by council and the City Manager to advise the City on the development, implementation, and evaluation of the annual City Budget. The Budget Advisory Committee not only advises on the prioritization of how City tax dollars are spent, but also advises policymakers in their decision-making process in an open and transparent process.

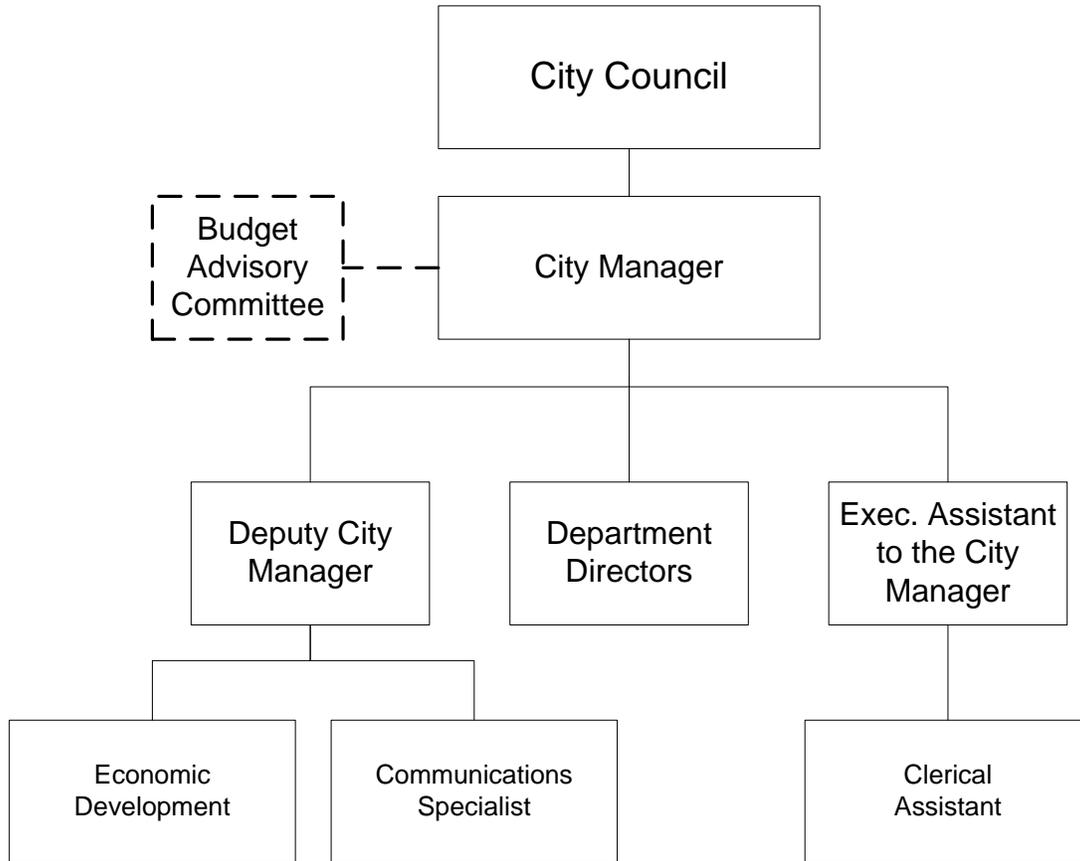
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	
	2.	
	3.	

Department City Manager's Office
Fund General



Description The City Manager's Office oversees general operations for the City and is responsible for implementing policy decisions made by City Council. The City Manager and his staff work closely with other departments to help ensure responsiveness and the implementation of quality services and projects. This office also coordinates citizen relations, communications, and a variety of special projects.

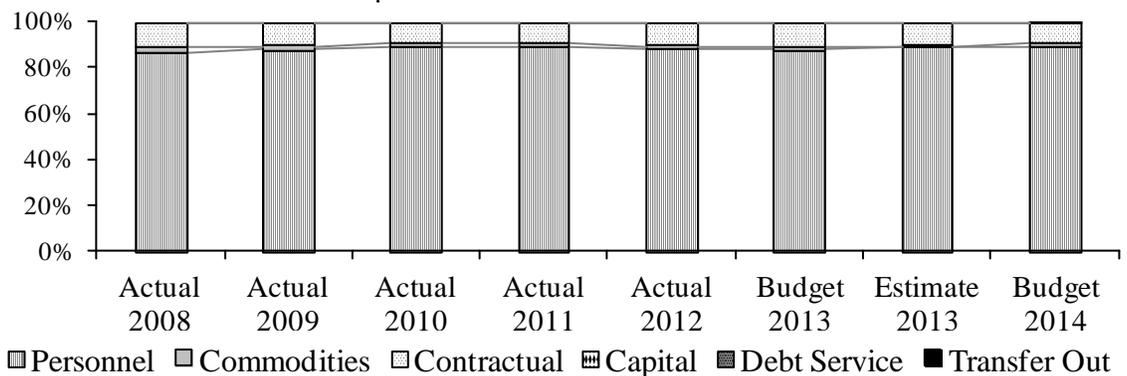
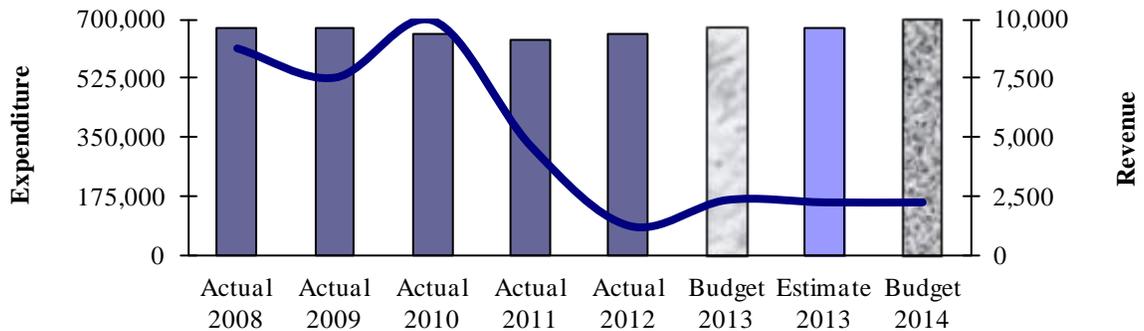
Mission **The City Manager's Office strives to provide positive leadership in implementing Council goals, to ensure that City services are managed and delivered in an efficient, effective, and economical fashion; and to facilitate communication between the organization and the community.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
•	•
•	•
•	•
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department City Manager's Office
Fund General
Account 02.0201

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	7,713	4,484	9,510	4,594	1,200	2,300	2,200	2,200
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	1,063	3,045	451	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	8,776	7,529	9,961	4,594	1,200	2,300	2,200	2,200
Percent Change		-14.21%	32.30%	-53.88%	-73.88%	91.67%	-4.35%	0.00%
Expenditure								
Personnel	585,163	591,594	590,393	570,929	582,984	597,464	599,980	628,962
Commodities	15,328	13,055	10,234	11,225	9,725	8,061	8,061	8,061
Contractual	73,831	69,521	59,256	57,031	65,338	74,128	66,578	64,235
Capital	-	-	-	-	-	-	-	2,500
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	674,322	674,170	659,883	639,185	658,047	679,653	674,619	703,758
Percent Change		-0.02%	-2.12%	-3.14%	2.95%	3.28%	-0.74%	4.32%
Employees FTE	5.380	5.000	4.962	4.925	5.000	5.000	5.250	5.250
Percent Change FTE		-7.06%	-0.77%	-0.74%	1.52%	0.00%	5.00%	0.00%



Department City Manager's Office

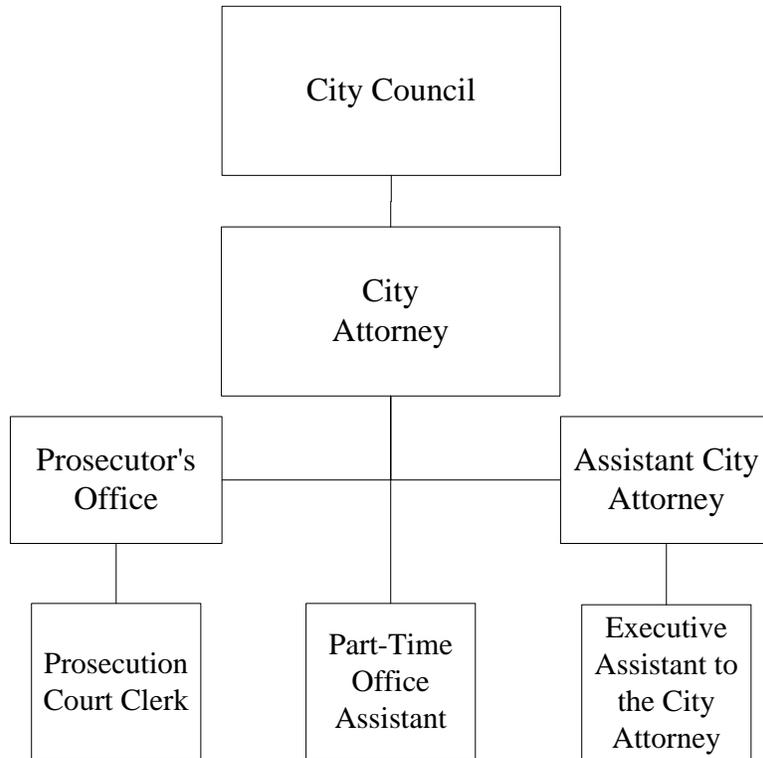
Fund General

Account 02.0201

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department City Attorney's Office
Fund General



Description The City Attorney's Office provides legal services and advice to the City of Englewood, its City Council, staff, and boards and commissions. The City Attorney supervises the drafting of all ordinances and the preparation of all legal documents. The City of Englewood's Home Rule Charter empowers the City Attorney to institute or defend any suit, action or proceeding on behalf of the City or any of its agencies when directed by Council. The City Attorney works to proactively address any legal concerns to enhance opportunities and mitigate liability for the City.

The City Attorney's Office also includes prosecuting attorneys for violations heard in Municipal Court. The Prosecutors Office is responsible for the day to day prosecution of municipal ordinance violations. These violations include traffic, domestic violence, juvenile cases, sales tax violations, building code violations, code enforcement violations and show cause hearings as well as all other Municipal Code violations.

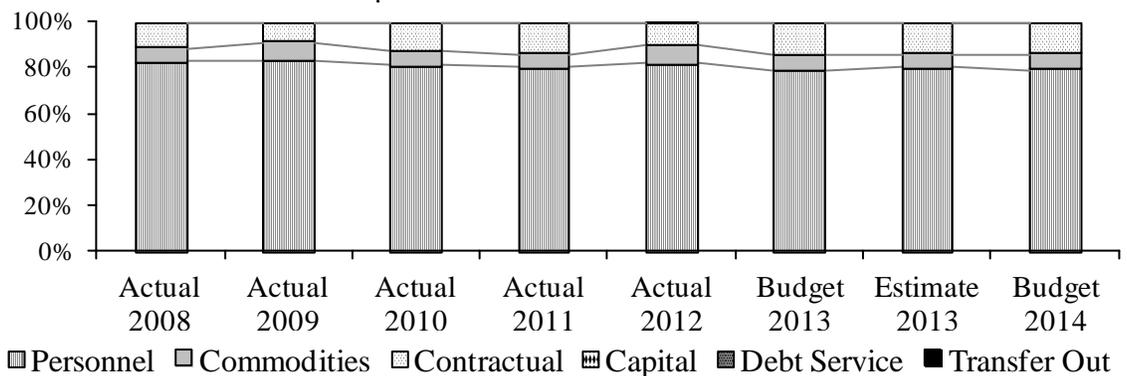
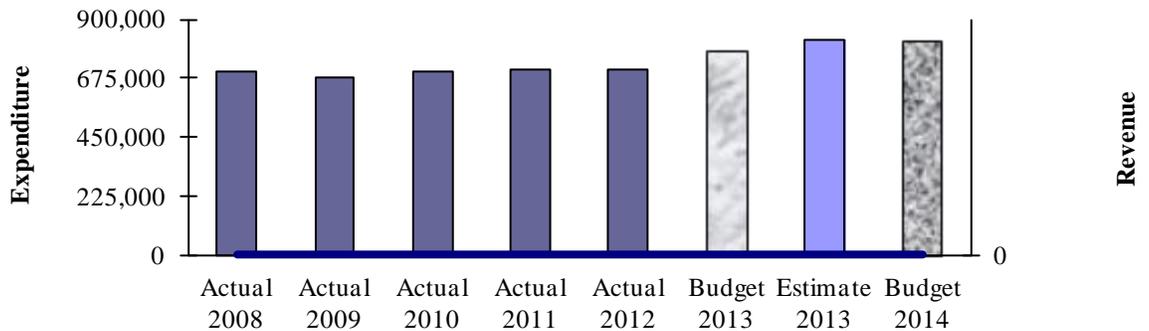
Mission The City Attorney is the legal representative of the City, and shall provide effective and efficient legal services to the City Council and City Officials. Within the provision of the Constitution of the United States and the State of Colorado and the Charter of the City of Englewood those services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

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
•	•
•	•
•	•
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department City Attorney's Office
Fund General
Account 02.0301

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	576,865	562,427	565,447	564,088	581,245	615,582	657,096	650,616
Commodities	43,527	57,865	49,143	47,074	62,043	54,988	54,988	54,988
Contractual	78,171	57,745	87,637	95,679	67,854	112,577	112,577	112,910
Capital	-	-	-	-	894	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	698,563	678,037	702,227	706,841	712,036	783,147	824,661	818,514
Percent Change		-2.94%	3.57%	0.66%	0.73%	9.99%	5.30%	-0.75%
Employees FTE	5.500	5.500	5.702	5.704	6.153	6.153	6.370	5.870
Percent Change FTE		0.00%	3.66%	0.03%	7.87%	0.00%	3.54%	-7.85%



Department City Attorney's Office

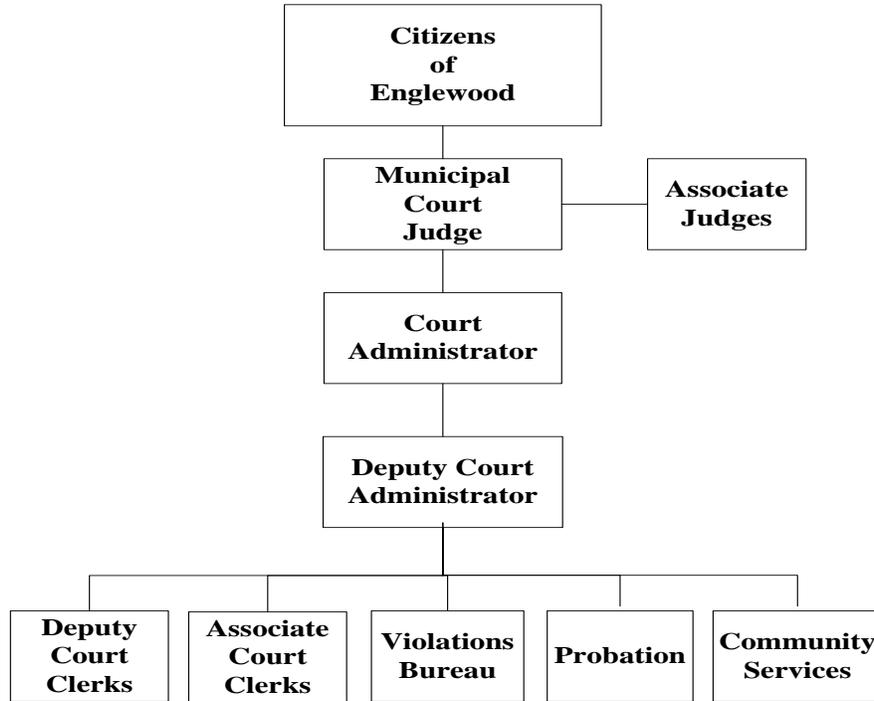
Fund General

Account 02.0301

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Municipal Court
Fund General



Description Englewood Municipal Court is a limited jurisdiction court serving the citizens of the City of Englewood, Colorado. The Court has jurisdiction over traffic violations, parking citations and local ordinances that include shoplifting, disturbances, assaults, code violations, animal violations and domestic violence matters. The City of Englewood has the only fully elected Municipal Judge in the State of Colorado.

Mission To provide public services, administer judicial policies and apply municipal ordinances in an appropriate and ethical manner. To provide a fair and impartial forum in which all persons are afforded the rights of due process.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
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- Continue on-line projects to enhance efficiency and permit ticket inquiry and payment in some case types.
- Actively pursue on-going opportunities to capitalize on any efficiency that can be made either internally or with other departments and/or agencies.

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2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
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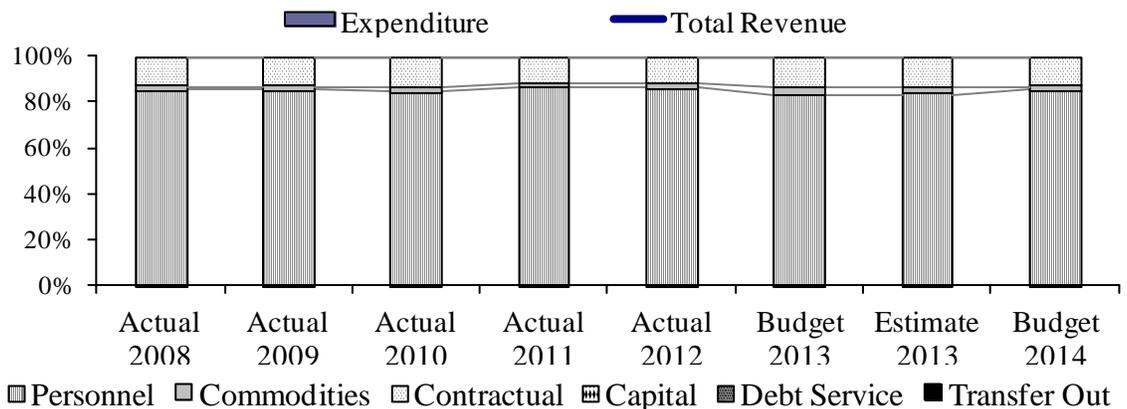
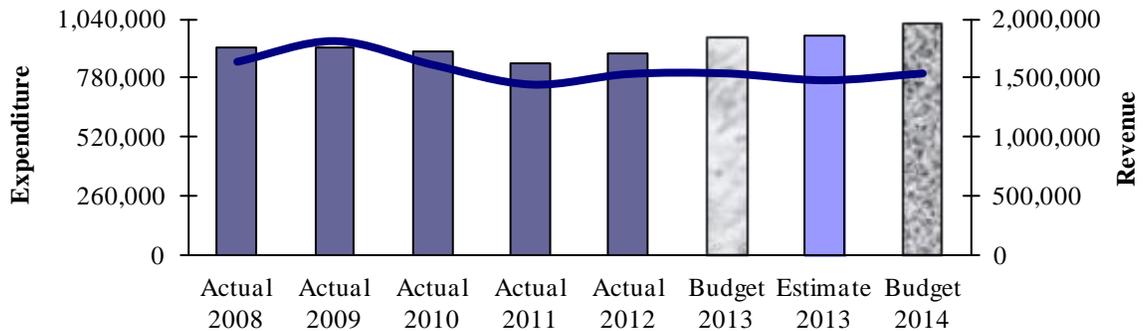
- Continue parking on-line payment interface.
- Initiate phase II and III of on-line interface for all other ticket inquiries..

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Department Municipal Court
Fund General
Account 02.0401

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	193,028	192,504	190,651	172,976	165,580	183,803	176,153	183,803
Fines & Forfeitures	1,438,159	1,618,128	1,415,836	1,264,756	1,362,867	1,346,450	1,295,400	1,346,450
Investment Income	-	-	-	-	-	-	-	-
Other	2,555	447	93	120	-	3,000	3,000	3,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,633,742	1,811,079	1,606,580	1,437,852	1,528,447	1,533,253	1,474,553	1,533,253
Percent Change		10.85%	-11.29%	-10.50%	6.30%	0.31%	-3.83%	3.98%
Expenditure								
Personnel	778,660	779,270	761,226	734,617	762,587	804,477	813,146	872,032
Commodities	19,436	20,424	22,763	17,834	17,834	30,314	30,314	28,314
Contractual	117,207	114,799	117,480	96,324	105,828	128,202	128,058	126,549
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	915,303	914,493	901,469	848,775	886,249	962,993	971,518	1,026,895
Percent Change		-0.09%	-1.42%	-5.85%	4.42%	8.66%	0.89%	5.70%
Employees FTE	10.900	10.607	10.236	12.213	10.050	10.050	9.990	10.476
Percent Change FTE		-2.69%	-3.50%	19.32%	-17.71%	0.00%	-0.60%	4.87%



Department Municipal Court
Fund General
Account 02.0401

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

Performance Measure	Goals /	2008	2009	2010	2011	2012	2013	2014
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Municipal Court

Fund General Fund

Revenue Item Municipal Court Cost

Account / Source 02.0401.33301 / Charges for Services

Authorization EMC 1-7-5

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

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

Date Last Changed
1) 2004
2) Judge's discretion.
3) July 2005
4) Supreme Court guidelines

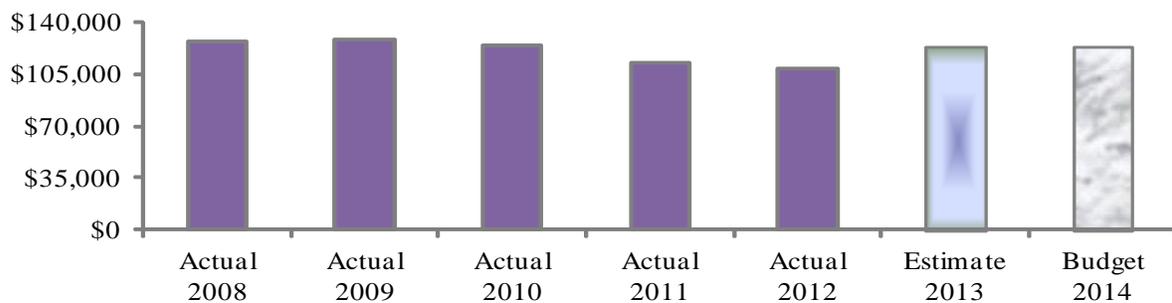
Previous Fee Schedule
1) \$15.00
2) \$ 0
3) \$10.00
4) Transcripts were charged according to hourly wage of employee doing transcript; certification \$ 25; tape \$ 25.

Formula Method N/A

Projection Method Projections based on historical trends

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 127,245	\$ 128,411	\$ 124,561	\$ 111,879	\$ 108,280	\$ 123,500	\$ 123,500
% Change	3.94%	0.92%	-3.00%	-10.18%	-3.22%	14.06%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item Court Assessed OJ/W Fee

Account / Source 02.0401.33304 / Charges for Services

Authorization CRS 42-2-116(c)

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

Fee Schedule \$15.00

Date Last Changed Implemented January 1, 1988.

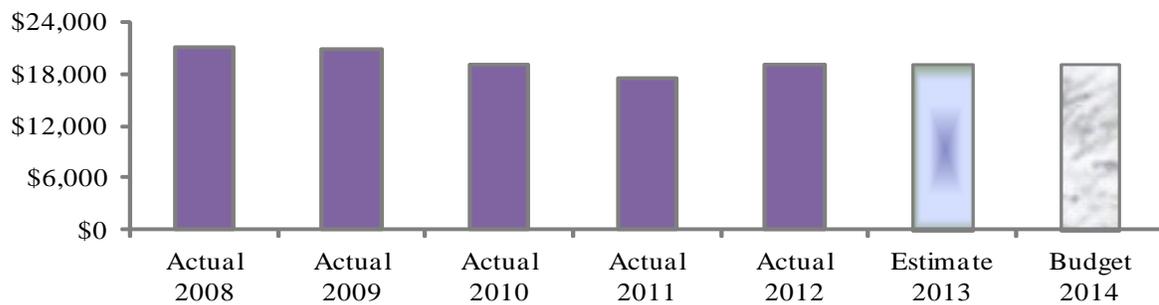
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,030	\$ 20,880	\$ 18,990	\$ 17,565	\$ 19,055	\$ 19,160	\$ 19,160
% Change	-7.28%	-0.71%	-9.05%	-7.50%	8.48%	0.55%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item **Municipal Court Probation Fee**

Account / Source **02.0401.33306 / Charges for Services**

Authorization EMC – 1-7-

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

Fee Schedule

Probation Fees:	\$100.00
Juvenile Deferred Judgment:	\$ 50.00
Adult Deferred Judgment:	\$ 75.00
Deferred Prosecution Fees:	\$ 50.00

Date Last Changed July 2005

Previous Fee Schedule

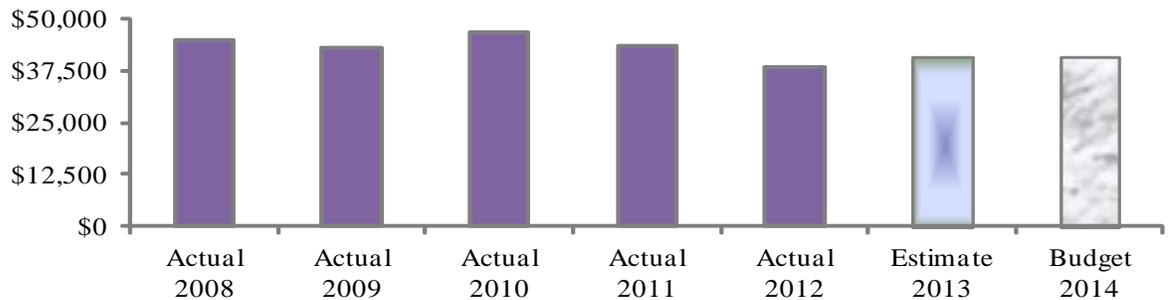
Probation Fees:	\$50.00
Juvenile Deferred Judgment:	\$25.00
Adult Deferred Judgment:	\$25.00
Deferred Prosecution Fees:	\$25.00

Formula Method N/A

Projection Method N/A

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 44,668	\$ 42,950	\$ 46,835	\$ 43,532	\$ 38,245	\$ 41,000	\$ 41,000
% Change	12.43%	-3.85%	9.05%	-7.05%	-12.15%	7.20%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item **Municipal Court Fines**

Account / Source **02.0401.34101 / Fines and Forfeitures**

Authorization EMC 1-7-2

Description Court imposes penalties for conviction of any Englewood Ordinance.

Fee Schedule Discretion of Judge (up to maximum of \$1,000.00 for any infraction.)

Date Last Changed 2006

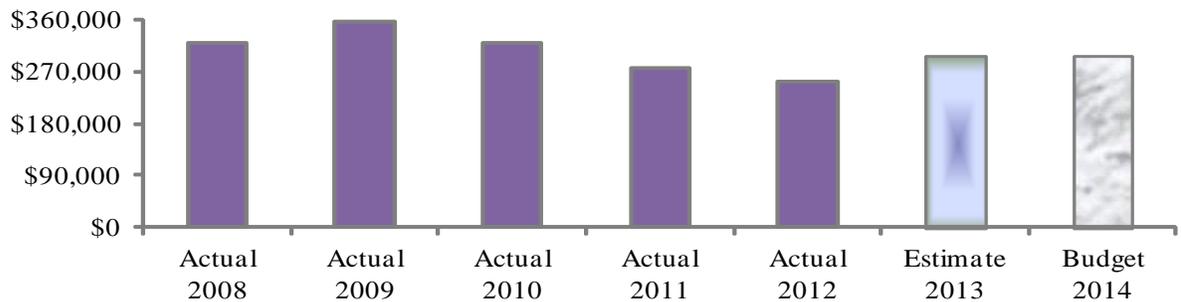
Previous Fee Schedule Discretion of Judge (up to maximum of \$500.00 for any infraction.)

Formula Method Projections based on historical trends.

Projection Method No increase foreseen.

Comments Because of plea bargain at violations bureau, less cases are coming before Court. Revenues are also diminished by Community Service sentencing.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 319,589	\$ 355,872	\$ 318,020	\$ 275,759	\$ 252,884	\$ 298,250	\$ 298,250
% Change	-4.49%	11.35%	-10.64%	-13.29%	-8.30%	17.94%	0.00%



Department Municipal Court

Fund General Fund

Revenue Item Parking Violation Fines

Account / Source 02.0401.34103 / Fines and Forfeitures

Authorization EMC 1-7-4D

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

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

Date Last Changed 2003

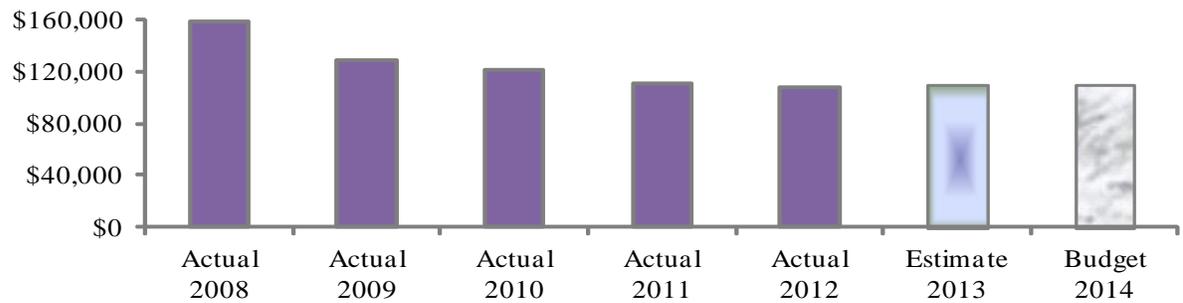
Previous Fee Schedule Parking in fire lane - \$25; handicap violations - \$100; all other parking violations - \$15, plus \$25 or \$50 if not received in Violations Bureau within 14 days.

Formula Method Projections based on historical trends.

Projection Method N/A

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 158,271	\$ 129,170	\$ 121,625	\$ 110,114	\$ 108,245	\$ 110,100	\$ 110,100
% Change	7.15%	-18.39%	-5.84%	-9.46%	-1.70%	1.71%	0.00%



Department Municipal Court

Fund General Fund

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

Account / Source **02.0401.34104 / Fines and Forfeitures**

Authorization EMC 1-7-4D

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

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

Date Last Changed January 2009

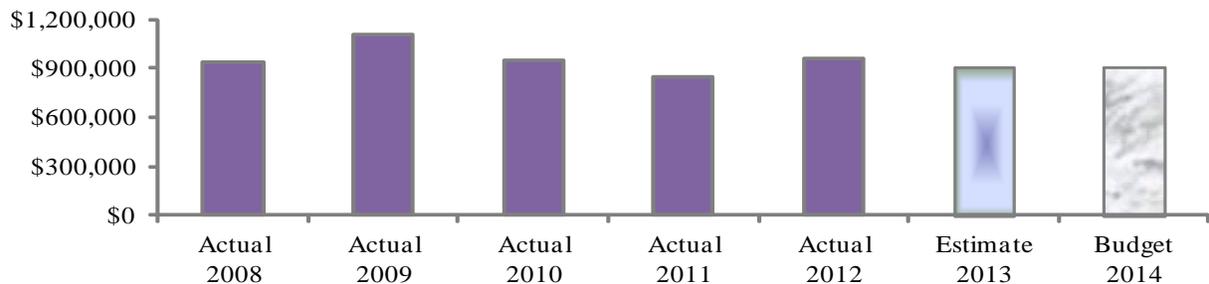
Previous Fee Schedule TRAFFIC: \$20 per Motor Vehicle Point and \$20+ per point with accident assessed on 1st traffic conviction in Colorado; X 1.5 if 2nd offense; X 2 if 3rd offense.
OTHERS: \$25 minimum fine; various amounts

Formula Method Projections based on historical trends.

Projection Method Estimate

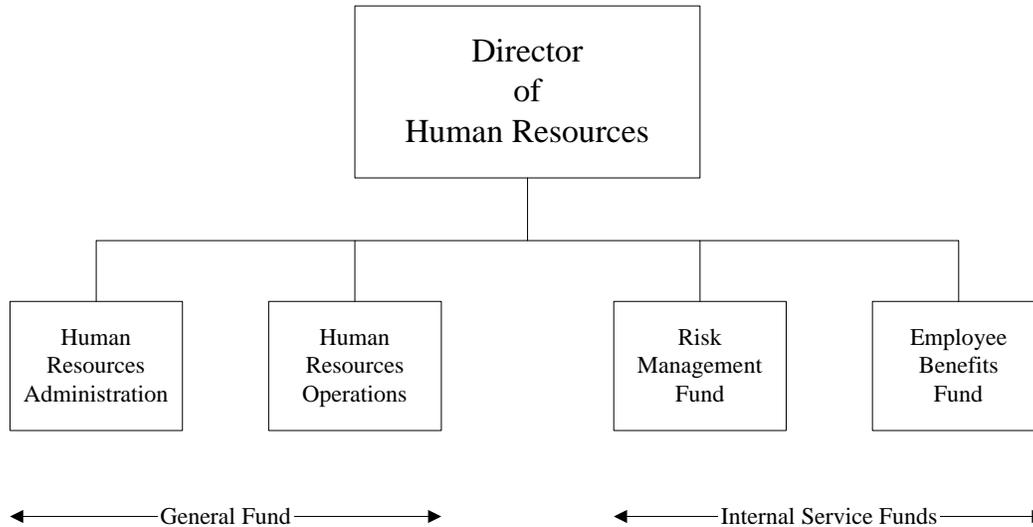
Comments Fines are reviewed each year and compared to fines imposed in surrounding municipalities before determined by Judge. Beginning July, 1990, some fines (non - accidents) are paid at the violation bureau rather than Court. In mid 1990, this account was divided into Fines (non-parking) and Late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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 933,342	\$ 1,111,289	\$ 945,833	\$ 842,479	\$ 955,546	\$ 913,500	\$ 913,500
% Change	1.70%	19.07%	-14.89%	-10.93%	13.42%	-4.40%	0.00%



Department Human Resources

Fund General



Description The Human Resources Department partners with departments to strategically manage employment functions for the City of Englewood.

Human Resources staff administer the following services:

- Compensation
- Employee Benefits
- Employee Relations
- Employee Wellness Programs
- Employee Recognition
- Labor Relations and Negotiations
- Recruitment and Selection
- Risk Management
- Training and Development

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

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none">• Lead full contract negotiations with Englewood Employees Association and Englewood Firefighters Association.• Implement Oracle Standard Benefits (OSB). Lack of technical staffing resources postponed implementation in 2012.• Build upon the successful “Wellness Counts” program implemented in 2011-2012 through the intra departmental committee “Wellness @ Englewood”• Finalize development of a Citywide model for succession planning begun in 2012.• Complete preparations for 2014 implementation of the Affordable Care Act.	<ul style="list-style-type: none">•

2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none">• Lead full contract negotiations with Englewood Police Benefit Association.• Implement Oracle Standard Benefits (OSB) if funding and staffing resources allow.	<ul style="list-style-type: none">•

2012 Major Department Initiatives Planned

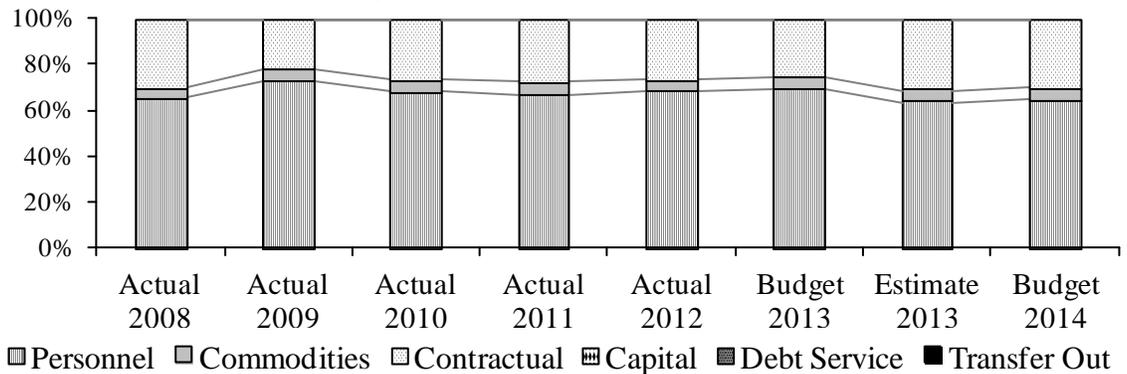
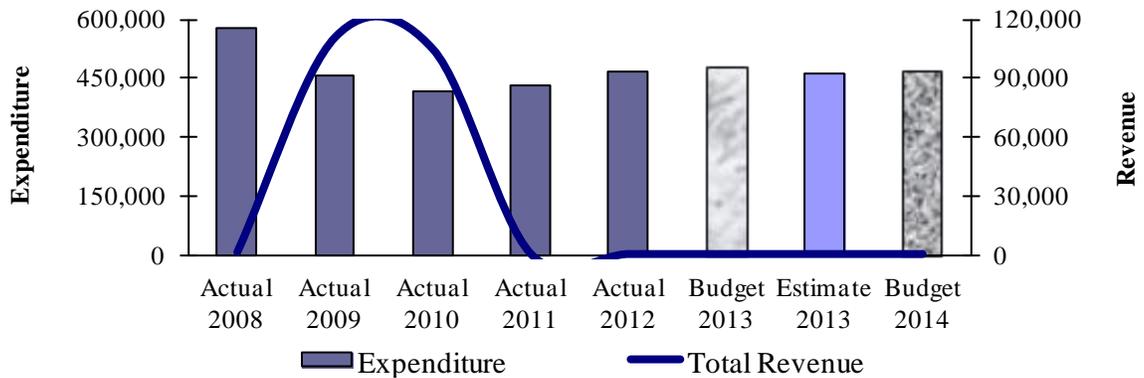
2012 Major Department Initiatives Accomplished

- Continue implementation of wellness program in conjunction with the requirements of our health insurance provider (Kaiser) with the goal of reducing City/employee health care exposures and premiums.
- Explore regional solutions to recruitment, training, collective bargaining and benefit delivery.

Department Human Resources
Fund General

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	970	110,647	104,409	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	970	110,647	104,409	-	-	-	-	-
Percent Change		11306.91%	-5.64%	-100.00%	----	----	----	----
Expenditure								
Personnel	378,807	333,149	285,093	286,578	320,450	334,608	293,515	302,158
Commodities	23,826	22,834	21,569	23,694	22,173	22,672	24,007	24,007
Contractual	176,503	100,293	112,759	120,521	126,720	124,112	142,715	142,661
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	579,136	456,276	419,421	430,793	469,343	481,392	460,237	468,826
Percent Change		-21.21%	-8.08%	2.71%	8.95%	2.57%	-4.39%	1.87%
Employees FTE	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.513
Percent Change FTE		-19.27%	-6.03%	-22.98%	28.73%	0.00%	0.00%	0.00%



Department Human Resources

Fund General

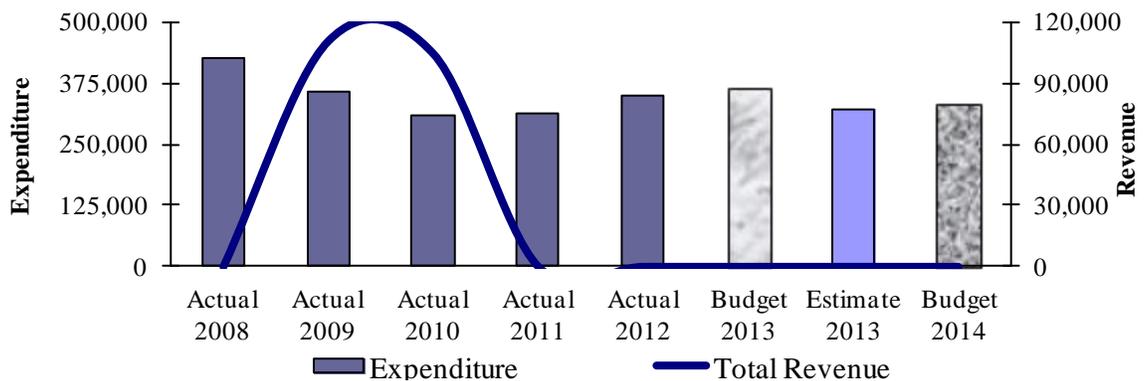
Division Administration

Account 02.0501

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	110,647	104,409	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	110,647	104,409	-	-	-	-	-
Percent Change		----	-5.64%	-100.00%	----	----	----	----
Expenditure								
Personnel	378,807	333,149	285,093	286,578	320,450	334,608	293,515	302,158
Commodities	13,811	10,160	9,738	11,058	10,072	9,672	11,007	11,007
Contractual	34,441	12,667	15,250	16,736	17,326	17,512	18,115	18,061
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	427,059	355,976	310,081	314,372	347,848	361,792	322,637	331,226
Percent Change		-16.64%	-12.89%	1.38%	10.65%	4.01%	-10.82%	2.66%
Employees FTE	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.513
Percent Change FTE		-19.27%	-6.03%	-22.98%	28.73%	0.00%	0.00%	0.00%



Department Human Resources

Fund General

Division Administration

Account 02.0501

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Ensure asset management via leadership role in the recruitment and retention of appropriate maintenance staff.	
A safe, clean, healthy and attractive City	2. Provide support to Safety Services by continuously testing police and fire applicants in order to maintain a pool of qualified candidates from which vacancies can be quickly filled.	
A progressive City that provides responsive and cost efficient services	3. Promote the acquisition and maintenance of a well trained and productive City staff by upholding City Charter "Merit Principles" (<i>Chapter 35: 138:2</i>) which require: <ul style="list-style-type: none">• "The establishment and maintenance of a classification plan..."• "The establishment and maintenance of an employee training program..." "The establishment and maintenance of a job related employee performance appraisal system..."	
A City that is business-friendly and economically diverse	4. Contribute to a positive image of the City through the promotion of "harmonious, peaceful and cooperative relationships" between City employees and management as mandated by City Charter and accomplished through successful, interest-based labor relations and negotiations with the various City unions.	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Support City departments and staff with primary responsibility for this outcome through the activities listed in #3 and #4 above.	

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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Department Human Resources

Fund General

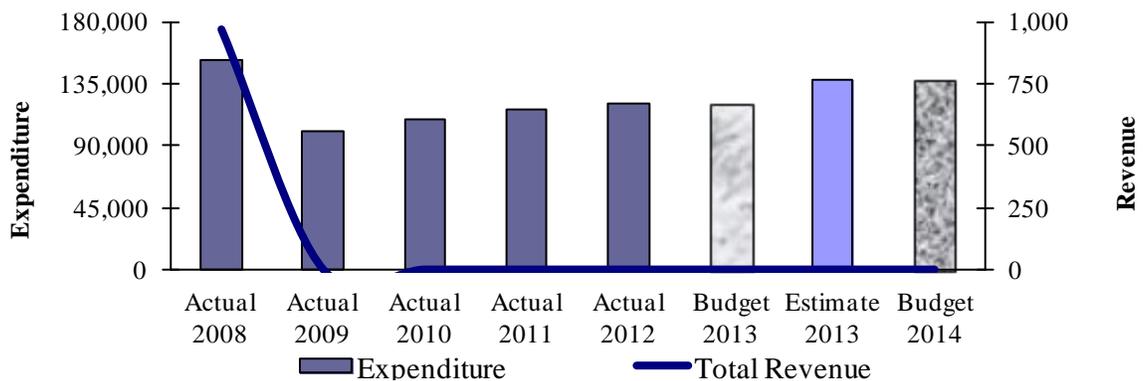
Division Operations

Account 02.0502

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	970	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	970	-	-	-	-	-	-	-
Percent Change		-100.00%	----	----	----	----	----	----
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	10,015	12,674	11,831	12,636	12,101	13,000	13,000	13,000
Contractual	142,062	87,626	97,509	103,785	109,394	106,600	124,600	124,600
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	152,077	100,300	109,340	116,421	121,495	119,600	137,600	137,600
Percent Change		-34.05%	9.01%	6.48%	4.36%	-1.56%	15.05%	0.00%
Employees FTE	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Percent Change FTE		----	----	----	----	----	----	----



Department Human Resources

Fund General

Division Operations

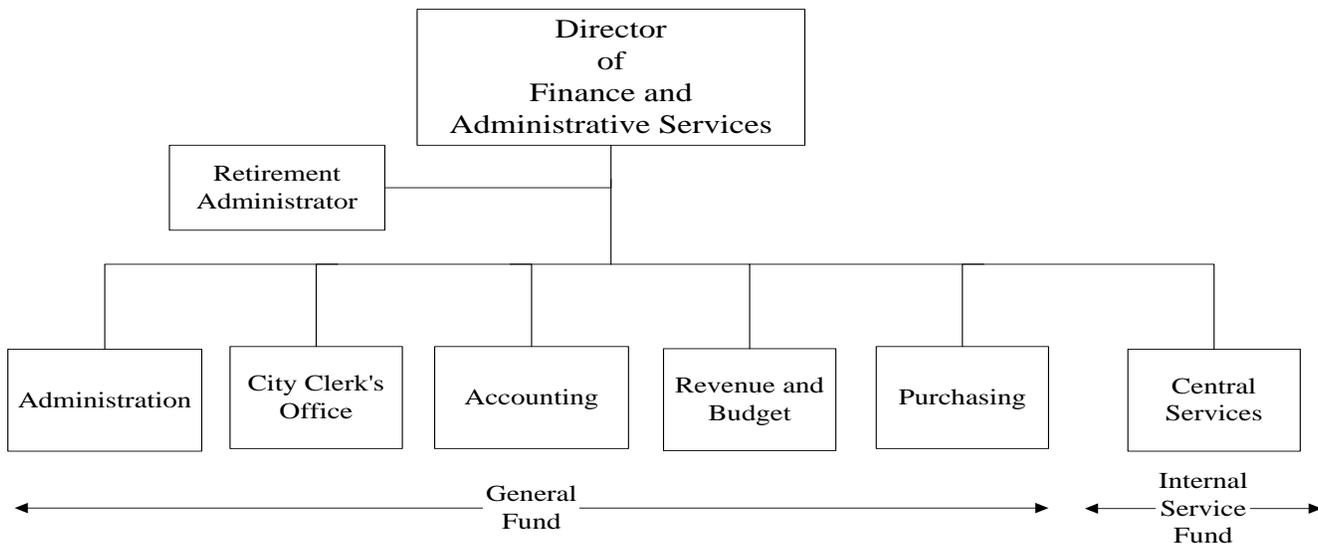
Account 02.0502

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Finance and Administrative Services

Fund General



Description The Finance and Administrative Services Department oversees all aspects of the City of Englewood's financial management. The following divisions are under the department's purview: Administration, City Clerk's Office, Accounting, Revenue and Budget and Purchasing.

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

2013 Major Department Initiatives Planned

- Awarded contract to MUNIREvs, and went live September 3, 2013 with the online integrated Tax Collection and Business Licensing System.
- Conduct the 2013 General Municipal Election.

2014 Major Department Initiatives Planned

- Work through legislative changes, working with Arapahoe County for a successful 2014 Election. The City will be a Drop-off site, as well as a Vote Center in 2014.
- Work through processes and procedures reflecting changes to marijuana industry, including medical & retail (if Council lifts the ban on retail).

2012 Major Department Initiatives Planned

- Have Medical Marijuana licensing procedures in place with the ability to modify according to State requirements.
- Submit a Request For Proposal (RFP) and award a contract to a successful vendor for implementing an integrated Tax Collection and Business Licensing System.
- Continue to cross train employees in the Department to ensure critical functions are covered at all times.

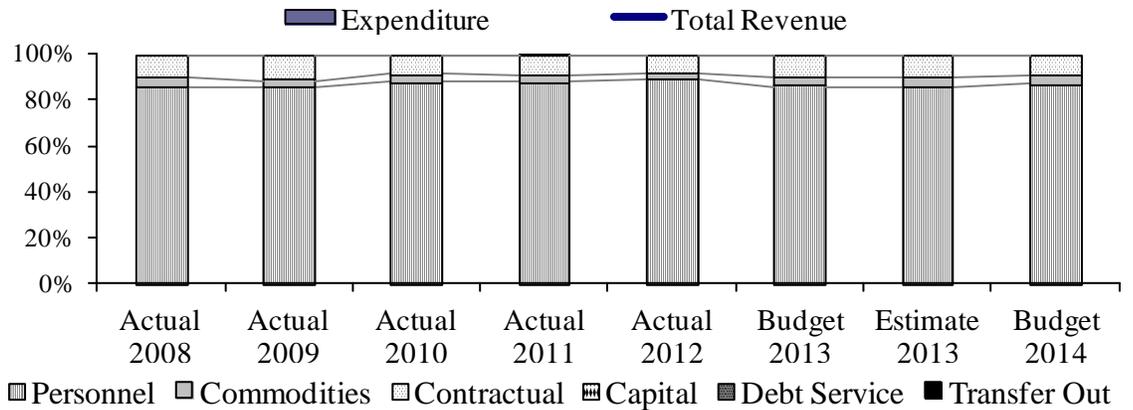
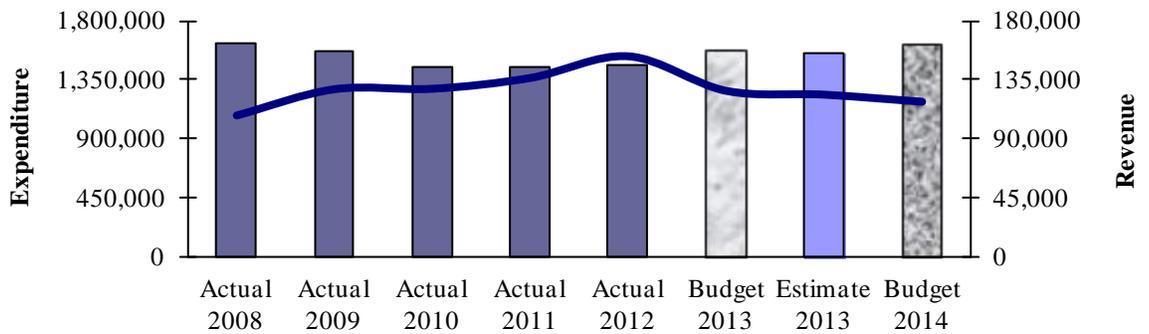
2012 Major Department Initiatives Accomplished

- Procedures are in place with packets available to prospective business owners for Medical Marijuana Centers, Optional Premise Cultivation (OPCs) & Marijuana Infused Products (MIPs). They are updated as the State modifies their requirements.
- Received and reviewed responses to an integrated Tax Collection and Business Licensing System RFP issued in August 2012. Award contract to successful vendor in 2013.

Department Finance and Administrative Services
Fund General

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	67,061	64,270	64,443	72,471	89,006	63,040	64,030	64,030
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	225	25	53	297	435	-	905	300
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	41,150	64,200	64,329	64,356	64,200	64,200	59,400	54,600
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	108,436	128,495	128,825	137,124	153,641	127,240	124,335	118,930
Percent Change		18.50%	0.26%	6.44%	12.05%	-17.18%	-2.28%	-4.35%
Expenditure								
Personnel	1,396,295	1,350,771	1,270,232	1,269,589	1,303,539	1,366,926	1,342,427	1,411,460
Commodities	66,468	49,254	49,063	47,606	44,654	56,223	58,976	59,800
Contractual	163,808	175,899	126,302	127,082	116,112	160,535	158,650	153,890
Capital	-	-	-	2,035	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,626,571	1,575,924	1,445,597	1,446,312	1,464,305	1,583,684	1,560,053	1,625,150
Percent Change		-3.11%	-8.27%	0.05%	1.24%	8.15%	-1.49%	4.17%
Employees FTE	18,900	17,900	17,762	17,632	17,900	17,900	17,900	17,900
Percent Change FTE		-5.29%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Finance and Administrative Services

Fund General

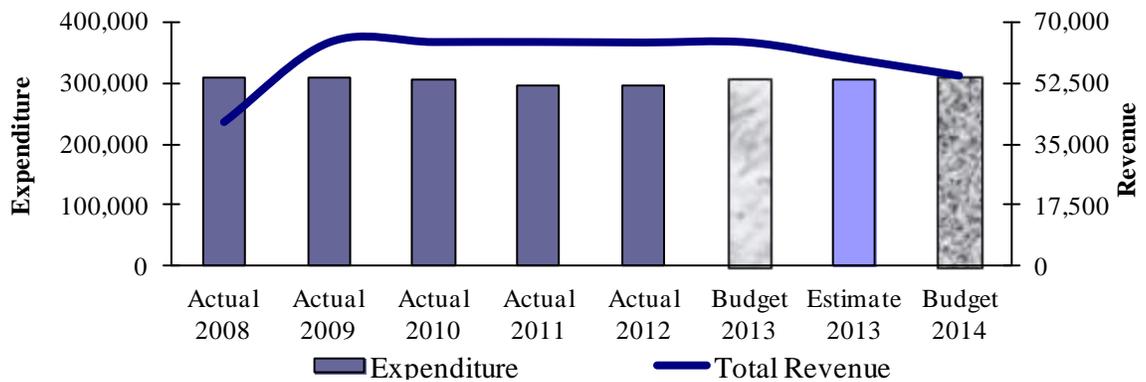
Division Administration

Account 02.0601

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	41,150	64,200	64,329	64,356	64,200	64,200	59,400	54,600
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	41,150	64,200	64,329	64,356	64,200	64,200	59,400	54,600
Percent Change		56.01%	0.20%	0.04%	-0.24%	0.00%	-7.48%	-8.08%
Expenditure								
Personnel	248,870	251,134	251,132	244,381	249,713	258,047	255,417	263,829
Commodities	5,163	3,497	3,877	3,391	2,452	2,943	3,915	2,620
Contractual	55,271	52,936	49,956	48,876	45,278	45,727	44,867	44,832
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	309,304	307,567	304,965	296,648	297,443	306,717	304,199	311,281
Percent Change		-0.56%	-0.85%	-2.73%	0.27%	3.12%	-0.82%	2.33%
Employees FTE	2.000	2.000	1.985	1.970	2.000	2.000	2.000	2.000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Administration Division supports this activity by providing financial analysis and financing options for the various City departments that acquire, construct, and maintain City infrastructure. The Division	The Administrative Division creates (and continually improves) monthly reports detailing revenues, expenditures, and projected ending fund balance to the various departments to facilitate infrastructure

Department Finance and Administrative Services

Fund General

Division Administration

Account 02.0601

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Finance and Administrative Services

Fund General

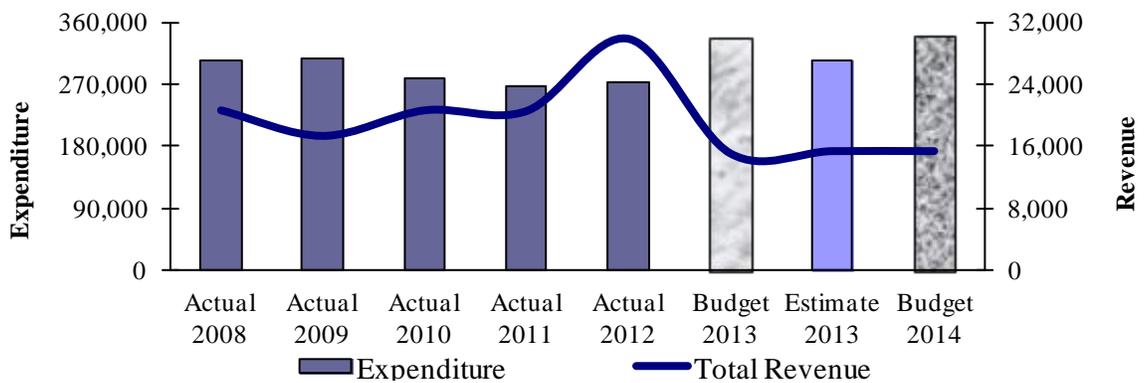
Division City Clerk's Office

Account 02.0602

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	20,704	17,408	20,706	20,599	29,821	15,140	15,140	15,140
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	3	22	110	-	300	300
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	20,704	17,408	20,709	20,621	29,931	15,140	15,440	15,440
Percent Change		-15.92%	18.96%	-0.42%	45.15%	-49.42%	1.98%	0.00%
Expenditure								
Personnel	226,453	224,168	225,964	225,080	227,736	258,132	224,955	261,017
Commodities	16,901	12,525	12,375	12,432	12,500	15,580	15,580	15,580
Contractual	62,252	71,894	41,112	31,361	33,549	63,300	63,300	65,300
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Total Expenditure	-	-						
#REF!	305,606	308,587	279,451	268,873	273,785	337,012	303,835	341,897
Percent Change		0.98%	-9.44%	-3.79%	1.83%	23.09%	-9.84%	12.53%
Employees FTE	3.000	3.000	2.977	2.955	3.000	3.000	3.000	3.000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



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

Fund General

Division City Clerk's Office

Account 02.0602

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<ul style="list-style-type: none"> 2. Provide current WEB access to Election and Liquor Licensing information. (And, eventually, Medical Marijuana licensing.) 3. Establish an electronic repository of City documents. 4. Assist citizens, candidates and issue committees with election processes. 5. Continue to evaluate and refine Records Disaster Recovery Plan. 6. Develop a well-trained and productive staff. 	<p>work processes are used and apply electronic technology where applicable.</p> <ul style="list-style-type: none"> 2. A City Clerk webpage has been set up, with specific information and links to the outside entities. 3. The City Clerk's Office is working with the Information Technology Department to implement the City-wide Enterprise Content Management (ECM) Solution, updating and modifying to best fit the City's needs. 4. Staying on top of election laws and participating in election training. Continue HAVA training in order to maintain Election Official Certification. 5. Training/education enables us to keep up with the latest ideas/procedures/processes and contact information. Attend NARA & FEMA training when offered. 6. Training is a high priority and is encouraged. Provide market-based compensation for appropriate work efforts. Cross-train within the City Clerk's Office.
A City that is business-friendly and economically diverse.	<ul style="list-style-type: none"> 7. Provide quality customer service to all of our liquor and medical marijuana licensees. 8. Facilitate Open Record's Requests. 9. Update meeting recording system. 	<ul style="list-style-type: none"> 7. City Clerk staff will attend various applicable meetings/programs/classes to maintain the necessary training to stay up-to-date with current laws and procedures (and keep licensees and the Authority informed about any new information). 8. Use established Open Records Request Policy to respond to Open Record's Requests city-wide, from initial request to final closure. 9. Work with the various departments to upgrade the digital recording system, keeping current with the latest release version. Continue training with the recording secretaries. Work with IT to resolve issues as they arise with hardware & software upgrades and replacements.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Finance and Administrative Services

Fund General

Revenue Item City Clerk's Office

Account / Source 02.0602.32101 / Licenses & Permits

Authorization EMC Title 5 Chapters 3 and 3D

Description License Application Fees for Liquor and Medical Marijuana (MMJ) Establishments

Fee Schedule

Liquor License Fees

Medical Marijuana License Fees

Liquor License (new)	\$1,000	MMJ Business/Vendor Registration	\$ 100
Liquor License (renew)	100	MMJ License (new)	1,000
Liquor License (transfer)	1,000	MMJ License (renew)	1,000
Special Event Permit (Vinous Spirits)	100	MMJ License (transfer)	1,000
Special Event Permit (3.2 Beer)	100	MMJ Inspection permit	100
		MMJ Modification of premises permit	100

Date Last Changed 2012

Previous Fee Schedule

Liquor License Fees

Liquor License (new)	\$500
Liquor License (renew)	50
Liquor License (transfer)	500
Special Event Permit (Vinous Spirits)	25
Special Event Permit (3.2 Beer)	10

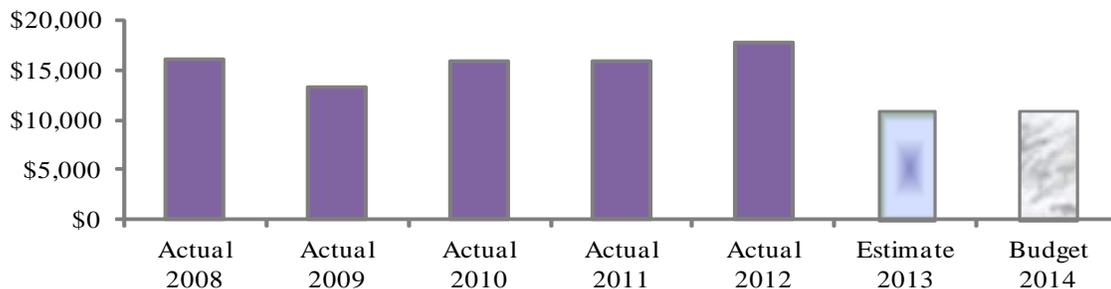
Previous Fee Schedule Estimate based on previous collections and assessment of future activity.

Formula Method N/A

Projection Method N/A

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 16,125	\$ 13,275	\$ 15,870	\$ 15,900	\$ 17,803	\$ 11,000	\$ 11,000
% Change	67.97%	-17.67%	19.55%	0.19%	11.97%	-38.21%	0.00%



Department Finance and Administrative Services

Fund General

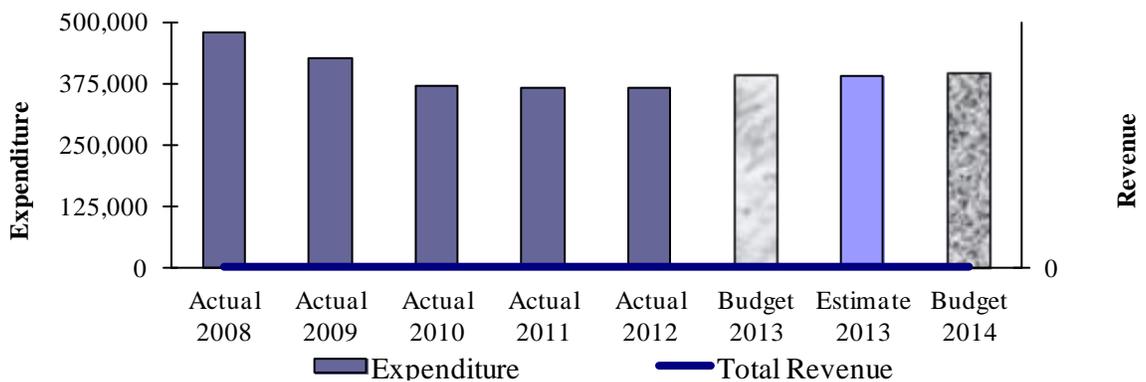
Division Accounting

Account 02.0603

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	442,075	392,130	346,492	335,268	340,492	354,161	353,394	361,158
Commodities	22,655	15,883	15,064	12,758	14,765	15,750	18,031	20,150
Contractual	13,575	20,244	9,486	19,118	9,713	22,550	21,025	14,300
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	478,305	428,257	371,042	367,144	364,970	392,461	392,450	395,608
Percent Change		-10.46%	-13.36%	-1.05%	-0.59%	7.53%	0.00%	0.80%
Employees FTE	5.900	4.900	4.862	4.827	4.900	4.900	4.900	4.900
Percent Change FTE		-16.95%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



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

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

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

Department Finance and Administrative Services

Fund General

Division Accounting

Account 02.0603

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Actual annual City requirements accounted for (expenditures and transfers) (in Millions of Dollars)		\$117.60	\$104.50	\$106.06	\$104.95	\$114.20	\$109.55	\$113.62
Number of payment transactions processed for departments		7,760	8,000	8,000	8,000	8,000	8,000	8,000
Number of payroll payments per year		26,814	27,000	27,000	27,000	27,000	27,000	27,000
Number of payrolls not met		0	0	0	0	0	0	0
Awarded Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Comprehensive Annual Financial Report (CAFR) awarded "clean opinion"		Yes	Yes	Yes	Yes	Yes	Yes	Yes

Department Finance and Administrative Services

Fund General

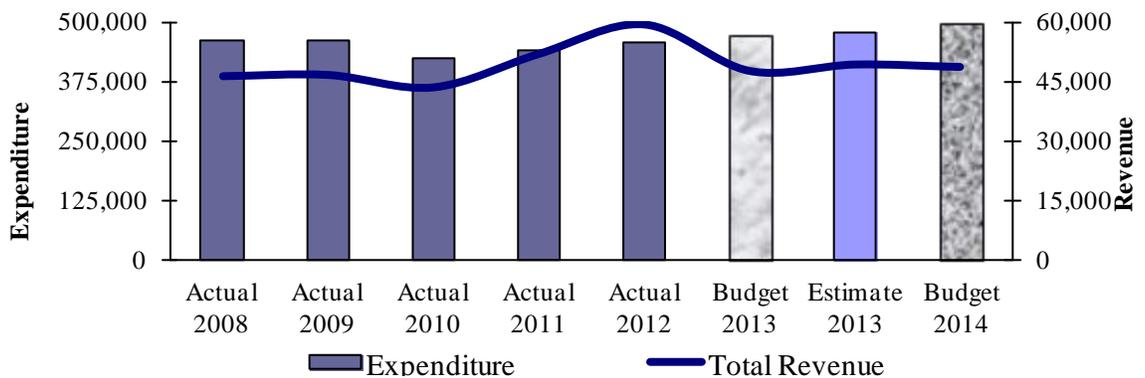
Division Revenue and Budget

Account 02.0604

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	46,357	46,862	43,737	51,872	59,185	47,900	48,890	48,890
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	225	25	50	275	325	-	605	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	46,582	46,887	43,787	52,147	59,510	47,900	49,495	48,890
Percent Change		0.65%	-6.61%	19.09%	14.12%	-19.51%	3.33%	-1.22%
Expenditure								
Personnel	417,308	418,337	381,258	397,174	415,452	424,713	432,936	448,836
Commodities	19,428	15,732	16,804	17,754	14,460	20,500	20,000	20,000
Contractual	25,080	27,645	24,595	25,307	26,467	26,958	27,458	27,458
Capital	-	-	-	2,035	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	461,816	461,714	422,657	442,270	456,379	472,171	480,394	496,294
Percent Change		-0.02%	-8.46%	4.64%	3.19%	3.46%	1.74%	3.31%
Employees FTE	7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Finance and Administrative Services

Fund General

Division Revenue and Budget

Account 02.0604

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	1. Provide assurance to citizens and customers to the City that workers operating in the City are properly qualified. Some licenses require a deposit to ensure proper clean-up.	1. Issue sales and use tax and miscellaneous licenses for various types of businesses upon completion of the application process.
A progressive City that provides responsive and cost efficient services	2. Provide quality customer service through immediate or soon thereafter response to inquiries at the cashier window and/or switchboard. 3. Provide cost effective and efficient services in the processing of high volume transactions for sales and use tax and utility payments. 4. Provide citizens, council members, employees, and other stakeholders an annual balanced budget that outlines the financial plan of the City.	2. Cross-train employees within division to ensure better understanding of the various services performed within the division, department and the City at large. 3. Provide credit card and ACH payment types as well as "lockbox" processing for high volume transactions provided by sales and use tax and utility payments. 4. Prepare the budget at a department and division level that identifies programs and services provided for the given funds available.
A City that is business-friendly and economically diverse.	5. Ensure understanding and compliance with the Englewood Municipal Code for businesses located and operating in the City.	5a. Provide monthly taxpayer education classes and one-on-one sessions as needed, assist with preparing tax forms, process taxpayer refunds, and respond to taxpayer inquiries. 5b. Audit taxpayers to ensure the understanding and compliance of sales and use tax remittance.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Audit Revenue and Collections on Account Balance Received	5	285,419	363,711	350,606	156,855	195,807	300,000	300,000
Audits Completed	5	32	27	44	31	26	72	72
Received the GFOA's Distinguished Budget Presentation Award	4	Yes	Yes	Yes	Yes	Yes	Yes	TBD

Department Finance and Administrative Services

Fund General

Revenue Item Miscellaneous Business License Application Fees

Account / Source 02.0604.32105 / Licenses & Permits

Authorization EMC Title 5

Description Fees charged to businesses applying for miscellaneous business license.

Fee Schedule See schedule on next page.

Date Last Changed Various

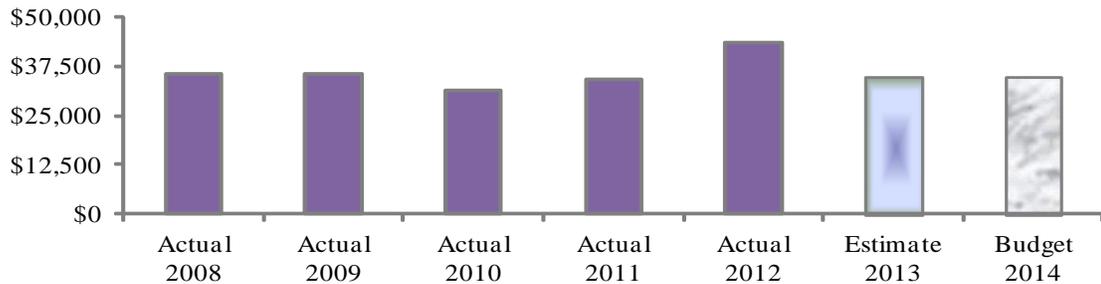
Previous Fee Schedule Various

Formula Method Estimated number of licenses X Fee.

Projection Method Flat growth expected for the foreseeable future.

Comments Fees are established by resolution.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 35,502	\$ 35,397	\$ 31,362	\$ 34,167	\$ 43,365	\$ 35,000	\$ 35,000
% Change	-1.59%	-0.29%	-11.40%	8.95%	26.92%	-19.29%	0.00%



Department Finance and Administrative Services

Fund General

Revenue Item Miscellaneous Business License Application Fees

Account / Source 02.0604.32105 / Licenses & Permits

Type of License	License Fee 2013	Renewal Basis	No. of Licenses 2013	No. of Licenses 2014	Budget 2014
Adult Entertainment Establishment	\$ 2,000.00	Annual	1	1	\$ 2,000.00
Amusement/Public Dances	\$ 60.00	Annual	11	11	\$ 660.00
	\$ 25.00	Annual per machine, lane and/or table	195	195	\$ 4,875.00
Arborist	\$ 60.00	Annual	45	45	\$ 2,700.00
Auctioneer	\$ 25.00	Resident: Annual			\$ -
	\$ 50.00	Itinerant: Annual	2	2	\$ 100.00
Auto Salvage/Recycling Yards	\$ 100.00	Annual	3	3	\$ 300.00
Body Piercing Establishment	\$ 100.00	Annual	4	4	\$ 400.00
Canine & Feline Breeders	\$ 50.00	Initial Fee	0	0	\$ -
	\$ 50.00	Annual	7	7	\$ 350.00
Pet Store	\$ 250.00	Annual	0	0	\$ -
Kennel	\$ 250.00	Annual	0	0	\$ -
Christmas Tree Dealers	\$ 25.00	Annual	0	0	\$ -
Direct Sellers	\$ 5.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	2	2	\$ 150.00
Food Vendors	\$ 10.00	Special Event Fee	0	0	\$ -
	\$ 75.00	Annual	1	1	\$ 75.00
Going Out of Business	\$ 50.00	Refundable Upon Tax Filing	0	0	\$ -
	\$ 25.00	One Time Renewal	0	0	\$ -
Guard/Attack Dog	\$ 100.00	Annual	0	0	\$ -
Pawnbroker/Auto Pawn	\$ 2,500.00	Initial Fee	0	0	\$ -
	\$ 1,250.00	Annual	7	7	\$ 8,750.00
Purchaser of Valuable Articles	\$ 250.00	Annual	12	12	\$ 3,000.00
Reflexology	\$ 100.00	Annual	4	4	\$ 400.00
Tattoo Establishments	\$ 100.00	Annual	4	4	\$ 400.00
Special Events	\$ 40.00	Per Event	31	31	\$ 1,240.00
Telecommunications	\$ 200.00	Tower: Initial Fee	0	0	\$ -
	\$ 50.00	Tower: Annual	6	6	\$ 300.00
	\$ 100.00	Facility: Initial Fee	0	0	\$ -
	\$ 50.00	Facility: Annual	2	2	\$ 100.00
Temporary Employment Services	\$ 100.00	Annual	0	0	\$ -
Trash Hauling	\$ 75.00	Annual Per Truck	9	9	\$ 675.00
Totals			346	346	\$ 26,475.00

Department Finance and Administrative Services

Fund General

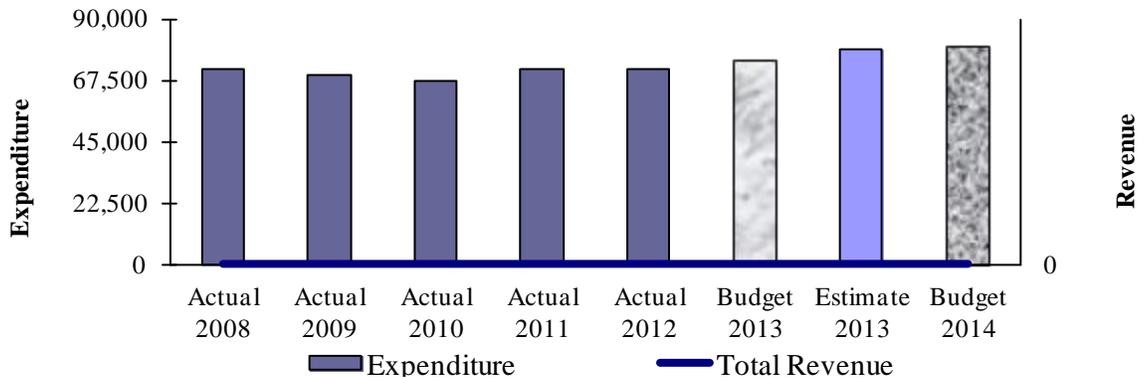
Division Purchasing

Account 02.0605

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	61,589	65,002	65,386	67,686	70,146	71,873	75,725	76,620
Commodities	2,321	1,617	943	1,271	477	1,450	1,450	1,450
Contractual	7,630	3,180	1,153	2,420	1,105	2,000	2,000	2,000
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	71,540	69,799	67,482	71,377	71,728	75,323	79,175	80,070
Percent Change		-2.43%	-3.32%	5.77%	0.49%	5.01%	5.11%	1.13%
Employees FTE	1.000	1.000	0.992	0.985	1.000	1.000	1.000	1.000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal Activity
A City that provides and maintains quality infrastructure	1. Improve Procurement efficiency & effectiveness strategies. <ul style="list-style-type: none"> Ensure The City acquires the highest quality goods and services in the most cost effective manner within guidelines contained In The City's Purchasing Policies 	The Purchasing Division is constantly striving to work with departments to make purchasing processes easier both in the purchasing of products & services and competitive bid processes while still protecting the tax payer's funds

Department Finance and Administrative Services

Fund General

Division Purchasing

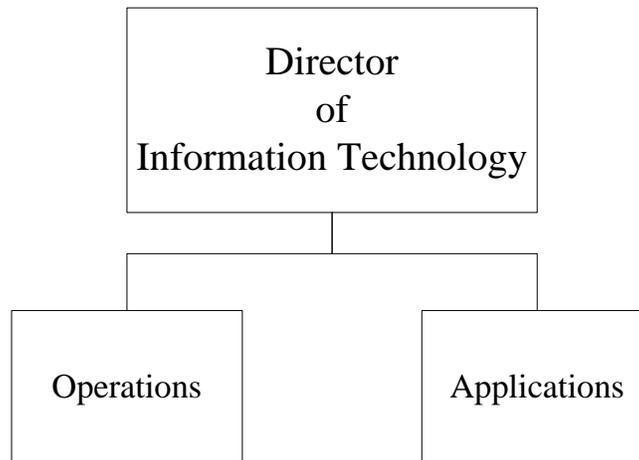
Account 02.0605

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Information Technology

Fund General



Description Englewood's Department of Information Technology is responsible for the efficient and effective operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department helps identify and implement City-wide information systems and manages technology training programs.

Mission **The Information Technology Department is responsible for the efficient, effective and secure operation of information and telecommunications systems used to provide services to the citizens of Englewood. The department evaluates, integrates and supports innovative technologies to help internal and external customers achieve their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the City.**

2013 Major Department Initiatives Planned

- Migrate City email to the Cloud
- Replace Sales Tax System Software
- Replace Mortgage Loan program

2014 Major Department Initiatives Planned

- Upgrade Network Infrastructure
- Complete CJIS Technical requirements
- Upgrade Telephone software

2012 Major Department Initiatives Planned

- Upgrade Public Works/Code software
- Implement Mobile Device Management
- Upgrade City Storage hardware

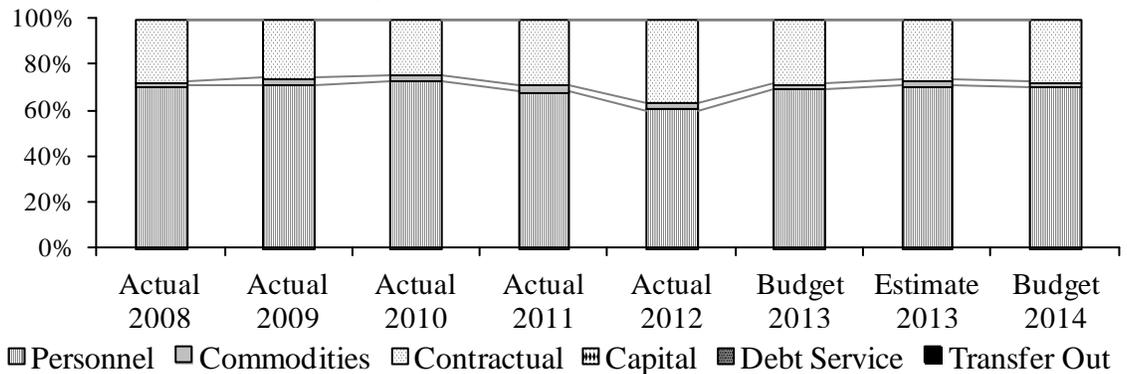
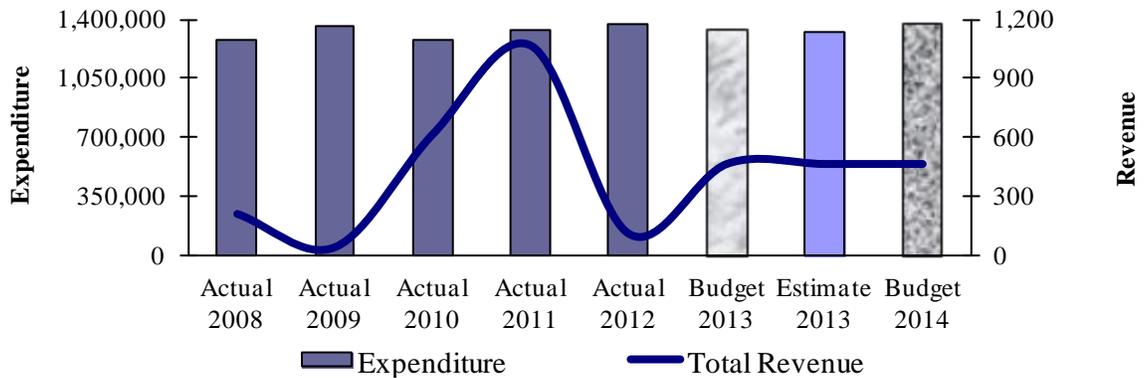
2012 Major Department Initiatives Accomplished

- Implemented Mobile Device Management
- Upgraded Trakit software for PW/Code
- Upgrade City Storage

Department Information Technology
Fund General

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	207	37	617	1,069	105	463	463	463
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	207	37	617	1,069	105	463	463	463
Percent Change		-82.13%	1567.57%	73.26%	-90.18%	340.95%	0.00%	0.00%
Expenditure								
Personnel	904,234	969,456	936,666	907,035	830,229	928,013	939,169	962,486
Commodities	20,651	32,123	26,360	36,409	37,042	29,000	29,368	29,368
Contractual	355,272	358,659	317,634	389,323	506,673	383,198	361,888	387,088
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,280,157	1,360,238	1,280,660	1,332,767	1,373,944	1,340,211	1,330,425	1,378,942
Percent Change		6.26%	-5.85%	4.07%	3.09%	-2.46%	-0.73%	3.65%
Employees FTE	10.600	11.500	10.419	10.343	10.500	10.500	10.500	10.500
Percent Change FTE		8.49%	-9.40%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Information Technology

Fund General

Division Administration, Operations and Applications

Account 02.0701 Administration, 02.0702 Operations and 02.0703 Applications

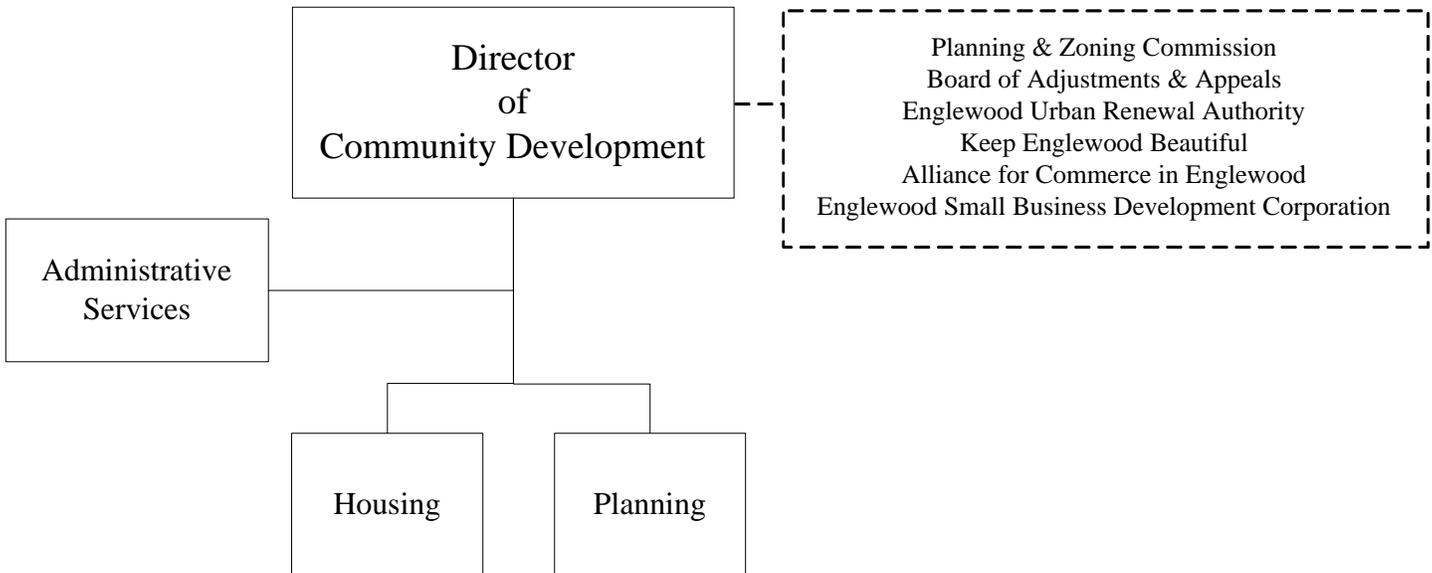
Description The Department coordinates the identification, implementation and administration of new and innovative automation tools throughout the City. These include computer, voice and data communication systems, as well as office automation technologies to meet the short and long-term information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

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

Performance Measure	Goals / Activities	2008	2009	2010	2011	2012	2013	2014
	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Community Development

Fund General



Description The Community Development Department oversees planning, zoning, environmental, neighborhood, urban renewal, economic development and housing initiatives in the City of Englewood.

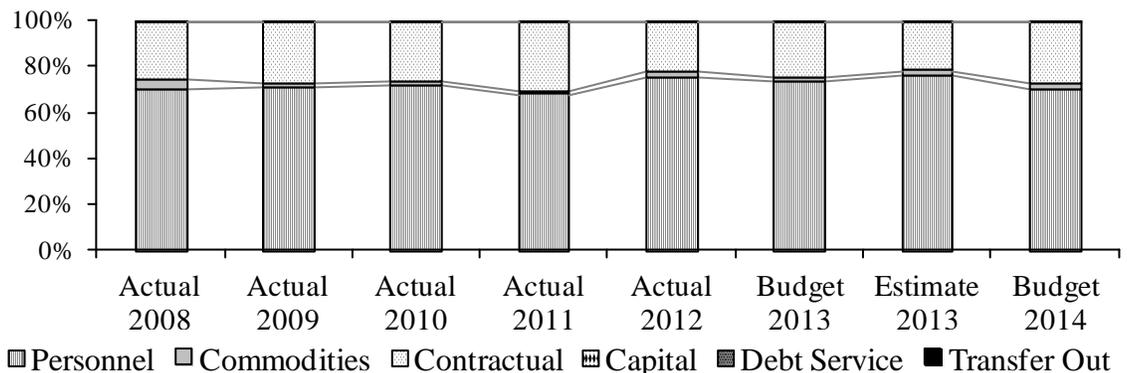
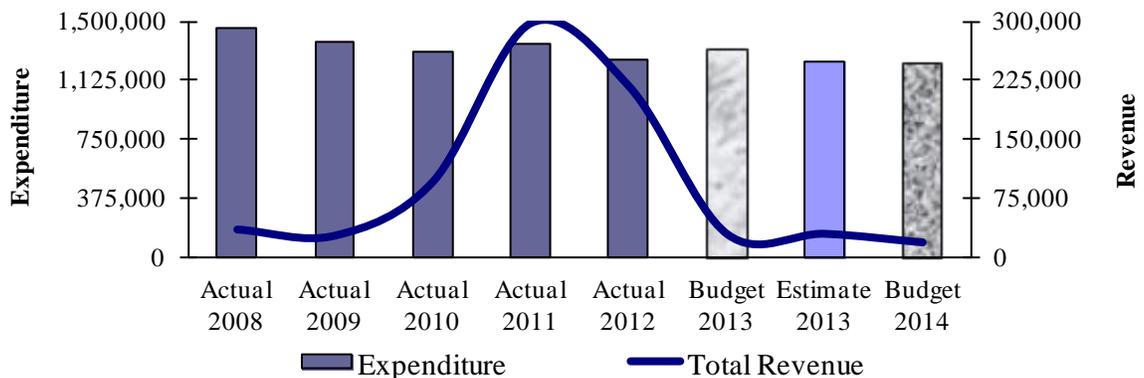
Mission **Community Development provides and coordinates professional level service for community planning, economic development, and development review and environmental functions. This department also provides the staff support services to various boards, commissions, and citizen groups.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none">• E³ - Energy Efficient Englewood (CDBG)• UDC Amendments – PUDs, Distilleries and Breweries, Home Occupations, Floodplains, Small Lots• Comprehensive Plan – Planning & Zoning Commission and City Council Review• Englewood, Oxford, and Bates Station Plan Adoption and Implementation – Zoning Reforms	<ul style="list-style-type: none">• Light Rail Corridor Plan Implementation -- Feasibility and Alternatives Analyses of Rail Trail, Protected Bikeways and Floyd Extension.• Light Rail Corridor Plan Implementation -- Zoning Reforms• UDC Amendments – Parking, Design Standards, Limited Use• Initiate Comprehensive Plan Update/Revision• Options for Housing Rehab Programs
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none">• UDC Amendments – Sign Code and PUD• Neighborhood Stabilization Program (NSP)• E³ - Energy Efficient Englewood (CDBG)• Retail Assessment Implementation – Incentive Policy• Preparation for Comprehensive Plan Update Process• Medical District Phase II Rezoning Reforms• Englewood, Oxford, Bates Light Rail Station Area Plans• CPPW Grant Implementation – Bike Route Signage, Broadway Bike Racks, Mid-Block Crossing Design	<ul style="list-style-type: none">• UDC Amendments – Sign Code• Neighborhood Stabilization Program (NSP)• E³ - Energy Efficient Englewood (CDBG)• Incentive Policy Adoption• Medical District Subareas 2 and 3 Rezoning Reforms• Englewood, Oxford, Bates Light Rail Station Area Plan initiated• CPPW Grant Implementation – Bike Route Signage, Broadway Bike Racks, Mid-Block Crossing Design

Department Community Development
Fund General
Account 02.0801

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	14,313	9,475	8,950	8,075	14,770	6,550	6,750	6,750
Intergovernmental	19,935	17,773	2,208	175,599	75,535	23,125	3,125	3,125
Charges for Services	650	374	85,311	113,857	127,128	350	20,200	4,300
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	625	193	-	-	-	-	-	5,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	35,523	27,815	96,469	297,531	217,433	30,025	30,075	19,175
Percent Change		-21.70%	246.82%	208.42%	-26.92%	-86.19%	0.17%	-36.24%
Expenditure								
Personnel	1,028,843	966,654	938,572	926,915	952,294	978,606	956,857	872,526
Commodities	64,787	30,878	24,128	19,423	33,924	24,352	22,416	27,002
Contractual	367,422	366,985	336,954	410,987	274,355	320,343	265,643	333,243
Capital	3,673	1,920	1,818	1,939	1,878	1,473	3,031	3,031
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,464,725	1,366,437	1,301,472	1,359,264	1,262,451	1,324,774	1,247,947	1,235,802
Percent Change		-6.71%	-4.75%	4.44%	-7.12%	4.94%	-5.80%	-0.97%
Employees FTE	12.000	11.000	10.915	10.835	11.000	11.000	11.000	10.500
Percent Change FTE		-8.33%	-0.77%	-0.74%	1.52%	0.00%	0.00%	-4.55%



Department Community Development
Fund General
Account 02.0801

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

Department Community Development

Fund General

Account 02.0801

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
		17. Develop policy documents and Unified Development Code amendments that are supportive of new infill development.
A City that provides diverse cultural, recreational and entertainment opportunities	Develop and implement programs and projects that expand opportunities for public engagement in and enjoyment of cultural, recreational and entertainment events and programs.	18. Support and enhance cultural, recreational, and entertainment programs and facilities through public art with development and the art shuttle program.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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The **Housing Division** provides a number of housing programs, all with the goal of promoting a mix of housing opportunities through the provision of affordable housing, expandable housing for different life-cycle stages, workforce housing opportunities, and housing for special needs. The primary program offers housing rehabilitation services to the community through low interest loans and grants and construction management.

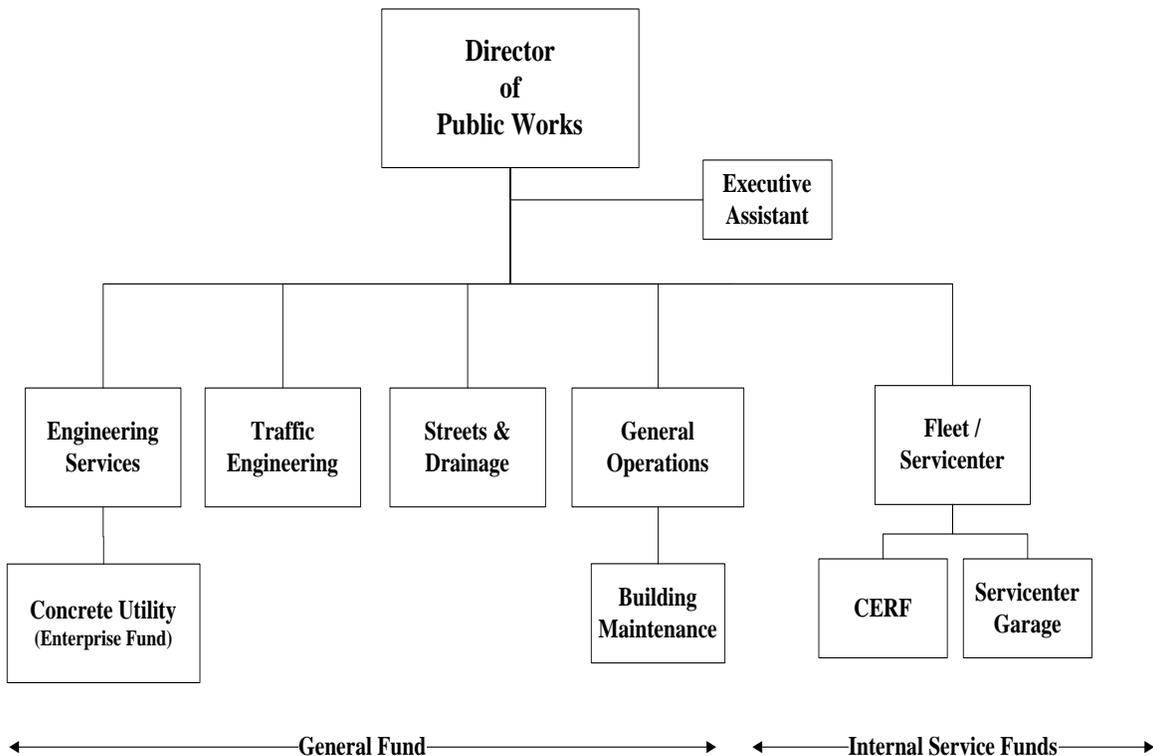
Number and Value Rehab Projects by Year	18	23	13	19	37	20	20
	\$263,142	\$549,864	\$490,748	\$140,232	815,8947	\$300,000	\$300,000

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

UDC Amendments	5	5	5	5	5	6	5
	Multi-Unit Lot Width, Landscaping, Parking, Housekeeping Amendments, Boarding House	Signage, Landscaping, Medical Marijuana, Massage Therapy, Medical District	Signage, Landscaping, Floodplain, Medical Marijuana, Consignment Shops	Mailed Public Notices, Hard Surfaces, Medical District and 5, Medical Marijuana	Signage, PUD, Medical District SubArea 2 &3, Park Dedication Fee in Lieu	Floodplains, Light Rail Corridor Plan Implementation, Distilleries and Breweries, Home Occupations, Small Lots, PUDs	PUDs, Light Rail Corridor Plan Limited Use, ROW Vacations, Design Standards

Commercial Catalyst Projects:						(est.)	(est.)
Number	11	10	10	6	6	10	10
Grant Value	\$119,652	\$100,087	\$95,721	\$60,000	\$60,000	\$120,000	\$120,000
Leveraged Value	\$359,727	\$213,360	\$381,620	\$126,000	\$126,000	\$250,000	\$250,000
Leverage Ratio	3.0:1	2.1:1	4.1:1	2.1:1	2.1:1	2.1:1	2.1:1

Department Public Works
Fund General



Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. Public Works provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, and the Concrete Utility Fund and Open Space Fund.**

2013 Major Department Initiatives Planned

- Administer EEFI Common Area Maintenance Agreement, ongoing.
- Optimize EMRF development to maximum long term financial return to City, ongoing.

2014 Major Department Initiatives Planned

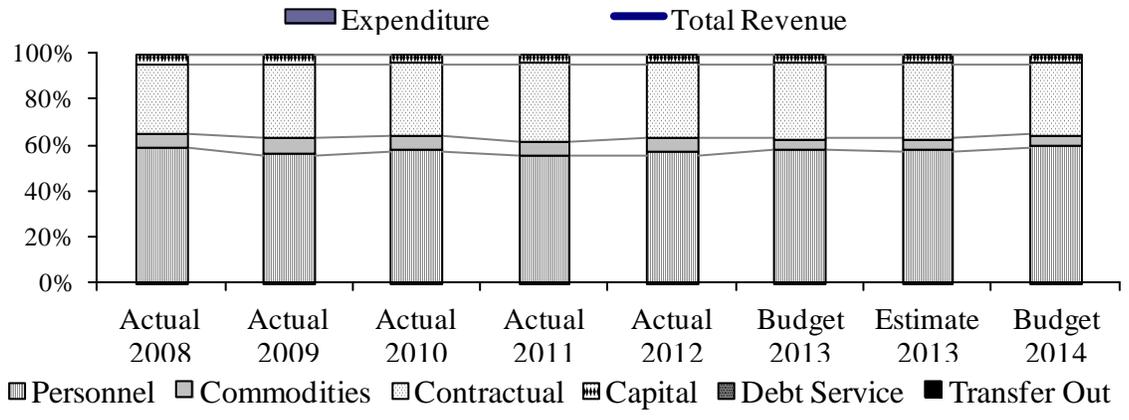
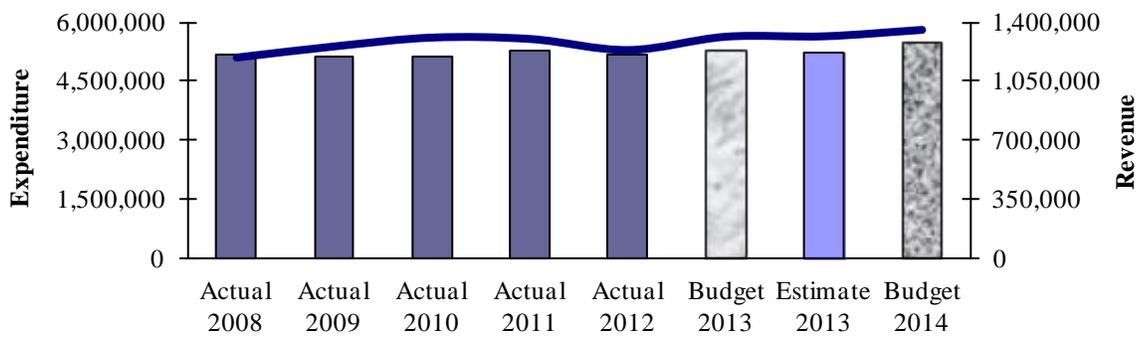
- Administer EEFI Common Area Maintenance Agreement, ongoing.
- Optimize EMRF development to maximum long term financial return to City, ongoing.

2012 Major Department Initiatives Planned

2012 Major Department Initiatives Accomplished

Department Public Works
Fund General
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	81,286	92,895	81,795	93,819	34,334	63,200	63,200	63,200
Intergovernmental	901,121	974,814	1,054,188	1,021,623	1,018,972	1,009,601	1,009,601	1,009,601
Charges for Services	197,960	183,889	173,499	185,351	179,747	240,587	243,587	282,994
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	4,828	2,471	-	-	-	946	946	946
Other	1,356	1,315	202	-	-	726	226	226
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,186,551	1,255,384	1,309,684	1,300,793	1,233,053	1,315,060	1,317,560	1,356,967
Percent Change		5.80%	4.33%	-0.68%	-5.21%	6.65%	0.19%	2.99%
Expenditure								
Personnel	3,058,807	2,919,607	2,968,886	2,929,065	2,957,417	3,084,972	3,024,243	3,276,988
Commodities	311,012	335,468	307,952	329,032	320,579	243,482	265,171	251,209
Contractual	1,591,542	1,670,825	1,667,684	1,795,604	1,724,468	1,774,794	1,736,574	1,771,113
Capital	227,811	226,991	192,842	206,174	200,437	205,009	208,729	205,359
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5,189,172	5,152,891	5,137,364	5,259,875	5,202,901	5,308,257	5,234,717	5,504,669
Percent Change		-0.70%	-0.30%	2.38%	-1.08%	2.02%	-1.39%	5.16%
Employees FTE	46.534	46.334	44.17485385	42.8639	43.509	43.509	44.259	43.509
Percent Change FTE		-0.43%	-4.66%	-2.97%	1.50%	0.00%	1.72%	-1.69%



Department Public Works

Fund General

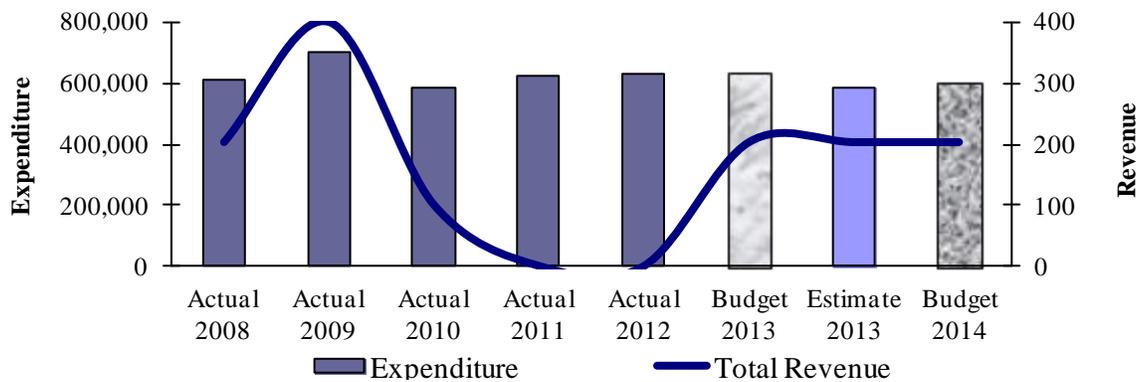
Division Administration

Account 02.1001

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	200	400	100	-	-	200	200	200
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	3	-	-	-	-	3	3	3
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	203	400	100	-	-	203	203	203
Percent Change		97.04%	-75.00%	-100.00%	----	----	0.00%	0.00%
Expenditure								
Personnel	192,384	197,922	193,863	198,157	196,741	205,539	200,972	209,004
Commodities	3,198	2,059	2,594	3,009	4,010	2,635	2,635	2,635
Contractual	415,637	504,661	386,065	422,824	431,528	423,326	384,326	390,620
Capital	79	-	-	-	-	50	50	50
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	611,298	704,642	582,522	623,990	632,279	631,550	587,983	602,309
Percent Change		15.27%	-17.33%	7.12%	1.33%	-0.12%	-6.90%	2.44%
Employees FTE	2.000	2.000	1.985	1.978	2.000	2.000	2.000	2.000
Percent Change FTE		0.00%	-0.77%	-0.36%	1.14%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Support/assist the Engineering Services, Streets, Traffic Engineering, Fleet/Servicenter and Operations Divisions.	1. Provide direction and guidance to staff for maintenance and construction activities.
A safe, clean, healthy	2. Provide a safe, clean, attractive City and	2. Provide direction and guidance to staff

Department Public Works

Fund General

Division Administration

Account 02.1001

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
and attractive City	CityCenter facility.	for street and traffic activities, and administer CAM functions for CityCenter.
A progressive City that provides responsive and cost efficient services	3. Included in #1 and #2.	
A City that is business-friendly and economically diverse	4. Included in #1 and #2	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1 and #2	

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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Refer to the individual Divisions for Departmental Performance indicators. In addition to the listed indicators, the Public Works Director serves as the President of the Englewood Environmental Foundation, serves on the board of the Englewood McLellan Reservoir Foundation, and serves on the Supervisory Committee for Littleton/Englewood Wastewater Treatment Plant.

Department full-time employees (including ServiCenter and Concrete Utility)	62	62	60	58	58	58	57
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Department Public Works

Fund General

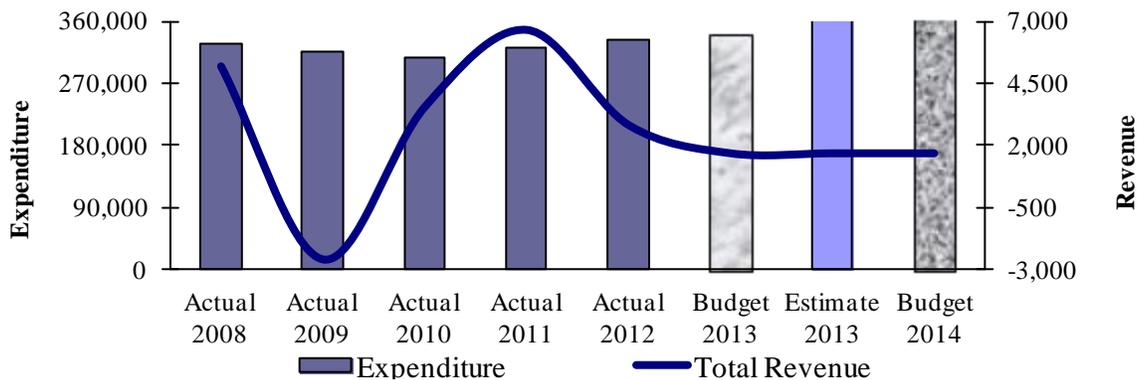
Division Engineering Services

Account 02.1002

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	5,198	(2,602)	3,555	6,668	2,827	1,684	1,684	1,684
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	5,198	(2,602)	3,555	6,668	2,827	1,684	1,684	1,684
Percent Change		-150.06%	-236.63%	87.57%	-57.60%	-40.43%	0.00%	0.00%
Expenditure								
Personnel	303,704	286,453	285,469	286,965	297,619	305,017	335,632	393,409
Commodities	8,213	7,210	8,667	6,933	11,712	10,874	10,874	10,874
Contractual	14,477	19,811	11,461	24,892	23,081	23,200	23,200	23,200
Capital	2,265	2,265	2,265	2,265	2,265	2,464	2,464	2,464
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	328,659	315,739	307,862	321,055	334,677	341,555	372,170	429,947
Percent Change		-3.93%	-2.49%	4.29%	4.24%	2.06%	8.96%	15.52%
Employees FTE	3.334	3.134	2.986	2.964	3.009	3.009	3.759	4.009
Percent Change FTE		-6.00%	-4.73%	-0.74%	1.52%	0.00%	24.93%	6.65%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Administer Capital Improvement and Special Projects to construct and maintain the City's infrastructure. Provide technical support and information to 	<ul style="list-style-type: none"> Supervise the design and construction of public improvement projects and provide in-house project management services.

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

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

Department Public Works

Fund General

Division Engineering Services

Account 02.1002

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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Capital Projects Administration is one of the key functions of the Engineering Division. Performance indicators include the number of projects and dollar amount. These indicators will vary from year to year based on annual appropriations. Engineering Services maintains a small staff, utilizing consultants or temporary employees as work load dictates.

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

Division Full time employees		3.33	3.33	3.00	3.00	3.00	3.00	4.00
Number of Capital Projects in design/ construction phase		23	18	11	7	10	13	TBD
Value of Capital Projects (includes grant monies)		6,745,000	5,064,000	1,985,000	950,000	1,100,000	1,200,000	TBD
Concrete Utility Full time employees		3.92	3.92	3.92	3.92	3.92	3.92	2.92
Square feet of concrete removed and replaced.		54,276	44,303	37,426	39,000	35,000	45,000	45,000

Department Public Works

Fund General

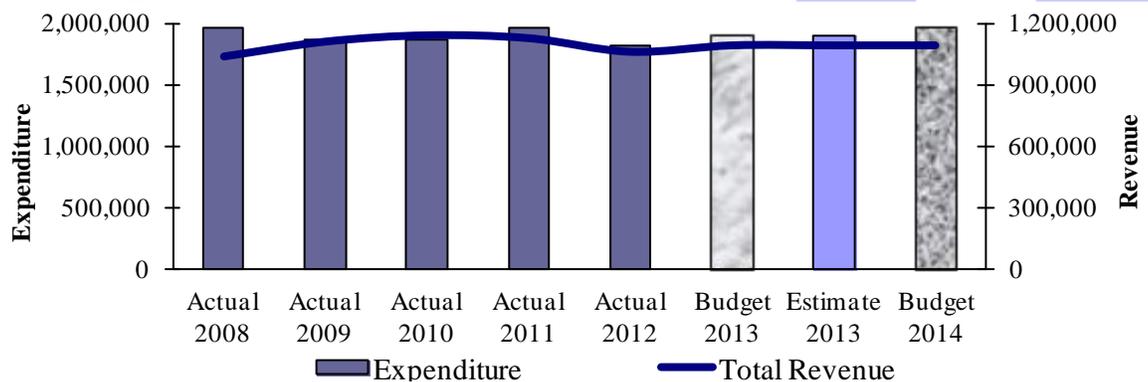
Division Streets and Drainage

Account 02.1003

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	80,171	87,596	78,586	89,120	27,990	60,000	60,000	60,000
Intergovernmental	901,121	974,814	1,054,188	1,021,623	1,018,972	1,009,601	1,009,601	1,009,601
Charges for Services	47,952	45,612	11,898	18,751	11,588	21,310	21,310	21,310
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	4,828	2,471	-	-	-	946	946	946
Other	-	1,210	-	-	-	226	226	226
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,034,072	1,111,703	1,144,672	1,129,494	1,058,550	1,092,083	1,092,083	1,092,083
Percent Change		7.51%	2.97%	-1.33%	-6.28%	3.17%	0.00%	0.00%
Expenditure								
Personnel	938,466	825,427	793,680	804,292	771,868	838,247	804,619	886,670
Commodities	182,947	207,392	174,237	176,028	163,571	105,880	127,231	106,800
Contractual	657,363	662,557	743,258	830,864	729,753	806,911	807,691	809,551
Capital	180,950	179,484	153,353	153,353	158,458	164,077	164,077	164,077
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,959,726	1,874,860	1,864,528	1,964,537	1,823,650	1,915,115	1,903,618	1,967,098
Percent Change		-4.33%	-0.55%	5.36%	-7.17%	5.02%	-0.60%	3.33%
Employees FTE	13.000	13.000	10.915	10.835	11.000	11.000	11.000	11.000
Percent Change FTE		0.00%	-16.04%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Public Works

Fund General

Division Streets and Drainage

Account 02.1003

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain a quality infrastructure for 120 miles of streets and 51 miles of alleys.	Accomplished by placing coats of overlays, different types of sealcoats and filling cracks with rubberized joint sealant. Alleys are kept in good condition by adding base and blade work as necessary. Trees in alleys kept trimmed.
A safe, clean, healthy and attractive City	2. Sanding streets and snow/ice removal 3. Sweeping and hauling sweepings	2. Accomplished by sanding, plowing and, in severe cases, removing and hauling off excess snow and ice. 3. Residential areas swept on rotating schedule so all areas get same service.
A progressive City that provides responsive and cost efficient services	4. Provide cost savings asphalt paving and other services for all other in-house departments: Utilities, ServiCenter, Parks, Golf Course and Safety Services	Roto-milling and paving done with Street Department personnel and contract trucking.
A City that is business-friendly and economically diverse	5. Included in #1 and # 4. Maintain infrastructure with the least impact on business.	Notify and seek scheduling input from all affected businesses before starting major maintenance projects.
A City that provides diverse cultural, recreational and entertainment opportunities	6. Included in #1 and # 4.	

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Public Works

Fund General

Revenue Item Street Cut Fee

Account / Source 02.1003.32201 / Licenses & Permits

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

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

Fee Schedule Permit fee \$100
Field Re-Inspection Fee \$50
Gravel Alley Cut \$2 per square foot
Asphalt Patch \$6.90 per square foot
Work without permit Double Fee

Date Last Changed 2013

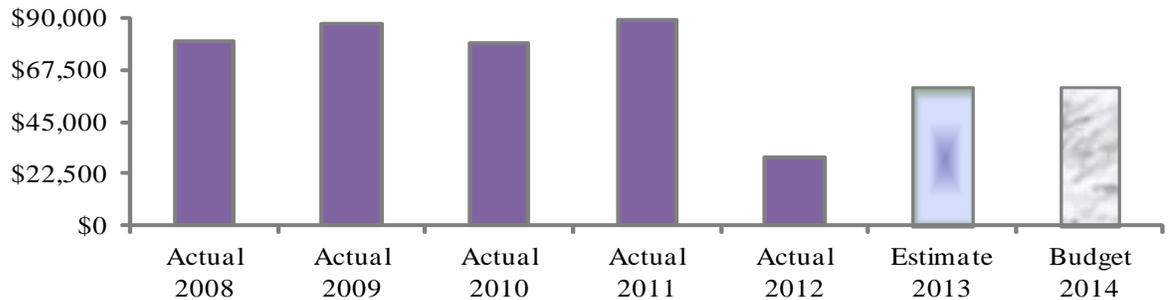
Previous Fee Schedule Gravel Alley Cut \$1 per square foot
Asphalt Patch \$4 per square foot
Work without permit \$200

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 80,071	\$ 87,596	\$ 78,586	\$ 89,120	\$ 29,521	\$ 60,000	\$ 60,000
% Change	6.39%	9.40%	-10.29%	13.40%	-66.88%	103.25%	0.00%



Department Public Works

Fund General

Revenue Item State Motor Vehicle Registration Fee

Account / Source 02.1003.32561 / Intergovernmental

Authorization CRS 42-3-129

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

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

Date Last Changed N/A

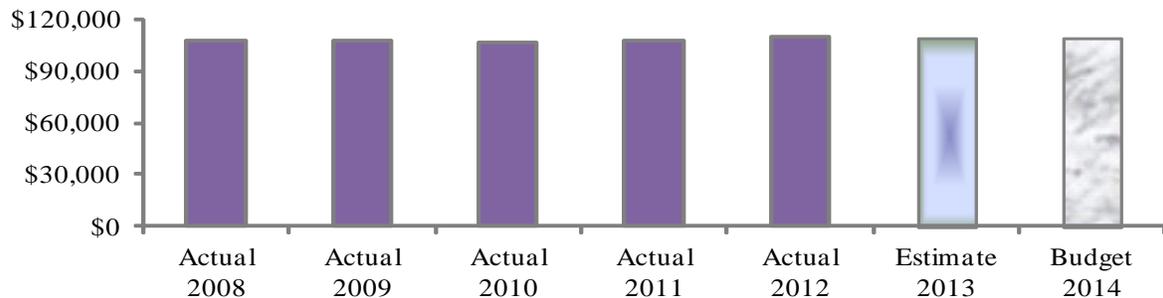
Previous Fee Schedule N/A

Formula Method Estimate based on past receipt of fee.

Projection Method Assume constant level of revenue.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 107,751	\$ 107,535	\$ 106,240	\$ 107,340	\$ 109,533	\$ 109,000	\$ 109,000
% Change	-0.23%	-0.20%	-1.20%	1.03%	2.04%	-0.49%	0.00%



Department Public Works

Fund General

Revenue Item State Highway User Tax

Account / Source 02.1003.32562 / Intergovernmental

Authorization CRS 43-4-201

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

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

Date Last Changed N/A

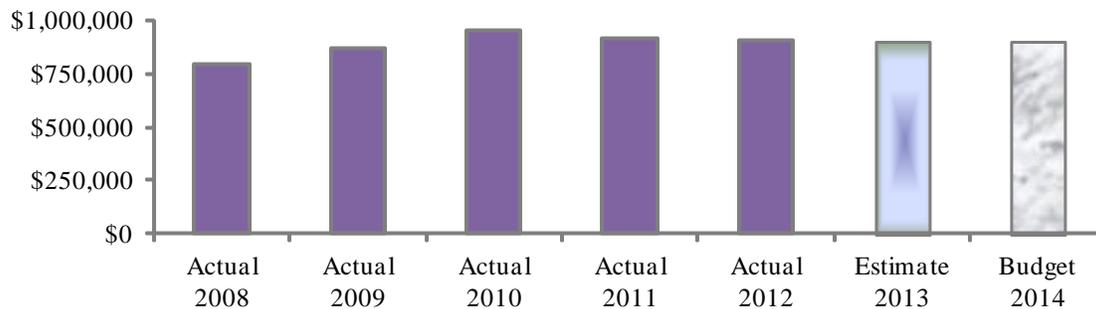
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Amount received is affected by changes in State fuel tax which currently is 10 cents per gallon. In 1983, the State Legislature passed legislation which caused a disruption and reduction in municipal revenues. A five (\$.05) cent per gallon increase went into effect on 1/1/1991.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 793,370	\$ 867,280	\$ 947,948	\$ 914,283	\$ 909,439	\$ 900,601	\$ 900,601
% Change	634.57%	9.32%	9.30%	-3.55%	-0.53%	-0.97%	0.00%



Department Public Works

Fund General

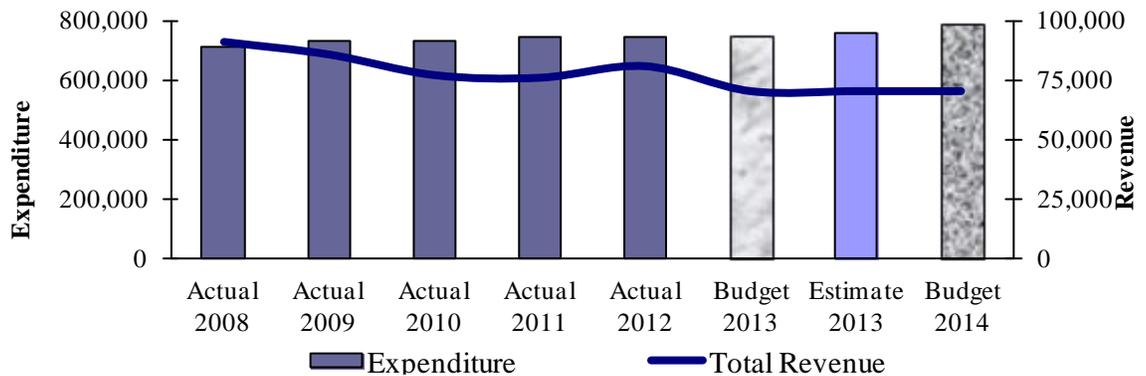
Division Traffic Engineering

Account 02.1004

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	915	4,899	3,109	4,699	6,344	3,000	3,000	3,000
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	90,003	80,759	73,770	71,300	74,472	67,416	67,416	67,416
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	202	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	90,918	85,658	77,081	75,999	80,816	70,416	70,416	70,416
Percent Change		-5.79%	-10.01%	-1.40%	6.34%	-12.87%	0.00%	0.00%
Expenditure								
Personnel	532,433	544,437	555,181	531,793	558,496	565,583	571,756	601,119
Commodities	59,394	53,399	48,742	64,354	56,250	44,002	44,002	44,000
Contractual	85,223	99,067	104,478	115,457	104,945	116,067	116,067	116,052
Capital	31,911	33,465	25,593	34,535	28,083	25,593	29,313	25,943
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	708,961	730,368	733,994	746,139	747,774	751,245	761,138	787,114
Percent Change		3.02%	0.50%	1.65%	0.22%	0.46%	1.32%	3.41%
Employees FTE	6.500	6.500	6.450	6.403	6.500	6.500	6.500	6.500
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



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

Department Public Works

Fund General

Division Traffic Engineering

Account 02.1004

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Provide a system of traffic control devices, operations, and engineering support that minimizes congestions, increases safety and improves the quality of life in the City.	Accomplished by: <ul style="list-style-type: none">investigating citizen requests for safety and operational traffic concernsconducting various traffic related studies and data collectionscomment on development plans
A progressive City that provides responsive and cost efficient services	3. Provide most effective, cost efficient traffic engineering services mandated by the State traffic laws, the Manual on Uniform Traffic Control Devices for Colorado Municipalities, and local policies.	Accomplished by: <ul style="list-style-type: none">maintaining of all traffic control devices in-house, including 24/7 on-call serviceschanging incandescent traffic signals to LED (light emitting diode) lights; this conversion leads to ongoing savings of energy and maintenance costsutilizing and coordinating services with outside agencies including DRCOG, CDOT and other citiespursuing grants for transportation projects and traffic equipmentsharing traffic infrastructure with other City Departments.
A City that is business-friendly and economically diverse	4. Included in #1, #2, and #3.	
A City that provides diverse cultural, recreational and entertainment opportunities	5. Included in #1, #2, and #3.	

Department Public Works

Fund General

Division Traffic Engineering

Account 02.1004

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
The Traffic Engineering Division manages design, installation, operation and maintenance of the City's computerized traffic system, traffic signals, traffic signs and pavement markings to provide for safe and efficient movement of goods and people.								
Number of traffic signals		62	62	62	62	63	63	63
Percent of traffic signals and flashing beacons receiving preventive mtnc.		100	100	100	100	100	100	100
Number of School Speed Zones and other flashing beacons receiving preventive mtnc.		38	38	38	38	38	38	38
Percent of emergency signs replaced / repaired within 2 hours		100	100	100	100	100	100	100
Average % speed reduction in areas after traffic calming implementation		11.7	12	12.1	13.8	11.5	10	10 (estimate)

Department Public Works

Fund General

Revenue Item State Highway Maintenance – Traffic Control Devices

Account / Source 02.1004.33354 / Charges for Services

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

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

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

Date Last Changed December, 2009

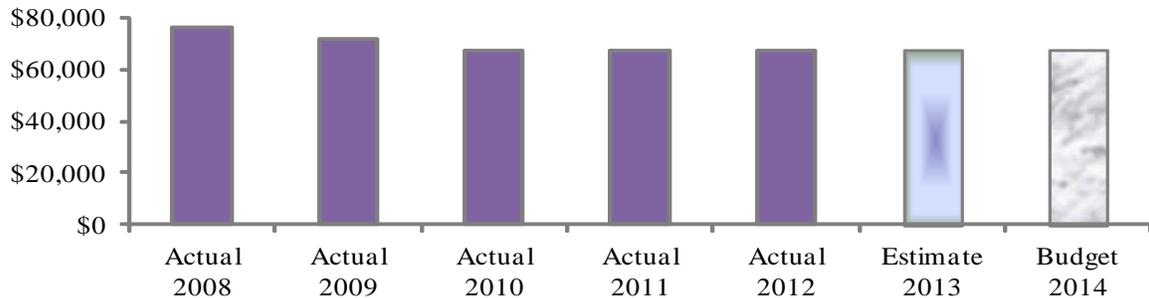
Previous Fee Schedule 10/1/1986

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

Projection Method N/A

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 75,924	\$ 71,670	\$ 67,474	\$ 67,416	\$ 67,416	\$ 67,416	\$ 67,416
% Change	-7.69%	-5.60%	-5.85%	-0.09%	0.00%	0.00%	0.00%



Department Public Works

Fund General

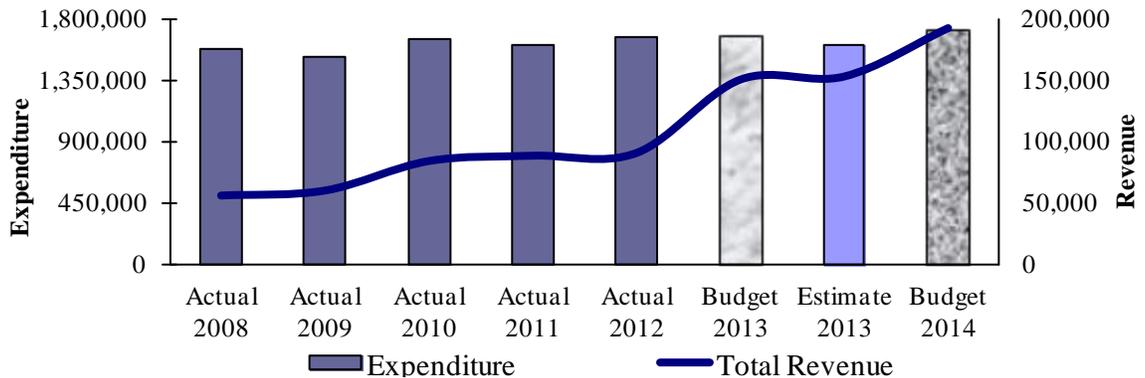
Division General Operations and Maintenance

Account 02.1005

Description The Operations/Maintenance Division provides the necessary services and maintains the quality and operational efficiency of all City Departments and 26 City buildings. The Division is responsible for maintaining and supporting City Departments by providing service in areas of building infrastructure, custodial maintenance, HVAC system upkeep, plumbing, and electrical systems and the general operating condition of the buildings.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	54,804	60,120	84,276	88,632	90,860	150,174	153,174	192,581
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	1,356	105	-	-	-	500	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	56,160	60,225	84,276	88,632	90,860	150,674	153,174	192,581
Percent Change		7.24%	39.94%	5.17%	2.51%	65.83%	1.66%	25.73%
Expenditure								
Personnel	1,091,820	1,065,368	1,140,693	1,107,858	1,132,693	1,170,586	1,111,264	1,186,786
Commodities	57,260	65,408	73,712	78,708	85,036	80,091	80,429	86,900
Contractual	418,842	384,729	422,422	401,567	435,161	405,290	405,290	431,690
Capital	12,606	11,777	11,631	16,021	11,631	12,825	12,825	12,825
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,580,528	1,527,282	1,648,458	1,604,154	1,664,521	1,668,792	1,609,808	1,718,201
Percent Change		-3.37%	7.93%	-2.69%	3.76%	0.26%	-3.53%	6.73%
Employees FTE	21.700	21.700	21.839	20.685	21.000	21.000	21.000	20.000
Percent Change FTE		0.00%	0.64%	-5.28%	1.52%	0.00%	0.00%	-4.76%



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Custodial Services <ul style="list-style-type: none"> ▪ Restroom/Lockers ▪ Floor Care ▪ Electrical ▪ Plumbing ▪ General Maintenance (General Fund) 	Accomplished with in – house personnel for custodial and maintenance functions, contracts with manufacturers, suppliers and service organizations. Monthly, quarterly

Department Public Works

Fund General

Division General Operations and Maintenance

Account 02.1005

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	<ul style="list-style-type: none"> ▪ HVAC ▪ General Maintenance (CPF/MYCP) 	and annual inspections and PM's of buildings and facilities.
	2. Xcel Energy Charges	
A safe, clean, healthy and attractive City	3. Maintain general appearance of buildings	In house custodial program, quality staffing for high use buildings and facilities
A progressive City that provides responsive and cost efficient services	4. Custodial Service to Enterprise Fund. 5. Maintenance Services to Enterprise Funds. 6. Provide necessary service for City Meetings. 7. General maintenance services.	Contract custodial service to WWTP and Golf Course and Servicenter Monitor Energy Savings Program to insure actual savings exist on a monthly basis
A City that is business-friendly and economically diverse	8. Utilize out-sourcing capabilities - General Maintenance	Maintenance contracts with vendors and equipment suppliers and service oriented companies
A City that provides diverse cultural, recreational and entertainment opportunities	9. Provide Custodial Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Center 10. Provide Maintenance Services <ul style="list-style-type: none"> ▪ Recreation Center ▪ Malley Senior Recreation Center 11. Pirates Cove	15 Custodial personnel 3 Maintenance Workers to maintain all City buildings and facilities * 1 maintenance worker provided to Pirates Cove during operating season

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Number of Custodians (FTE)		17	17	16	16	15	15	14
Square Feet Maintained		295,222	295,222	295,222	295,222	295,222	295,222	295,222
		17,366	17,366	18,451	18,451	19,681	19,681	21,087

Facility Maintenance Managers Association (FMMA) standard is 56,000 square feet per maintenance personnel.

The result is to determine the need for additional custodian.

Number of Maintenance Personne (FTE)	3	3	3	3	3	3	3	3
Square Feet Maintained	370,032	370,032	370,032	370,032	370,032	370,032	370,032	370,032
Square Feet per Maintenance Personnel	123,344	123,344	123,344	123,344	123,344	123,344	123,344	123,344

Department Public Works

Fund General

Revenue Item Littleton/Englewood Wastewater Treatment Plant Custodial Services

Account / Source 02.1005.33204 / Charges for Services

Authorization Contract

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

Fee Schedule \$5,015/mo.

Date Last Changed 2012

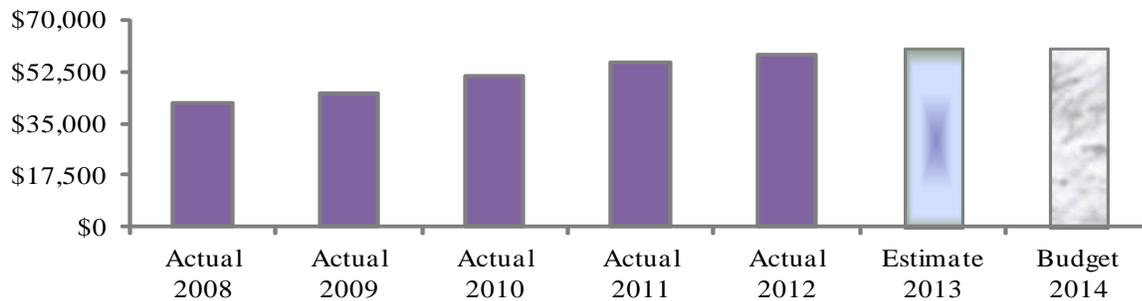
Previous Fee Schedule \$4,822.00/mo.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 41,592	\$ 45,000	\$ 51,276	\$ 55,632	\$ 57,860	\$ 60,174	\$ 60,174
% Change	3.00%	8.19%	13.95%	8.50%	4.01%	4.00%	0.00%



Department Public Works

Fund General

Revenue Item Golf Course Custodial Services

Account / Source 02.1005.33205 / Charges for Services

Authorization Contract

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

Fee Schedule \$30,000/year.

Date Last Changed 2012

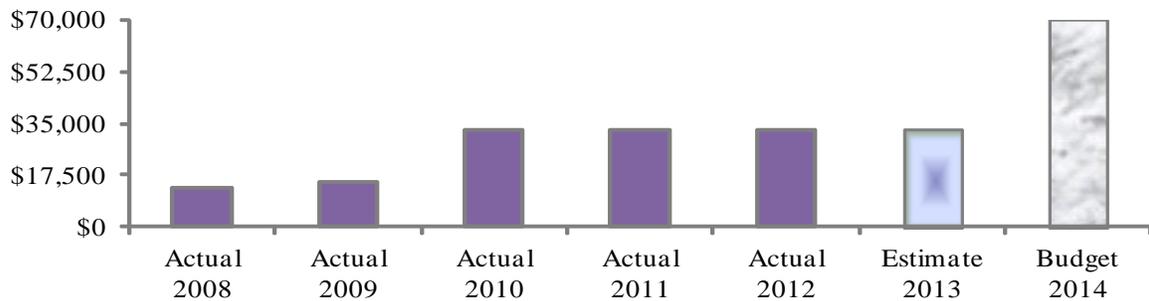
Previous Fee Schedule \$30,000/year.

Formula Method Costs X square footage.

Projection Method Increase in operating costs.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount \$	13,212	\$ 15,120	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 70,000
% Change	3.04%	14.44%	118.25%	0.00%	0.00%	0.00%	112.12%



Department Public Works

Fund General

Revenue Item Servicenter Building Custodial Services

Account / Source 02.1005.33209 / Charges for Services

Authorization Contract

Description Agreement to provide custodial and maintenance services to the Servicenter Building.

Fee Schedule \$60,000/year.

Date Last Changed 2012

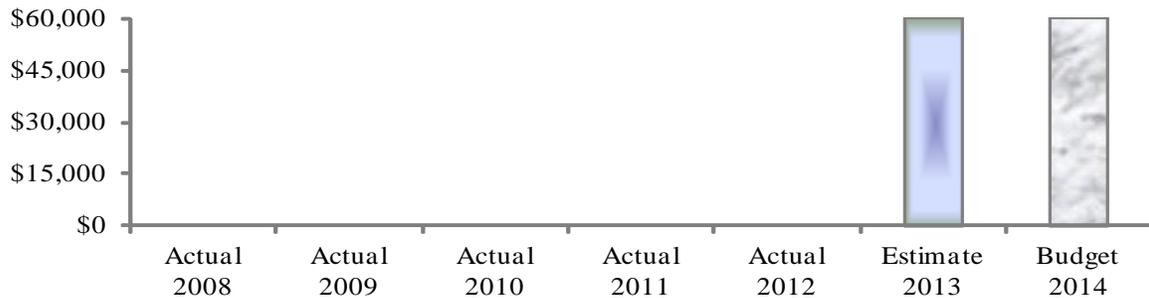
Previous Fee Schedule \$53,000/year.

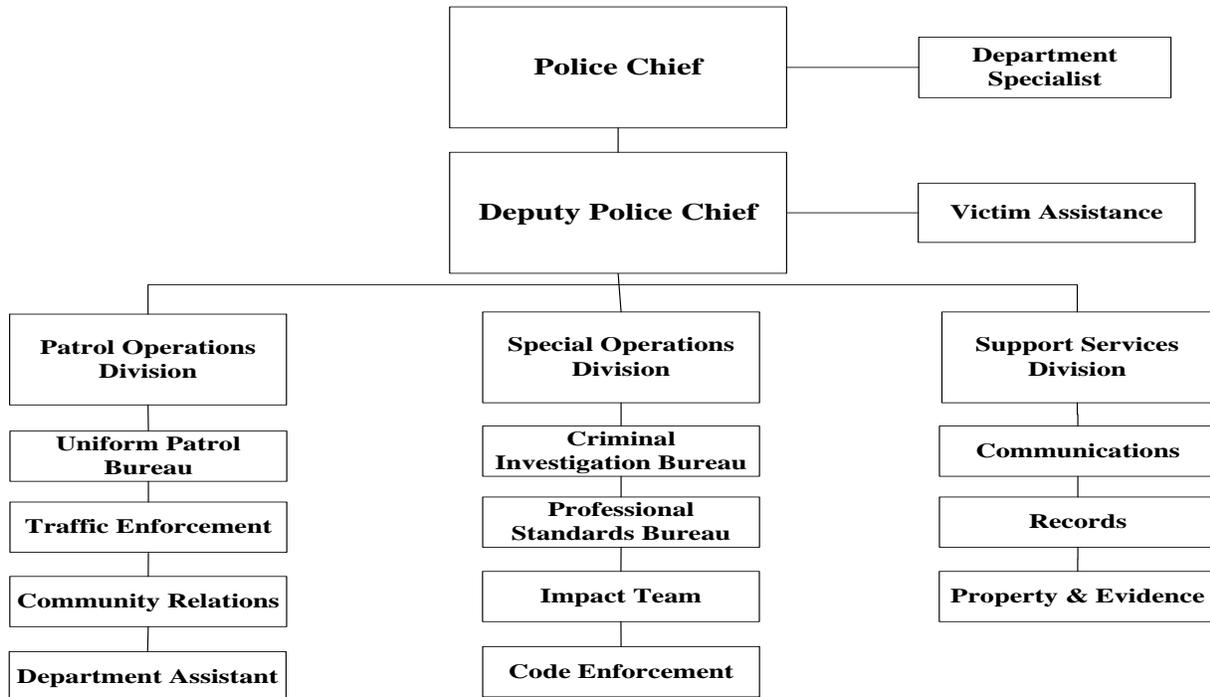
Formula Method Reimbursement of labor and materials.

Projection Method

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount \$	-	-	-	-	-	\$ 60,000	\$ 60,000
% Change	----	----	----	----	----	----	0.00%





Description The Englewood Police Department provides the following services:

- Patrol Operations
- Investigative Services
 - Detective Bureau
 - Professional Standards Bureau
- Neighborhood Services
 - Code Enforcement
 - Impact Team
 - Traffic Enforcement
 - Community Relations
- Support Services
 - Communications
 - Records
 - Property & Evidence
- Victim Assistance
- Online Services
 - Crime Mapping / Crime Tip Reporting
 - Emergency Notification System
 - Online Accident Reports

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

2013 Major Department Initiatives Planned

- The Police Department plans on maintaining full staffing levels of police officers in order to provide effective and timely response to the needs of the community.
- The Police Department will continue to develop its partnership with the business community by providing them with timely crime information via Business Watch.
- The Community Relations Specialist will continue with the organization’s mission to foster community volunteerism.
- The Police Department will continue to pursue outside funding opportunities, such as federal grants, in order

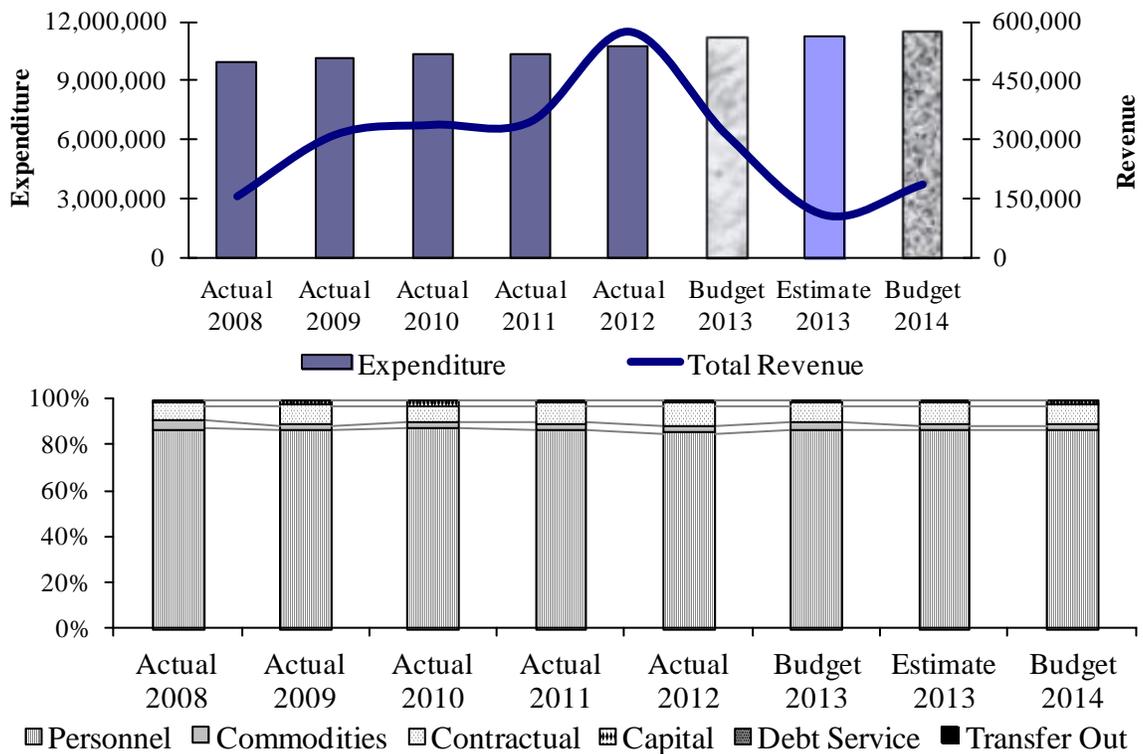
2014 Major Department Initiatives Planned

- The Police Department will continue allocate its resources that best serve the community. In 2014, there will be three full-time Traffic Enforcement Officers as well as an officer assigned to the Arapahoe County Impact Team. Modifications are planned to redistribute some supervisory responsibilities that will increase efficiencies.
- The Department will now utilize Bair Analytics that will keep the community informed of criminal events in their neighborhoods. It will also serve as an internal tool that will direct our resources to the areas that are being impacted by crime and disorder.
- The Police Department has purchased Leads On Line.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<p>to purchase needed equipment and technology.</p> <ul style="list-style-type: none">• In 2012, the Police Impact Team initiated the SEPP Program which is a partnership with our senior citizens. The program has flourished and we intend to build upon the current successes.	<p>It is a computer program that allows local pawn shop owners to input transactions into a State data base. This will alleviate the arduous and time consuming responsibilities that fell on police employees.</p>
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none">• The Impact Team has planned an initiative with the Senior citizens in the community. The Team will focus on educational programs regarding fraud and scams that target the elderly• The CAD project will be completed in the latter part of 2011. RFP'S for a mug shot system have been received and this project will be completed in 2012.• CrimeReports.com has been purchased and full implementation and quantified results should be realized in 2012.• The Police Department will sponsor family safety classes in 2011/2012 via a program called Kidproof Colorado. The purpose is to provide this training to families that otherwise cannot afford to pay for these classes.• The Police Department will partner with the Englewood Public Schools in regards to radio interoperability and our response plan to critical incidents.	<ul style="list-style-type: none">•

Department Police
Fund General
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	2,077	6,522	7,674	8,297	8,758	2,093	2,093	6,000
Intergovernmental	75,137	224,764	285,019	275,505	491,492	277,467	74,078	147,967
Charges for Services	72,309	78,116	42,373	52,200	51,174	30,000	30,000	30,000
Fines & Forfeitures	-	-	-	55	381	-	23	-
Investment Income	150	411	337	87	1,917	-	1,718	1,718
Other	7,331	2,586	2,179	9,940	18,939	1,924	1,924	1,124
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	157,004	312,399	337,582	346,084	572,661	311,484	109,836	186,809
Percent Change		98.98%	8.06%	2.52%	65.47%	-45.61%	-64.74%	70.08%
Expenditure								
Personnel	8,671,120	8,840,082	9,052,805	9,009,577	9,215,460	9,755,628	9,696,546	9,955,280
Commodities	439,877	255,318	247,047	306,272	357,330	348,172	348,648	387,069
Contractual	704,497	845,457	699,458	908,729	1,040,975	962,827	994,674	989,415
Capital	159,430	243,034	313,323	170,661	175,172	184,144	184,144	211,996
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	9,974,924	10,183,891	10,312,633	10,395,239	10,788,937	11,250,771	11,224,012	11,543,760
Percent Change		2.09%	1.26%	0.80%	3.79%	4.28%	-0.24%	2.85%
Employees FTE	101.630	100.700	101.417	99.485	101.600	101.600	102.200	100.000
Percent Change FTE		-0.92%	0.71%	-1.91%	2.13%	0.00%	0.59%	-2.15%

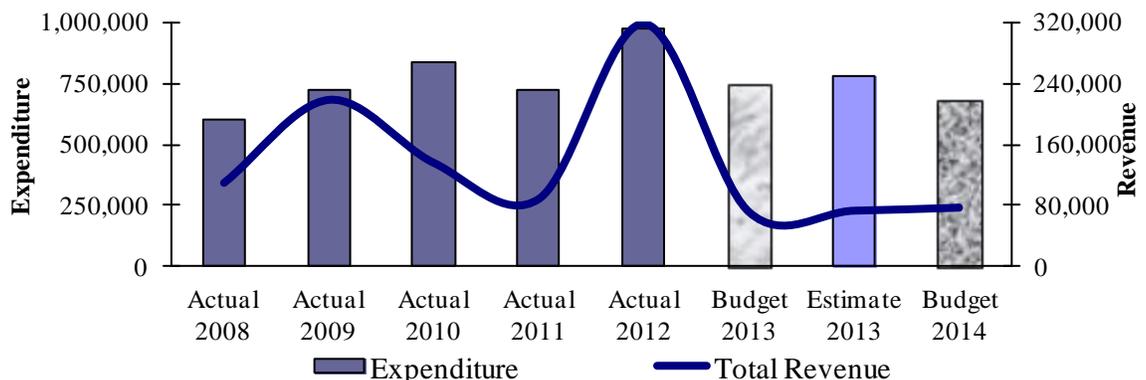


Department Police
Fund General
Division Administration
Account 02.1101

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	2,077	6,522	7,674	8,297	8,758	2,093	2,093	6,000
Intergovernmental	55,693	161,421	82,561	21,565	249,591	38,144	38,144	38,507
Charges for Services	44,197	48,116	42,373	52,486	51,174	30,000	30,000	30,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	150	411	337	87	1,917	-	1,718	1,718
Other	6,574	1,044	1,839	5,444	5,696	300	300	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	108,691	217,514	134,784	87,879	317,136	70,537	72,255	76,225
Percent Change		100.12%	-38.03%	-34.80%	260.88%	-77.76%	2.44%	5.49%
Expenditure								
Personnel	476,070	504,512	544,722	548,404	561,167	574,108	578,255	515,943
Commodities	76,337	44,613	65,051	74,939	83,490	93,727	93,707	92,770
Contractual	28,311	63,419	78,718	104,008	327,617	79,338	108,792	68,087
Capital	21,814	107,497	149,274	-	1,408	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	602,532	720,041	837,765	727,351	973,682	747,173	780,754	676,800
Percent Change		19.50%	16.35%	-13.18%	33.87%	-23.26%	4.49%	-13.31%
Employees FTE	8,600	8,600	8,534	8,471	8,600	8,600	9,000	7,000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	4.65%	-22.22%



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

Department Police
Fund General
Division Administration
Account 02.1101

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. The Community Relations Specialist is assigned to the Administration Division of the Police Department. A significant portion of the duties of that officer involves the proactive crime prevention education and services. Approximately thirty percent of the division's budget is directed toward this outcome.	2. The Community Relations Specialist has expanded her scope of duties to include preparation and implementation of the Police Department's Citizen's Academy as well as education of the community regarding code enforcement issues. A principle focus for the Community Relations Specialist will be Neighborhood Watch Program.
A progressive City that provides responsive and cost efficient services	3. Managing the overall department and insuring that the employees are aligned with organizational goals and objectives assures that the specifics of this outcome are achieved. Approximately thirty five percent of the division's budget is directed toward this outcome.	3. The department's Police Chief has designated his Deputy Chief of Police as the Budget Officer. Both routinely monitor budget trends. Department Command Staff meet weekly to discuss organizational issues to insure that employees are aligned to department goals and objectives.
A City that is business-friendly and economically diverse	4. The community relations component of the Administration Division works directly with the business community establishing a friendly relationship. Fifteen percent of the division's budget is directed toward this outcome.	4. The Community Relations Specialist actively pursues interaction with the business community by attending ACE, BID, or other such meetings for example.
A City that provides diverse cultural, recreational and entertainment opportunities	5. Approximately five percent of the division's budget is directed toward this outcome by providing services directly related to community activities related to entertainment, cultural, and recreational activities.	5. The Police Department fully supports the 4 th of July celebration and other community events by providing staff and developing a management plan for the event.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Police

Fund General

Revenue Item Police Fee

Account / Source 02.1101.33252 / Charges for Services

Authorization Policy

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

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

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

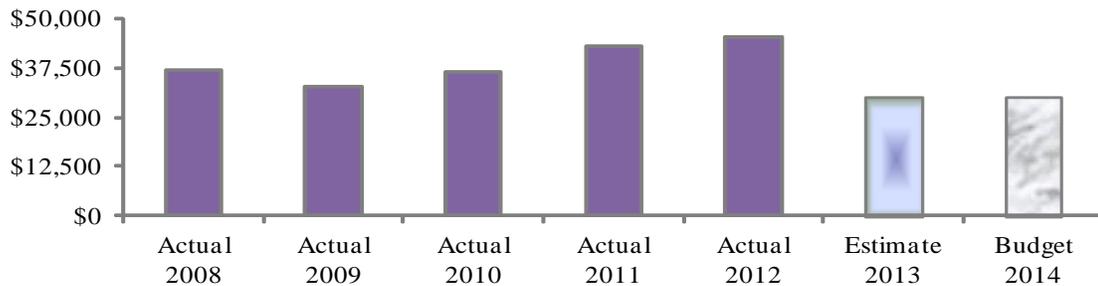
Previous Fee Schedule Basic schedule is \$1.00 per report copy. \$3.00 for resident finger printing. Photographs vary in price due to number, size, etc.

Formula Method Estimate based on past history

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

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 36,834	\$ 32,519	\$ 36,296	\$ 42,782	\$ 45,499	\$ 30,000	\$ 30,000
% Change	22.15%	-11.72%	11.61%	17.87%	6.35%	-34.06%	0.00%

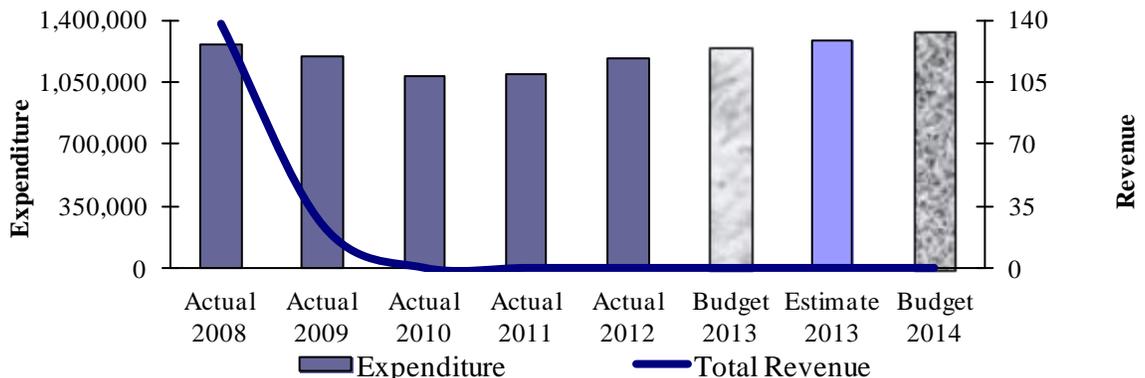


Department Police
Fund General
Division Communications and Records
Account 02.1104

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	138	24	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	138	24	-	-	-	-	-	-
Percent Change		-82.61%	-100.00%	----	----	----	----	----
Expenditure								
Personnel	1,007,236	959,804	965,983	988,939	1,030,124	1,042,549	1,077,422	1,127,706
Commodities	122,771	19,774	15,791	22,912	29,693	34,496	34,496	29,310
Contractual	130,892	217,527	101,467	83,437	128,740	174,524	174,524	178,631
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,260,899	1,197,105	1,083,241	1,095,288	1,188,557	1,251,569	1,286,442	1,335,647
Percent Change		-5.06%	-9.51%	1.11%	8.52%	5.30%	2.79%	3.82%
Employees FTE	17.130	15.400	14.789	14.184	15.000	15.000	16.200	16.000
Percent Change FTE		-10.10%	-3.97%	-4.09%	5.75%	0.00%	8.00%	-1.23%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Radio, computer, and telephone equipment and supplies are all vital components of the emergency services infrastructure for the Police Department.	1. In 2011, the entire Communications Center received significant operable upgrades which should enhance the performance of employees assigned to this

Department Police
Fund General
Division Communications and Records
Account 02.1104

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Approximately twenty percent of the budget for Communications and Records is dedicated to the dispatching of calls for service. This activity is specifically linked to an outcome of a safe community.	2. The division has achieved authorized staffing levels. Full-staffing will enhance individual performance resulting in a safer community. Division in 2012.
A progressive City that provides responsive and cost efficient services	3. Dispatching of calls, maintenance of public records, and crime analysis are all functions of the Communications and Records Division and the division's efforts towards this outcome. Approximately fifty percent of the division's budget is aimed at provided efficient and responsive services.	3. The reorganization of the Department of Safety Services in 2008 designated that Communications and Records will be incorporated in the Police Budget. Communications and Records continue to provide the Fire Department with this service.
A City that is business-friendly and economically diverse	4. Assistance to businesses and property owners accounts for approximately ten percent of the division's budget.	4. The Communications Division maintains a data base of all businesses with personal contact numbers in case of emergencies.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Police
Fund General

Division Police Operations Division

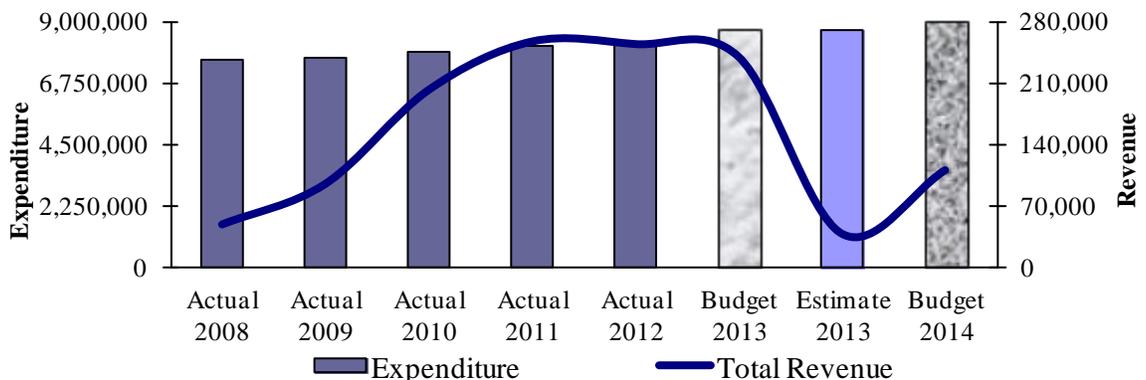
Account 02.1105

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

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	19,444	63,343	202,458	253,940	241,901	239,323	35,934	109,460
Charges for Services	28,112	30,000	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	55	381	-	23	-
Investment Income	-	-	-	-	-	-	-	-
Other	619	1,518	340	4,496	13,243	1,624	1,624	1,124
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	48,175	94,861	202,798	258,491	255,525	240,947	37,581	110,584
Percent Change		96.91%	113.78%	27.46%	-1.15%	-5.71%	-84.40%	194.26%
Expenditure								
Personnel	6,796,203	6,971,376	7,164,455	7,161,825	7,349,218	7,806,675	7,722,687	7,984,001
Commodities	220,189	175,568	149,977	194,186	231,889	199,618	200,114	244,658
Contractual	453,405	438,982	435,763	625,840	462,185	585,964	587,992	624,684
Capital	124,351	122,272	151,678	158,290	161,432	168,691	168,691	196,543
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	7,594,148	7,708,198	7,901,873	8,140,141	8,204,724	8,760,948	8,679,484	9,049,886
Percent Change		1.50%	2.51%	3.02%	0.79%	6.78%	-0.93%	4.27%
Employees FTE	69.900	70.700	72.141	71.905	73.000	73.000	72.000	72.000
Percent Change FTE		1.14%	2.04%	-0.33%	1.52%	0.00%	-1.37%	0.00%



Department Police

Fund General

Division Police Operations Division

Account 02.1105

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. The costs for the Police Operations Division are to maintain quality infrastructure, and are directed primarily to vehicle maintenance and CERF costs. Included are other building maintenance and facility expenses.	1. It is anticipated that the Police Department will acquire a new mug shot system in 2012. This will replace the equipment that is aged and outdated.
A safe, clean, healthy and attractive City	2. The Police Operations Division provides 24 hour a day, seven day a week police patrols in order to insure a safe community. Approximately 35% of the Police Operations Budget is dedicated to patrol related efforts. 3. The Police Support Services Division contributes to this outcome by conducting proactive criminal investigations, through participation in a number of metropolitan intelligence gathering groups, and through aggressive recruitment, selection and training of qualified employees. This effort accounts for approximately 35 % of the division's budget.	2. The Police Department maintains strong information sharing techniques amongst its divisions in order to direct Patrol activities to where they are most effective. The Division will be analyzing various work schedules that will enhance performance and safety. 3. The Investigative Services Division has upgraded its Intelligence function that provides Patrol Operation timely and pertinent intelligence information that officers' utilize in their day-to-day activities.
A progressive City that provides responsive and cost efficient services	4. Response to all calls for service (criminal and non-criminal), traffic enforcement, and accident investigations are among the services provided by the Police Operations Division. Approximately fifty percent of the division's overall budget is dedicated to providing responsive and efficient services.	4. The Police Department requires a response to all calls for service. The two Detective Sergeants have been educated with the Record's Management system which allows for timely assignment of cases. The sergeants conduct monthly audits of case management to insure that the Bureau is responsive to the needs of the community.

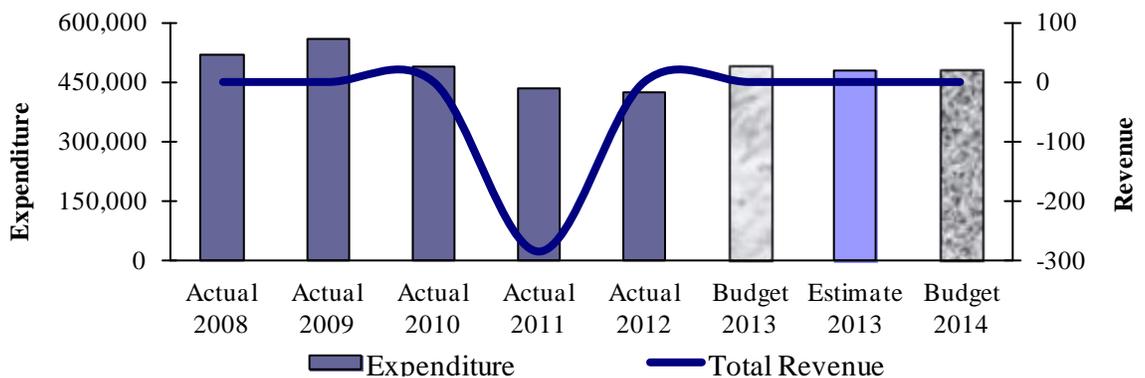
Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Police
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	(286)	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	(286)	-	-	-	-
Percent Change		----	----	----	-100.00%	----	----	----
Expenditure								
Personnel	391,611	404,390	377,645	310,409	274,951	332,296	318,182	327,630
Commodities	20,580	15,363	16,228	14,235	12,258	20,331	20,331	20,331
Contractual	91,889	125,529	83,510	95,444	122,433	123,001	123,366	118,013
Capital	13,265	13,265	12,371	12,371	12,332	15,453	15,453	15,453
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	517,345	558,547	489,754	432,459	421,974	491,081	477,332	481,427
Percent Change		7.96%	-12.32%	-11.70%	-2.42%	16.38%	-2.80%	0.86%
Employees FTE	6.000	6.000	5.954	4.925	5.000	5.000	5.000	5.000
Percent Change FTE		0.00%	-0.77%	-17.28%	1.52%	0.00%	0.00%	0.00%

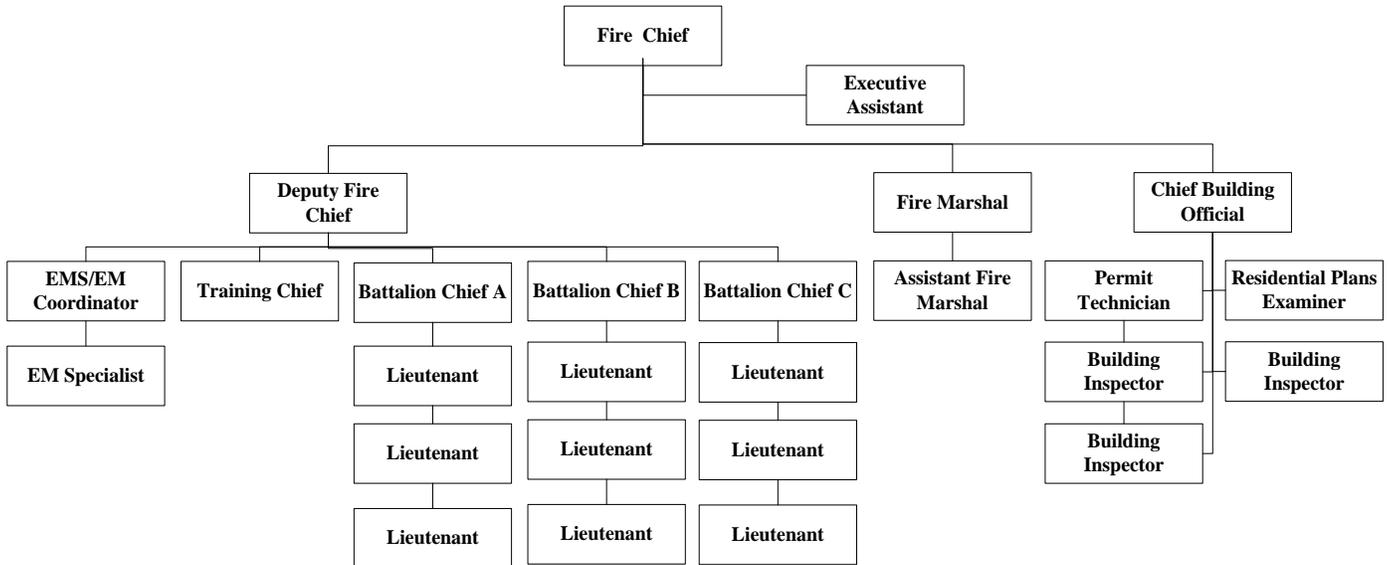


Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Providing and maintaining a quality infrastructure for Neighborhood Services is accomplished through building and vehicle maintenance, repair, and CERF costs.	1. This goal is achieved through cooperation with the city's service center and its preventive maintenance plan.

Department Police
Fund General
Division Neighborhood and Environmental Services
Account 02.1108

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. The Neighborhood Services Group conducts routine patrol and self-initiated enforcement activities directed toward code enforcement issues contributes significantly to the city's efforts of providing a safe, clean, healthy, and attractive environment. Approximately 50% of the division's budget is spent on this specific outcome.	2. The code officers' assigned areas of responsibility were realigned to match assigned districts that match the police patrol operations. In late 2011 a third code enforcement officer was hired. This should enhance our ability to better respond to calls for service and to provide proactive patrols in the neighborhoods.
A progressive City that provides responsive and cost efficient services	3. Being responsive to the needs of the community and providing cost efficient services is accomplished through efficient follow up investigation of code related complaints and by working in partnership with community members, groups, and other city departments at resolving code issues. This effort accounts for approximately 30 % of the Neighborhood Services budget.	Police patrol officers received training in the identification and enforcement of code related issues.
A City that is business-friendly and economically diverse	4. The Neighborhood Services Group provides public education in areas of code enforcement and engages in positive public and community relations with the business community whenever possible. Approximately 10% of the division's budget is directed toward this outcome.	The Community Relations Officer included a component of code enforcement education into the police department's citizen academy. A detailed brochure was also developed and included in various publications available to the community.

Performance Measure	Goals /	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
	Activities Measured							



Description The Fire Department strives to provide a safe and secure environment for the citizens of Englewood by minimizing the impact of fire, disaster, hazardous conditions, illness, and injury.

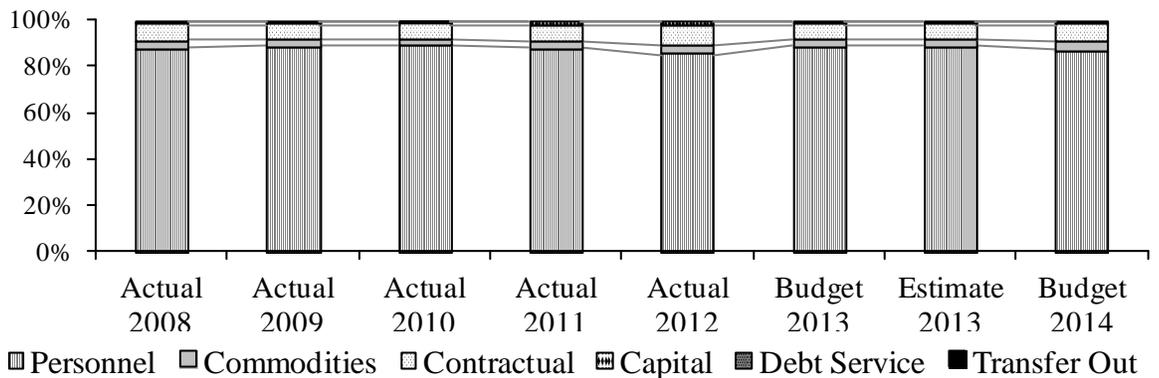
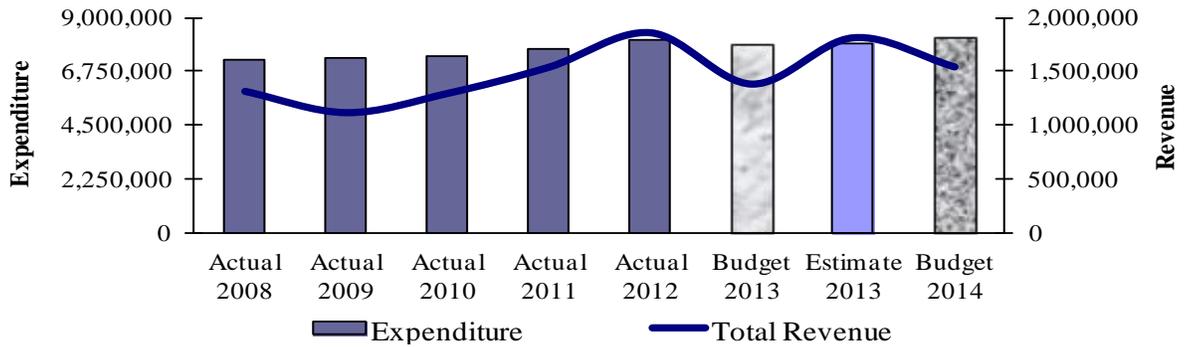
The Fire Department provides emergency response service 24 hours per day, 365 days a year. Firefighters are trained in fire suppression, fire prevention, Advanced Life Support emergency medical treatment and transport, hazardous materials abatement, advanced rescue techniques, disaster response, and fire and life safety education.

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

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Hire a Fire Chief • Hire a Fire Marshal • Complete the “Cooperative Efforts Feasibility Study” for Englewood Fire Department and Littleton Fire Rescue 	<ul style="list-style-type: none"> • Restore an Assistant Fire Marshal position • Implement a Fire Prevention Fee Schedule • Evaluate the “Summary of Initial Analysis” by South Metro Fire Rescue Authority regarding the feasibility of Englewood Fire Department and Littleton Fire Rescue joining the Authority
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Contract with Emergency Services Consulting International (ESCI) to conduct a “Cooperative Efforts Feasibility Study” for Englewood Fire Department and Littleton Fire Rescue • Coordinate with an engineering consultant to complete a Drainage Study for the Metro Fire Training Center (MFTC) • Purchase a replacement Medic Unit 	<ul style="list-style-type: none"> • Coordinated the research and provision of information to ESCI for the Study • Developed options for mitigating the drainage from the MFTC site • Specified, acquired and placed in service a replacement Medic Unit

Department Fire
Fund General
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	506,647	415,141	532,651	595,600	836,166	632,270	1,065,117	742,270
Intergovernmental	3,030	51,820	65,697	149,071	188,224	22,908	22,908	22,908
Charges for Services	801,476	644,678	691,721	794,392	837,410	725,020	726,298	726,298
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	501	365	3,160	235	-	81	81	50,081
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,311,654	1,112,004	1,293,229	1,539,298	1,861,800	1,380,279	1,814,404	1,541,557
Percent Change		-15.22%	16.30%	19.03%	20.95%	-25.86%	31.45%	-15.04%
Expenditure								
Personnel	6,326,436	6,471,866	6,605,800	6,699,924	6,922,795	6,995,516	7,056,922	7,136,707
Commodities	259,726	257,359	214,028	261,920	304,616	240,331	241,663	295,218
Contractual	546,151	526,748	549,356	553,790	680,632	577,877	578,656	694,417
Capital	83,130	64,295	56,718	151,208	192,512	75,341	75,341	75,977
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	7,215,443	7,320,268	7,425,902	7,666,842	8,100,555	7,889,065	7,952,582	8,202,319
Percent Change		1.45%	1.44%	3.24%	5.66%	-2.61%	0.81%	3.14%
Employees FTE	65.000	65.800	65.367	64.390	65.370	65.370	65.370	66.370
Percent Change FTE		1.23%	-0.66%	-1.50%	1.52%	0.00%	0.00%	1.53%



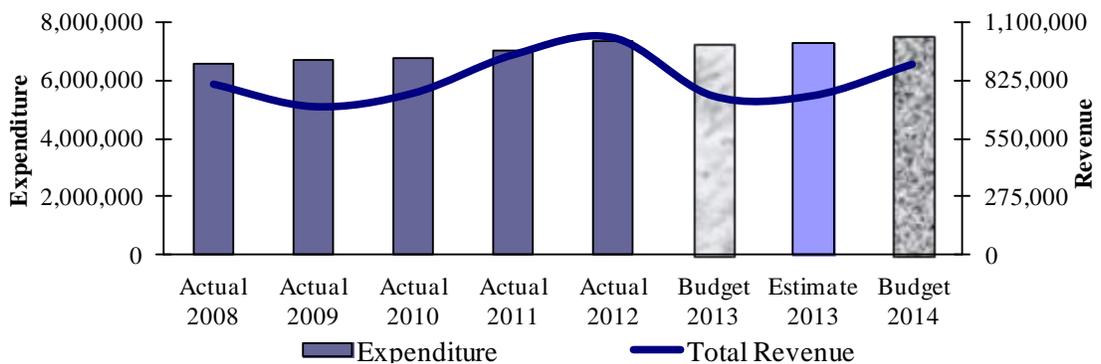
Department Fire
Fund General
Division Fire Operations
Account 02.1102

Description The Fire Operations Division of the Fire Department provides fire and rescue emergency response services to the City of Englewood. In addition, all hazardous materials, heavy rescue, fire investigations, and other emergency special operations are functions of this group. Operations personnel also contribute to non-emergency support activities including fire code inspections and enforcement, and fire and life safety education presentations.

The Deputy Fire Chief also supervises the following support functions: firefighter training, Emergency Medical Services, and emergency management.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	100,000
Intergovernmental	3,030	51,820	65,697	149,071	188,224	22,908	22,908	22,908
Charges for Services	800,102	644,668	691,691	794,372	837,410	725,000	725,228	725,228
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	201	-	2,830	4	-	-	-	50,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	803,333	696,488	760,218	943,447	1,025,634	747,908	748,136	898,136
Percent Change		-13.30%	9.15%	24.10%	8.71%	-27.08%	0.03%	20.05%
Expenditure								
Personnel	5,782,628	5,928,677	6,028,902	6,148,564	6,353,010	6,432,998	6,476,039	6,592,608
Commodities	244,611	246,147	204,102	249,121	292,009	226,454	227,786	281,341
Contractual	488,202	475,940	489,000	493,756	527,534	510,569	511,348	563,835
Capital	78,078	59,243	51,666	146,156	185,835	66,344	66,344	68,957
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	6,593,519	6,710,007	6,773,670	7,037,597	7,358,388	7,236,365	7,281,517	7,506,741
Percent Change		1.77%	0.95%	3.90%	4.56%	-1.66%	0.62%	3.09%
Employees FTE	58.000	58.800	58.421	57.495	58.370	58.370	58.370	59.370
Percent Change FTE		1.38%	-0.64%	-1.59%	1.52%	0.00%	0.00%	1.71%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repair and maintenance of fire apparatus, facilities and equipment, including the Capital Equipment Replacement Fund	The Fire Department coordinates the maintenance of all police and fire facilities. Personnel maintain all tools and equipment

Department Fire
Fund General
Division Fire Operations
Account 02.1102

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	(CERF), vehicle maintenance and oversight of all repair and maintenance costs related to the Fire Department's budget.	located in the fire stations and on fire apparatus.
A safe, clean, healthy and attractive City	<p>2. The Fire Department contributes to this outcome via high level emergency response, fire and life safety education, and code enforcement. Fire inspections, safety presentations, car seat safety, CPR & first aid, and neighborhood watch presentations, are all focused on maximizing citizen safety.</p> <p>3. The Fire Marshal's office further contributes to a safe, clean, healthy and attractive city through fire prevention and code compliance efforts.</p>	The foremost objective of the Fire Department is to promote and support the safety and security of the lives of the citizens of Englewood. This is accomplished by emergency response, fire and life safety education, fire prevention and code enforcement.
A progressive City that provides responsive and cost efficient services	<p>4. Fire Department staff proactively maintains and services its tools and equipment to ensure maximum life.</p> <p>5. Costs are further managed through careful quality evaluation and cost comparisons when making purchases.</p> <p>6. Fire Department personnel work hard each duty day to maintain a high level of fitness, which minimizes on the job illness and injury.</p>	Fire Department staff constantly monitors and evaluates expenditures and financial needs to conform to the city's established budget.
A City that is business-friendly and economically diverse	7. The Fire Department works closely with business and property owners to ensure safe and economically efficient business operations.	The Fire Department conducts business fire inspections, provides plan review and consultations, and conducts job site inspection services for homeowners, builders and contractors.
A City that provides diverse cultural, recreational and entertainment opportunities	8. Providing support services for special events such as the 4 th of July, Fun Fest, and Englewood Daze is a means of supporting the cultural and entertainment activities of the community.	The Fire Department co-manages the annual 4 th of July Family Festival and Fireworks event, and provides entertaining educational services to various other events throughout the year.

Performance Measure	Goals / Activities Measured	2008	2009	2010	2011	2012	2013	2014
		Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Fire
Fund General

Revenue Item EMS Transportation Fee

Account / Source 02.1102.33251 / Charges for Services

Authorization EMC 1-6G-10A

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

Fee Schedule Basic Life Support Transport - \$775; Advanced Life Support - \$775; Oxygen - \$45; Per Mile Charge - \$12. Plus other miscellaneous charges.

Date Last Changed 2013 EMS Billing Committee Review

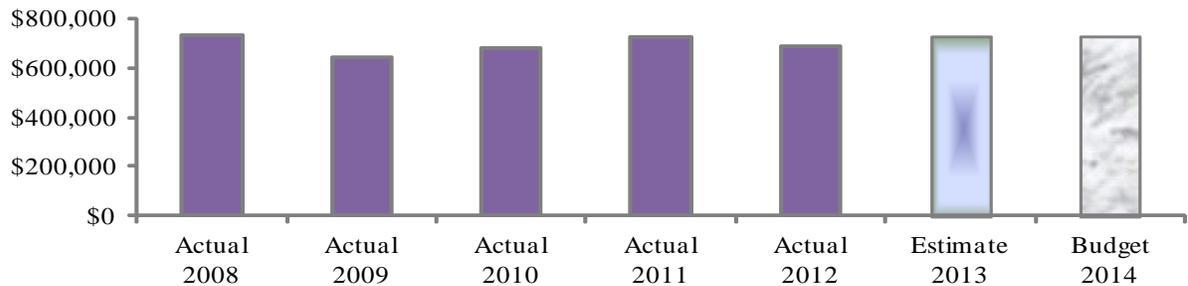
Previous Fee Schedule Basic Life Support Transport - \$725; Advanced Life Support - \$725; Oxygen - \$45; Per Mile Charge - \$12. Plus other miscellaneous charges.

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

Projection Method Number of transports expected to remain relatively static or slightly increase. Ratio of billed amounts to collection amount is expected to remain static or slightly decrease.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 733,384	\$ 644,041	\$ 680,501	\$ 724,827	\$ 689,745	\$ 725,000	\$ 725,000
% Change	7.52%	-12.18%	5.66%	6.51%	-4.84%	5.11%	0.00%



Department Fire
Fund General

Revenue Item Charges for Services

Account / Source 02.1102.33209 / Charges for Services

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

8001.5.2 Unauthorized discharges.

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

2012 International Fire Code

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

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

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

Command	\$32.05	Lt.	\$28.81	Engine	\$158.63
Firefighter	\$23.81	Fire Medic	\$27.38	Medic	\$ 67.05
Support Staff	\$19.78	Captain	\$40.49	Truck	\$306.73
Dispatch fee	\$50.00	DOE	\$26.19	Hammer	\$116.59
				Staff	\$ 27.67

Date Last Changed 2013

Previous Fee Schedule N/A

Formula Method N/A

Projection Method History

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

Continued

Department Fire

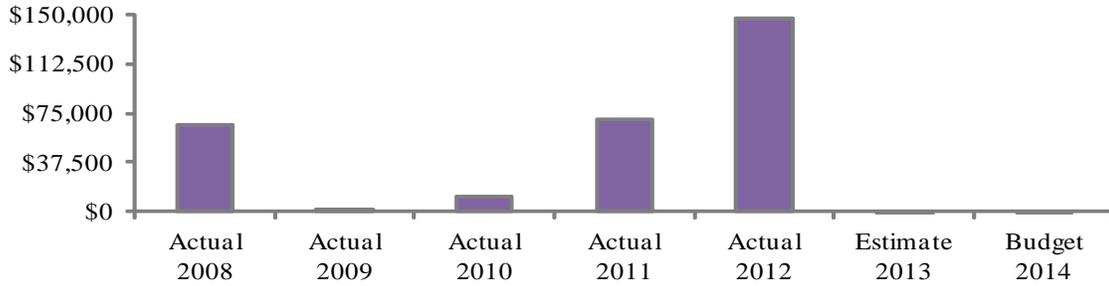
Fund General

Revenue Item Charges for Services

Account / Source 02.1102.33209 / Charges for Services

Continued from Previous Page

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 66,717	\$ 627	\$ 11,190	\$ 69,545	\$ 147,665	\$ 228	\$ 228
% Change	19.87%	-99.06%	1683.35%	521.48%	112.33%	-99.85%	0.00%



Department Fire

Fund General

Revenue Item Life Safety and Fire Prevention Fees

Account / Source 02.1102.32206 / Licenses & Permits

Authorization International Fire Code (IFC)

Description Englewood Fire Department evaluates all plans and construction documents to determine if all related documents meet the requirements of the codes and standards adopted by the City of Englewood and the Englewood Fire Department.

Fee Schedule Fee schedule on next page.

Date Last Changed October 7, 2013

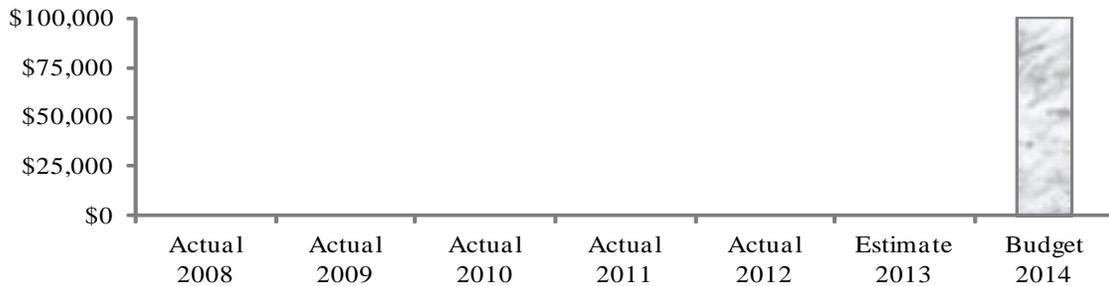
Previous Fee Schedule N/A

Formula Method N/A

Projection Method

Comments Fee Schedule established by Resolution No. 72, Series of 2013 (October 7, 2013)

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
% Change	----	----	----	----	----	----	----



Department Fire
Fund General
Revenue Item Life Safety and Fire Prevention Fees
Account / Source 02.1102.32206 / Licenses & Permits

Englewood Fire Department (EFD) Life Safety & Fire Prevention Fee Schedule: The fees for permits and services authorized by the International Fire Code (IFC) shall be assessed in accordance with the fee schedule adopted by resolution by the City Council of the City of Englewood, Colorado.

ACTIVITY	FEE
Permit Application Fee/All Permits	\$150.00
New Construction Building Plan Review	0 – 10,000 sq ft \$600.00
\$2,001.00 to \$25,000.00	Over 10,000 sq ft \$600.00 + \$.035/sq ft over 10,000 sq ft
	Over 50,000 sq ft \$2,000.00 + \$.030/sq ft over 10,000 sq ft
Tenant Finish/Remodel/Additions	0 – 10,000 sq ft \$250.00 + \$.035/sq ft
	Over 10,000 sq ft \$600.00 + \$.030sq ft over 10,000 sq ft
	Over 50,000 sq ft \$1,800.00 + \$.025/sq ft over 50,000 sq ft
Parking Structures	1/3 of New Construction Fee
Fire Sprinkler System	0 – 50,000 sq ft \$200.00 + \$.025/sq ft
	Over 50,000 sq ft \$1,450.00 + \$.020/sq ft over 50,000 sq ft
Fire Alarm System	0 - 50,000 sq ft \$200.00 + \$.025/sq ft
	Over 50,000 sq ft \$1,450.00 + \$.020/sq ft over 50,000 sq ft
Commercial Kitchen Hood Systems	\$150.00
Other Plan Review (Operations Permits)	\$100.00 / \$150.00 with Inspection
Ops Permits under IFC Section 105.6	Annually
Hazardous Materials Inventory Plan (HMIP)	\$200.00 Two Year Permit
Environmental Site Assessment	\$100.00 Per Address
Miscellaneous Permits	\$150.00
Work without a Permit	Double the Permit Fee
Re-Inspection Fee	\$150.00 (Fee increases by; \$100.00 for each additional inspection)
Re-Issue of Permit/Plan Review Comments	\$25.00
Hourly Rate, Review/Inspections	\$80.00

EFD evaluates all plans and construction documents to determine if all related documents meet the requirements of the codes and standards adopted by the City of Englewood and the EFD. Obtaining multiple permits is required for the majority of projects. The sequence or progression of the permitting process is of utmost importance to ensure that all projects are tracked appropriately throughout the plan review and inspection process. Submittals for systems will not be processed until the new building or tenant improvement construction documents have been reviewed.

Department Fire
Fund General

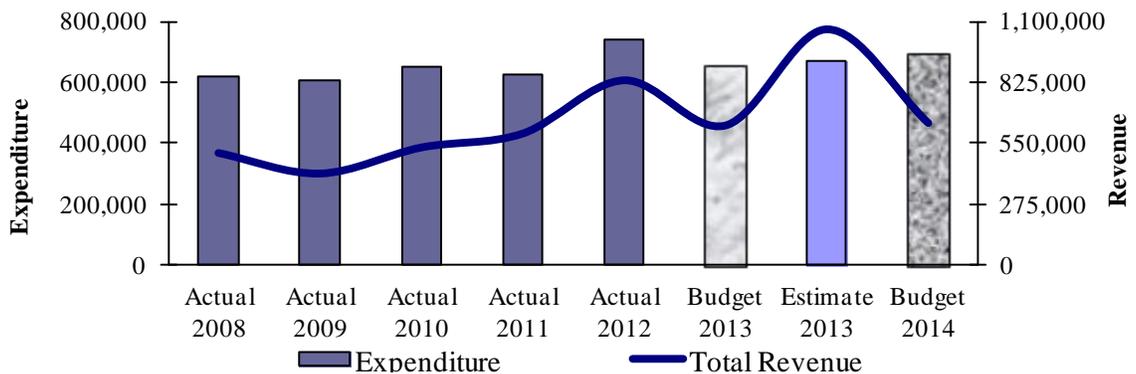
Division Building and Safety

Account 02.1107

Description The Building and Safety Division offers a variety of services to help citizens and contractors. Primarily, the Division is responsible for ensuring that building structures in Englewood are safe and conform to international building codes. Office staff is available to provide information on building permits and codes and to perform inspections. Staff members are trained and certified in all aspects of code administration.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	506,647	415,141	532,651	595,600	836,166	632,270	1,065,117	642,270
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,374	10	30	20	-	20	1,070	1,070
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	300	365	330	231	-	81	81	81
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	508,321	415,516	533,011	595,851	836,166	632,371	1,066,268	643,421
Percent Change		-18.26%	28.28%	11.79%	40.33%	-24.37%	68.61%	-39.66%
Expenditure								
Personnel	543,808	543,189	576,898	551,360	569,785	562,518	580,883	544,099
Commodities	15,115	11,212	9,926	12,799	12,607	13,877	13,877	13,877
Contractual	57,949	50,808	60,356	60,034	153,098	67,308	67,308	130,582
Capital	5,052	5,052	5,052	5,052	6,677	8,997	8,997	7,020
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	621,924	610,261	652,232	629,245	742,167	652,700	671,065	695,578
Percent Change		-1.88%	6.88%	-3.52%	17.95%	-12.05%	2.81%	3.65%
Employees FTE	7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Infrastructure costs are provided through the Capital Equipment Replacement Fund (CERF) and vehicle maintenance accounts.	Coordinate the maintenance of all vehicles assigned to the Building and Safety Division.
A safe, clean, healthy and attractive City	2. Residential and commercial safety efforts are established through inspections and quality permit review.	Establish and maintain minimum requirements to safeguard public safety and health.
A progressive City that provides responsive and cost efficient services	3. Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division.	Attend annual training in codes and maintain cooperative relationships with property owners and contractors.

Department Fire
Fund General

Division Building and Safety

Account 02.1107

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that is business-friendly and economically diverse	4. Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education.	Enforce the provisions of the Property Maintenance Code for existing structures.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Fire
Fund General

Revenue Item Contractor License Fee

Account / Source 02.1107.32106 / Licenses & Permits

Authorization EMC 5-7-10

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

Fee Schedule	Class A	\$225	Class E	\$75
	Class B	150	Class F	75
	Class C	100	Class R1	0
	Class R3	100	Class R2	75
	Class D	75	Class R3	100

Date Last Changed 2012

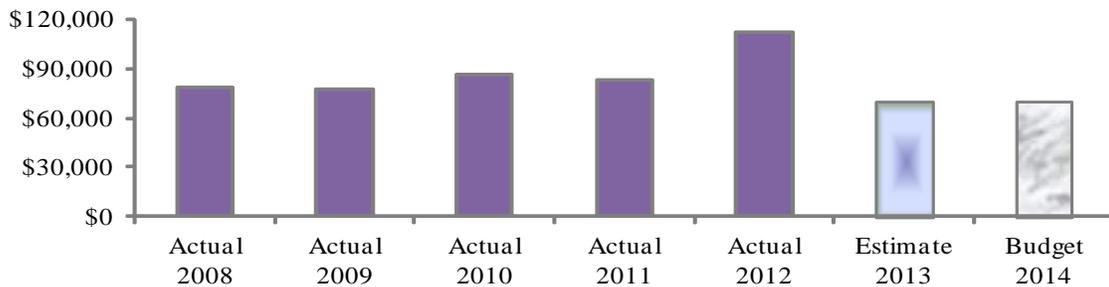
Previous Fee Schedule All fees increased by \$25 with the exception of R1 Electrical Contractors.

Formula Method Number of licenses X Fee

Projection Method Number of contractors licensed to work in the City is projected to increase due to several new projects.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 78,200	\$ 77,736	\$ 86,211	\$ 82,930	\$ 111,975	\$ 70,000	\$ 70,000
% Change	5.24%	-0.59%	10.90%	-3.81%	35.02%	-37.49%	0.00%



Department Fire
Fund General

Revenue Item Building Permit Fee

Account / Source 02.1107.32202 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for issuance of building permit

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

Date Last Changed Fee Schedule reviewed in 2012

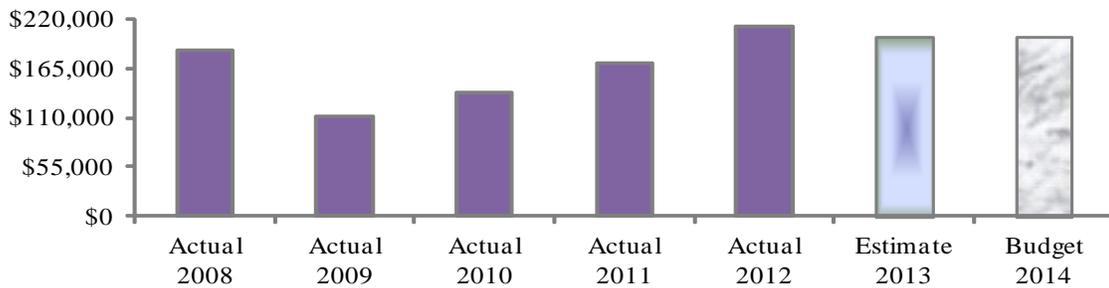
Previous Fee Schedule 1994 UBC

Formula Method See schedule on next page.

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

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 184,298	\$ 111,973	\$ 137,884	\$ 170,371	\$ 210,996	\$ 200,670	\$ 200,670
% Change	-48.48%	-39.24%	23.14%	23.56%	23.85%	-4.89%	0.00%



Department Fire

Fund General

Revenue Item Building Permit Fee

Account / Source 02.1107.32202 / Licenses & Permits

Building, Electrical, Plumbing, Mechanical, and Miscellaneous

PERMIT FEES SCHEDULE

Reference Page 1-7 of the 1997 Uniform Building Code

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

Other Inspections and associated Fees:

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

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

Department Fire

Fund General

Revenue Item Electrical Permit Fee

Account / Source 02.1107.32203 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for issuance of an electrical permit.

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

Date Last Changed Fee Schedule reviewed in 2012

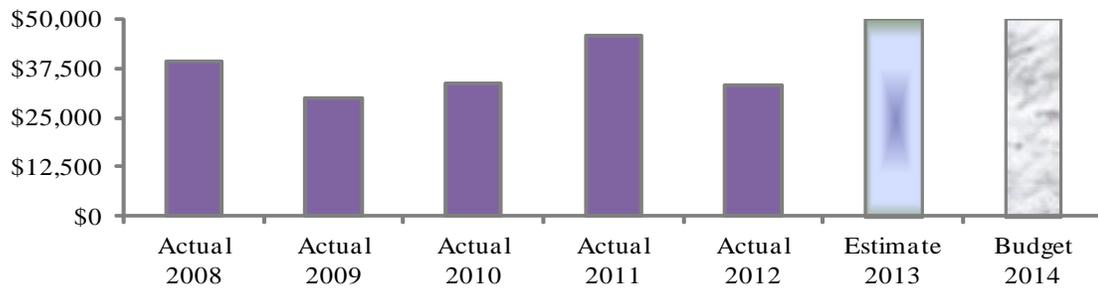
Previous Fee Schedule 1997 UBC.

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

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

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 39,444	\$ 29,945	\$ 33,820	\$ 45,958	\$ 33,058	\$ 50,000	\$ 50,000
% Change	-7.17%	-24.08%	12.94%	35.89%	-28.07%	51.25%	0.00%



Department Fire
Fund General

Revenue Item Mechanical Permit Fee

Account / Source 02.1107.32205 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for the issuance of a mechanical permit.

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

Date Last Changed Fee Schedule reviewed in 2012

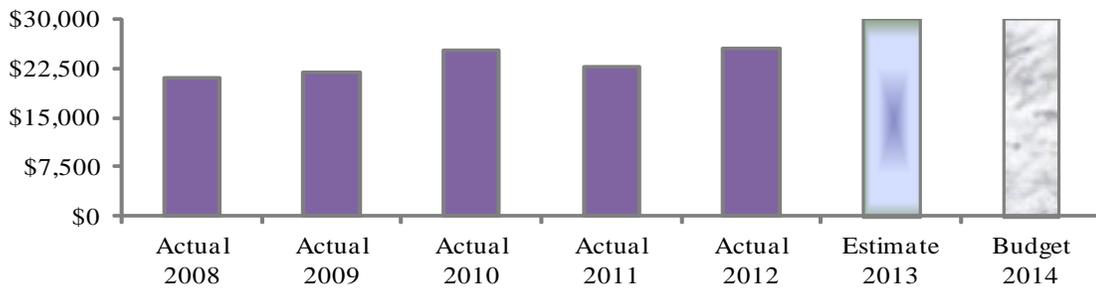
Previous Fee Schedule 1997 UBC

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

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

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,125	\$ 21,796	\$ 25,088	\$ 22,818	\$ 25,463	\$ 30,000	\$ 30,000
% Change	-14.30%	3.17%	15.10%	-9.05%	11.59%	17.82%	0.00%



Department Fire

Fund General

Revenue Item Plan Review Fee

Account / Source 02.1107.32206 / Licenses & Permits

Authorization EMC 8-1-9

Description Fee charged for examination of proposed construction plans to verify compliance with City codes.

Fee Schedule 65% of the assessed construction permit fee.

Date Last Changed N/A

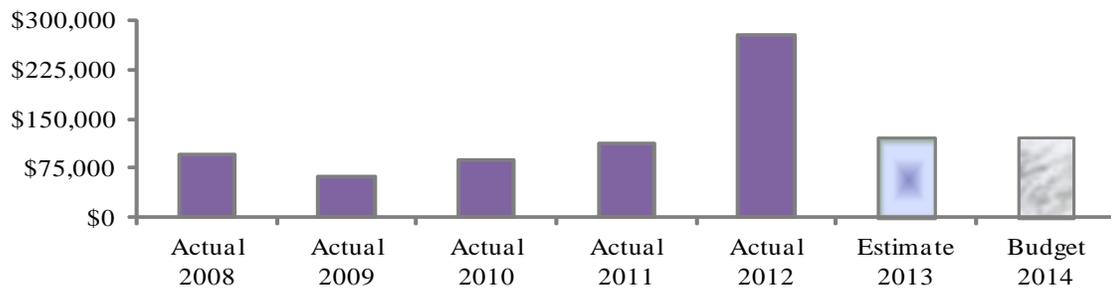
Previous Fee Schedule N/A

Formula Method Anticipated permit fees X .65 = revenue

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

Comments Enacted in 1984

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 95,771	\$ 63,180	\$ 87,566	\$ 112,314	\$ 276,444	\$ 123,000	\$ 123,000
% Change	-77.29%	-34.03%	38.60%	28.26%	146.13%	-55.51%	0.00%



Department Fire
Fund General

Revenue Item Miscellaneous Permit Fee

Account / Source 02.1107.32209 / Licenses & Permits

Authorization EMC 8-1-9

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

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

Date Last Changed Fee Schedule reviewed in 2012

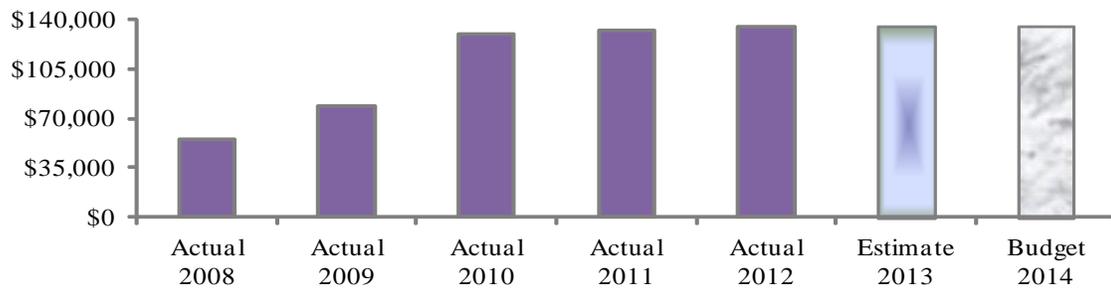
Previous Fee Schedule 1997 UBC

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

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

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 55,720	\$ 78,853	\$ 129,268	\$ 132,453	\$ 134,515	\$ 135,000	\$ 135,000
% Change	-6.11%	41.52%	63.94%	2.46%	1.56%	0.36%	0.00%



Department Fire

Fund General

Revenue Item Miscellaneous Permit Fee

Account / Source 02.1107.32209 / Licenses & Permits

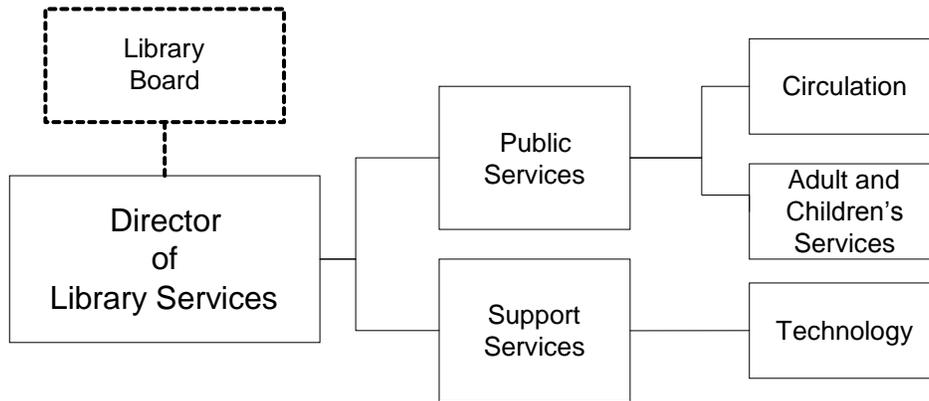
Miscellaneous Valuation	Fee
Asphalt Roofing	\$200.00 per Square Foot
Wood Fencing	\$25.00 per Linear Foot

Other Fees:

Plan Review Fee – 65% of Building Permit Fee(Exception to Plan Review Fee: the 65% Plan Review Fee shall be waived for single-family, owner-occupied dwellings)

Additional Plan Review Fees required by changes, additions, or revisions	\$47.00 per hour
Re-Inspection Fee	\$47.00 per hour
Issuance of Temporary Certificate of Occupancy	\$150.00
Annual Certificates of Elevator Inspection: For each elevator	\$210.00
For each escalator or moving walk	\$210.00
For each commercial dumbwaiter	\$210.00
Elevator Permit Fee	\$30.00
Commercial Elevator Acceptance	\$750.00
Residential Elevator Acceptance	\$500.00
Special Elevator Inspections	\$100.00 per hour
Building Use Tax = 3.5% on one-half the total valuation	
Arapahoe County Open Space Tax = .25% on one-half the total valuation	
Park Fee-in-Lieu of Public Land Dedication:	
Per one-unit dwelling	\$460.00
Per multi-unit dwelling	\$385.00

Department Library Services
Fund General



Description Englewood Public Library - A place to Read, Explore And Discover!

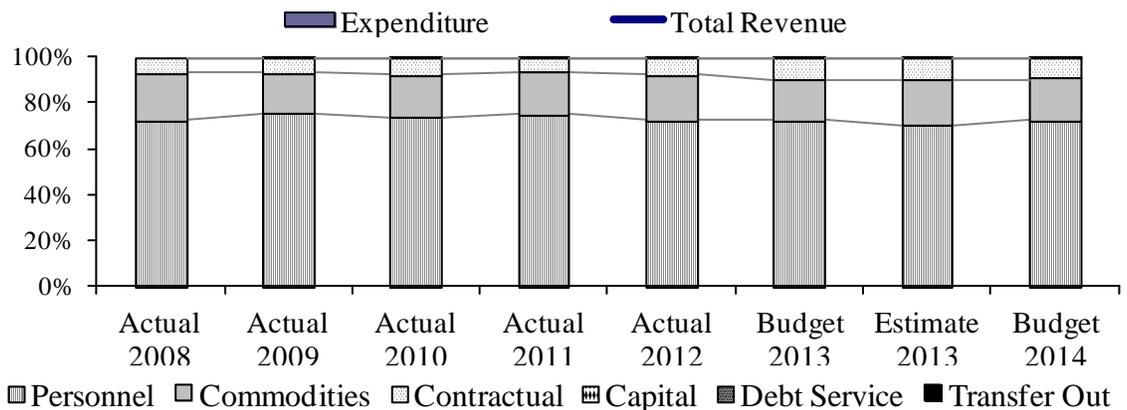
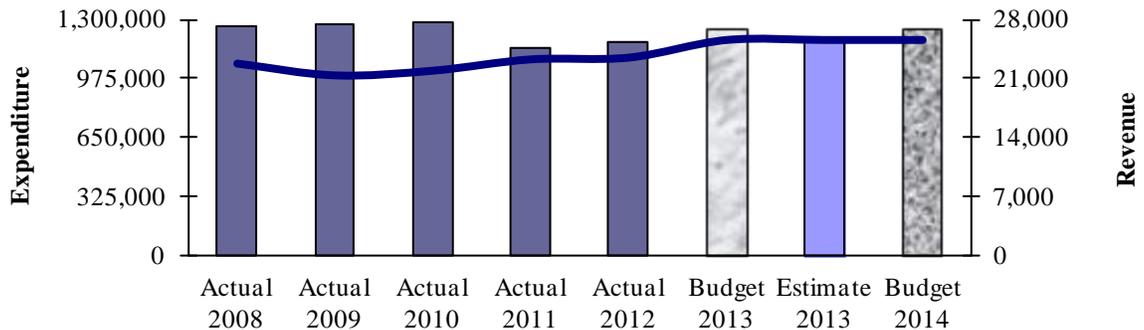
Mission The Englewood Public Library provides access to information and materials that enhance the quality of life in our community.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Complete Marmot (computer system) integration • Implement staff technology training program • Expand early childhood literacy programs • Institute job search and career information programs 	<ul style="list-style-type: none"> • Integrate digital books into catalog for ease of access • Create family literacy center in children's library • Outsource cataloging and processing of library materials to save time and expense
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Increase community use of resources and facility • Customer service/cross-functional training for staff • Update and expand digital resources • Develop new Strategic Plan 	<ul style="list-style-type: none"> • Circulation increased by 15% • Cross-trained staff and instituted flexible scheduling • Added downloadable music, eaudio and ebooks • Implemented new strategic plan

Department Library Services
Fund General
Division Library Services
Account 02.1201

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	3,355	5,241	5,500	5,500	5,500
Fines & Forfeitures	22,746	21,371	21,923	19,884	18,205	20,000	20,000	20,000
Investment Income	-	-	-	-	-	-	-	-
Other	3	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	22,749	21,371	21,923	23,239	23,446	25,500	25,500	25,500
Percent Change		-6.06%	2.58%	6.00%	0.89%	8.76%	0.00%	0.00%
Expenditure								
Personnel	908,462	961,902	943,458	858,234	853,665	902,019	830,759	900,095
Commodities	259,304	220,693	237,635	211,123	229,398	229,950	230,732	233,300
Contractual	93,345	90,885	102,440	76,036	96,335	118,524	118,524	116,341
Capital	-	2,074	550	220	1,372	800	800	800
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,261,111	1,275,554	1,284,083	1,145,613	1,180,770	1,251,293	1,180,815	1,250,536
Percent Change		1.15%	0.67%	-10.78%	3.07%	5.97%	-5.63%	5.90%
Employees FTE	15.700	16.640	16.268	15.110	16.302	15.605	15.870	15.930
Percent Change FTE		5.99%	-2.24%	-7.12%	7.89%	-4.27%	1.70%	0.38%



Department Library Services

Fund General

Division Library Services

Account 02.1201

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Provide additional access to wireless technologies	<ul style="list-style-type: none"> Update bandwidth and provide additional stations for patrons using their own wireless devices
	2. Improve children's area	<ul style="list-style-type: none"> Provide family literacy areas, better seating, and better access to children's materials
A safe, clean, healthy and attractive City	3. Ensure public and staff safety	<ul style="list-style-type: none"> Install security cameras Maintain Security Guard position
	4. Provide well-trained customer service staff	<ul style="list-style-type: none"> Cross-train staff to increase responsiveness and flexibility
A progressive City that provides responsive and cost efficient services	5. Provide user-friendly and reliable access to library resources	<ul style="list-style-type: none"> Provide instant messaging for notifications; reduce postage costs
	6. Increase awareness of and use of library resources	<ul style="list-style-type: none"> Update communications and publicity software
A City that provides diverse cultural, recreational and entertainment opportunities	7. Increase early childhood literacy programs	<ul style="list-style-type: none"> Feature author visits for adults and children

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Library Services

Fund General

Revenue Item Library Fines

Account / Source 02.1201.34201 / Fines & Forfeitures

Authorization Library Policy

Description All circulating materials retained past their due dates are subject to overdue fines.

Fee Schedule Main Library: \$.20 / day / item

Date Last Changed 2003

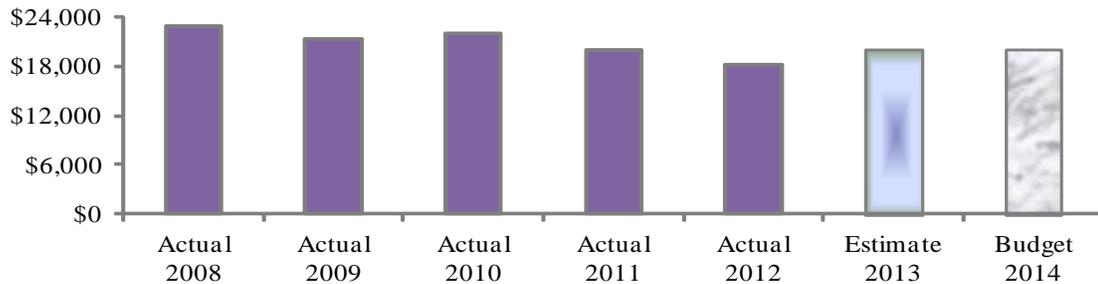
Previous Fee Schedule Main Library: \$.10 / day / item

Formula Method Based on projection using trends in revenues collected during reporting periods.

Projection Method N/A

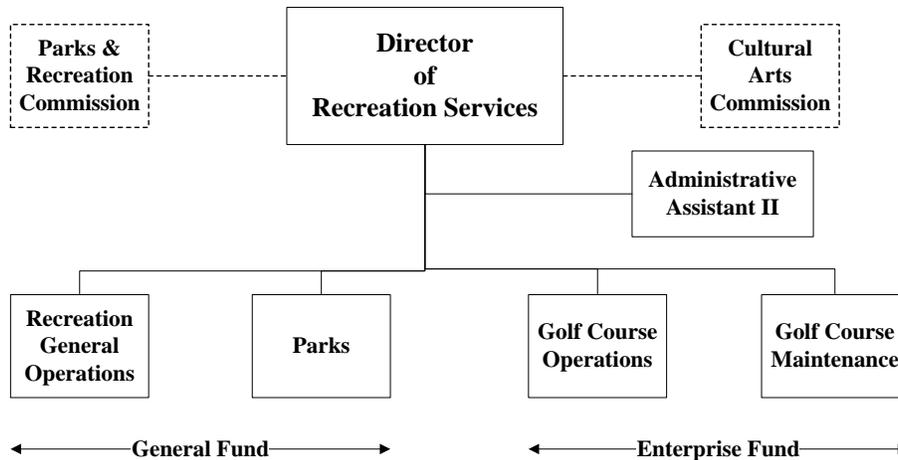
Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 22,746	\$ 21,371	\$ 21,923	\$ 19,884	\$ 18,205	\$ 20,000	\$ 20,000
% Change	4.86%	-6.05%	2.58%	-9.30%	-8.44%	9.86%	0.00%



Department Parks and Recreation Services

Fund General



Description Englewood's Parks and Recreation Department offers some of the finest recreational opportunities in the region. We strive to create opportunities for the citizens of Englewood and surrounding community to get out, be active, have fun, enjoy life, become involved, achieve health, and improve their quality of life. We want people to get out and “play” in our programs, in our facilities, and in our parks.

Englewood's Recreation Center, Golf Course, Malley Senior Recreation Center, and Aquatics programs have received numerous awards over the years. Our outdoor aquatic facility, Pirates Cove, makes a big splash during summer months, and Englewood boasts some of the finest parks in the metro area.

Mission **The Department of Parks and Recreation provides opportunities for Englewood residents and others to pursue their leisure interests and needs. The Department offers individual and group programs at city and community facilities in a manner designed to encourage and support the broad participation of Englewood residents during all stages of their lives.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Pursue funding opportunities for the construction phase of Duncan Park. As well as complete the planning of Riverside Park in conjunction with the new initiative for the South Platte River via the South Platte Working Group. • Continue developing ongoing partnerships with youth sports associations to provide unified services, field scheduling and program support. • Continued evaluation of changes within Englewood Schools that will affect Englewood Parks & Recreation Master plan. • Ongoing pursuit of funding opportunities through grant agencies (GOCO, ACOS and SCFD) and sponsorships. Continued evaluation and research of creative and innovative methods to provide services in an efficient and cost effective manner 	<ul style="list-style-type: none"> • Redevelopment of Duncan Park. Park amenities will include: a pavilion, a multi-use sport field, a basketball court, playgrounds, restrooms, landscaping and an internal trail. • Continue planning process of Riverside Park in conjunction with the new initiative for the South Platte River via the South Platte Working Group. Pursue funding sources for the construction phase. • Continue to work closely with youth sports associations to provide field scheduling and program support. • Ongoing pursuit of funding opportunities through grant agencies (GOCO, ACOS and SCFD) and sponsorships. Continued evaluation and research of creative and innovative methods to provide services in an efficient and cost effective manner
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Complete Duncan Park and Riverside grant funded planning projects through a vetted public process. Pursue funding opportunities for the construction phase of these projects. • Continue partnership with youth sports associations to 	<ul style="list-style-type: none"> • In 2011 the vetted planning process was completed for Duncan Park. Riverside Park planning progressed as work continues with the South Platte Working Group. • The youth sports association reported successful seasons and continue to be asset within our

Department Parks and Recreation Services

Fund General

2012 Major Department Initiatives Planned

- provide unified services, field scheduling and program support.
- Determine how future changes within Englewood Schools will affect Englewood Parks & Recreation Master plan.
 - Continue pursuing funding opportunities through grant agencies (GOCO, Arapahoe County Open Space and SCFD) and sponsorships.
 - Research creative and innovative ways to continue to provide services in an efficient and cost effective manner.

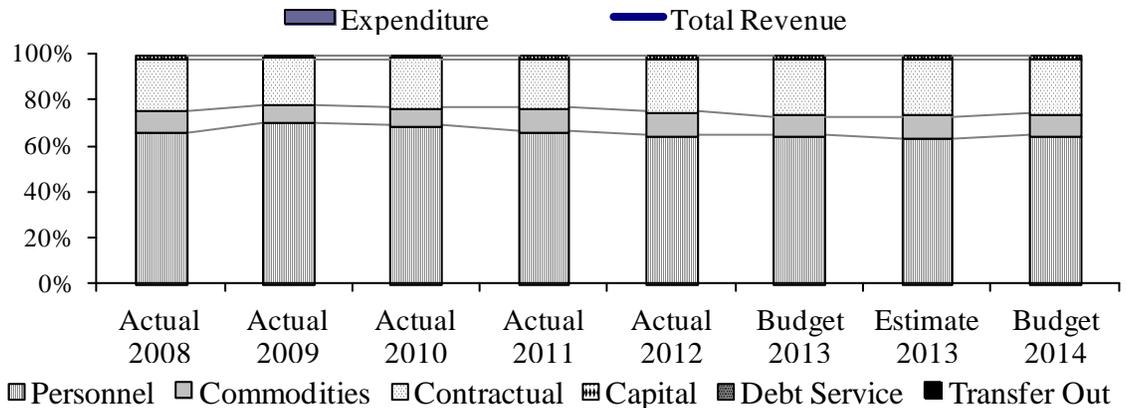
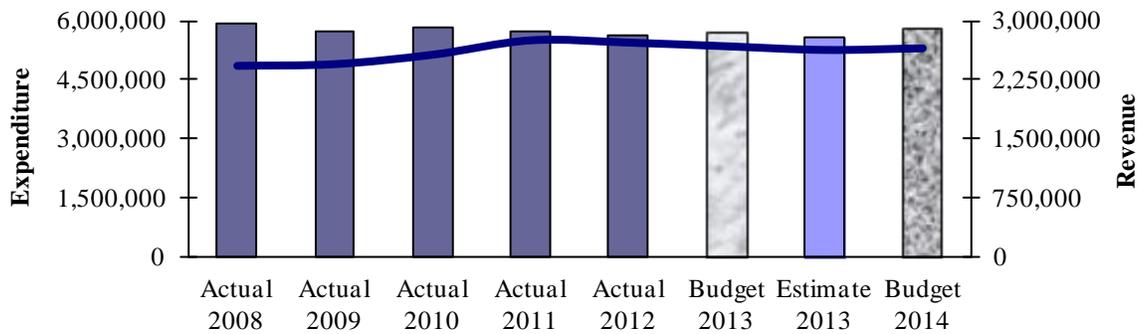
2012 Major Department Initiatives Accomplished

- community.
- Continued further development of partnership with Englewood Schools.
 - Received grants from ACOS for the Northwest Greenbelt Playground project and from SCFD in support of cultural arts programs.

Department Parks and Recreation Services
Fund General

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	21,983	25,670	34,880	79,744	62,558	25,520	30,273	30,520
Charges for Services	2,401,035	2,354,929	2,509,475	2,650,724	2,647,510	2,644,686	2,594,940	2,615,440
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	6,218	69,780	22,978	14,120	6,270	500	500	500
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	2,429,236	2,450,379	2,567,333	2,744,588	2,716,338	2,670,706	2,625,713	2,646,460
Percent Change		0.87%	4.77%	6.90%	-1.03%	-1.68%	-1.68%	0.79%
Expenditure								
Personnel	3,889,609	4,019,981	3,987,048	3,775,688	3,628,756	3,673,657	3,558,777	3,744,435
Commodities	568,595	452,088	468,530	594,104	595,407	536,720	540,407	547,445
Contractual	1,347,729	1,163,962	1,260,628	1,244,676	1,291,443	1,381,584	1,374,052	1,385,482
Capital	110,516	91,936	95,603	102,681	133,642	119,815	119,815	126,796
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	5,916,449	5,727,967	5,811,809	5,717,149	5,649,248	5,711,776	5,593,051	5,804,158
Percent Change		-3.19%	1.46%	-1.63%	-1.19%	1.11%	-2.08%	3.77%
Employees FTE	38,410	37,910	37,872	38,819	35,588	35,000	34,880	33,880
Percent Change FTE		-1.30%	-0.10%	2.50%	-8.32%	-1.65%	-0.34%	-2.87%



Department Parks and Recreation Services

Fund General

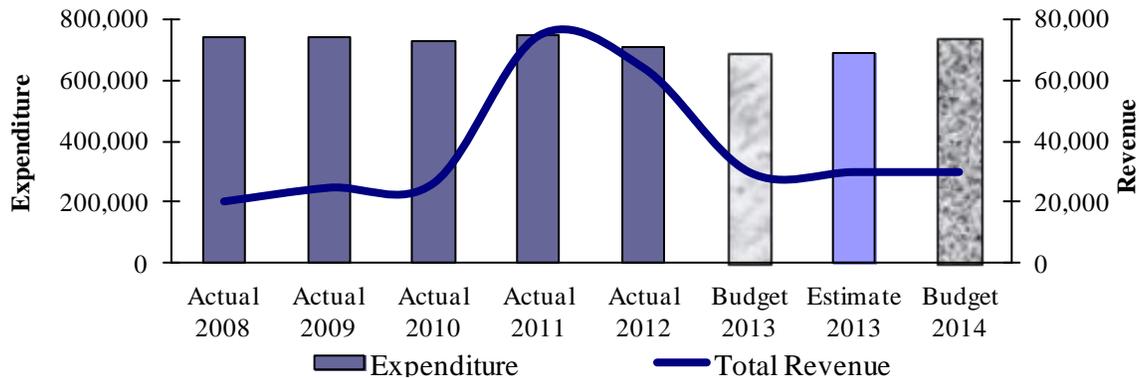
Division Administration

Account 02.1301

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	46,224	37,038	-	-	-
Charges for Services	20,396	24,856	26,472	28,427	26,905	30,000	30,000	30,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	35	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	20,396	24,891	26,472	74,651	63,943	30,000	30,000	30,000
Percent Change		22.04%	6.35%	182.00%	-14.34%	-53.08%	0.00%	0.00%
Expenditure								
Personnel	506,384	513,183	510,794	454,914	467,702	453,674	457,744	494,825
Commodities	46,620	36,497	29,420	81,025	68,889	44,550	47,550	48,550
Contractual	167,093	166,087	165,057	187,516	149,712	165,112	158,668	166,337
Capital	22,041	22,041	22,041	22,041	25,021	23,315	23,315	25,030
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	742,138	737,808	727,312	745,496	711,324	686,651	687,277	734,742
Percent Change		-0.58%	-1.42%	2.50%	-4.58%	-3.47%	0.09%	6.91%
Employees FTE	4.000	4.000	3.969	4.925	4.000	4.000	4.000	4.000
Percent Change FTE		0.00%	-0.77%	24.08%	-18.78%	0.00%	0.00%	0.00%



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

Department Parks and Recreation Services

Fund General

Division Administration

Account 02.1301

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	direction of facility management and operations, short/long term planning and policy development.	
	2. Division is responsible for technology planning, coordination and direction. Funding Options include SCFD, conservation trust fund, Malley Trust Fund, Open Space Funding, Great Outdoors Colorado, sponsorships and other grants and funding opportunities.	Grant writing.
A safe, clean, healthy and attractive City	3. This division initiates and coordinates programs such as Tree city USA, forestry management, general facilities master plan, parks master plan, golf master plan, etc. 4. Scholarship programs are developed for program and facility use.	Continuing of Departmental Recycling program established 08. Continued support of Englewood Community garden developed 2010. Added two additional School/Community gardens with Communities Putting Prevention to Work grant in 2011-12. Financial Aid program.
A progressive City that provides responsive and cost efficient services	5. Direction for department training is coordinated through this division. 6. Support for all boards and commission occurs through the administration division. 7. All part time/seasonal personnel actions and payroll is implemented in this division.	Staff actively participates in Colorado Parks and Recreation Association as well as other job specific associations with a goal of networking, training and continued program development. Recreation staff continues to act as City liaison with Cultural Arts Commission, Parks and Recreation Commission, Malley Center Trust Fund and Malley Advisory Board. Department also sponsors the Youth Council.
A City that is business-friendly and economically diverse	8. Business outreach occurs through facility discounts, partnerships and marketing opportunities.	Business sponsor opportunities. Rec Rewards program est. 2009. Continually collaborating with city businesses and the chamber to mutually benefit our programs and the businesses in our community.
A City that provides diverse cultural, recreational and entertainment opportunities	9. Strategic planning for all recreation facilities/program direction, park and open space development occurs in this division. 10. This division is responsible for development of partnerships with other public agencies, non-profits, private sector, etc. Funding options include Open Space funding/grants, Great Outdoors Colorado, Conservation Trust Fund, SCFD, fees and charges, etc.	Park Master Plan est. 2006 - revision scheduled for 2014 Aggressive grant funding applications completed annually. Department actively solicits volunteer and business involvement in all facility and program areas. This has resulted in significant cost savings to the Department and has enhanced program growth and quality. Over 566 volunteers worked in many different positions during 2012. The

Department Parks and Recreation Services

Fund General

Division Administration

Account 02.1301

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
		Department received grants from Arapahoe County Open Space, and Scientific and Cultural Facilities District (SCFD). Many sponsorships and donations were also received as program support resulting in a costs savings of \$809,081. Continually meeting the needs by offering innovative recreational opportunities.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Parks and Recreation Services

Fund General

Revenue Item Shelter Reservation Rental

Account / Source 02.1301.33001 and 02.1301.36101 / Charges for Services

Authorization Approved Program

Description Park Shelter Reservations

Fee Schedule Shelters:

\$65/reservation, under 100, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$120 all day.

\$100/reservation, 100-199, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$185 all day.

\$165/reservation, 200 +, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$300 all day.

Bellevue #1

\$95/reservation, under 100, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$180 all day.

\$125/reservation, 100-199, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$240 all day.

\$200/ reservation, 200 +, (4 hrs.) block of time (10A-2P/3:30P-7:30P), \$350 all day.

Date Last Changed 2013

Previous Fee Schedule Shelter:

\$55 per shelter reservation, under 100, for 4 hours, \$100 all day.

\$90 per shelter reservation for 100 – 199, for 4 hours, \$165 all day.

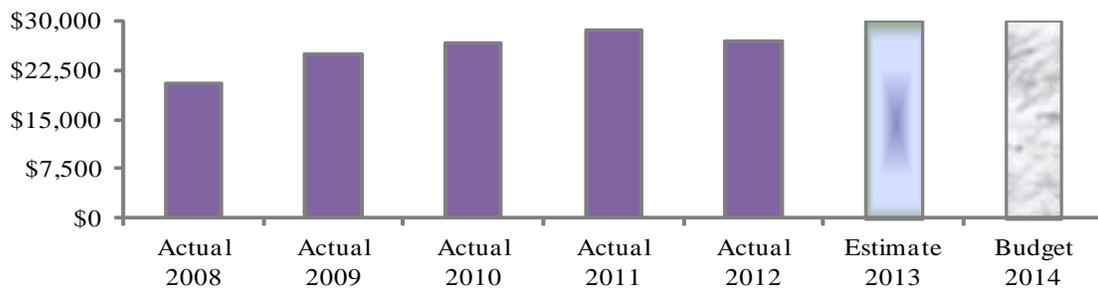
\$150 per shelter reservation for 200 or more, for 4 hours, \$250 all day.

Formula Method # of Reservations X fees

Projection Method Estimate from historical figures

Comments Currently the revenue is recorded in account 02.1301.36101

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 20,441	\$ 24,856	\$ 26,472	\$ 28,427	\$ 26,905	\$ 30,000	\$ 30,000
% Change	-3.53%	21.60%	6.50%	7.38%	-5.35%	11.50%	0.00%



Department Parks and Recreation Services

Fund General

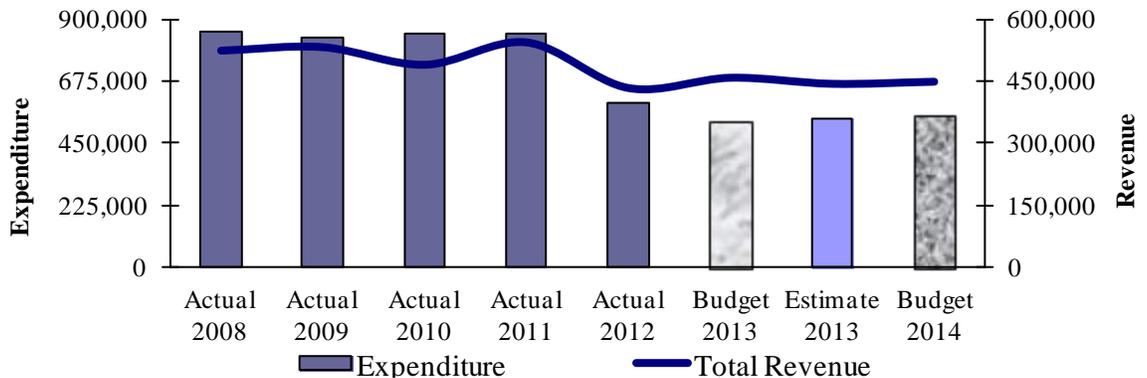
Division Recreation Center

Account 02.1302

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	5,000	5,000	-	-	-	-
Charges for Services	523,402	518,880	482,242	537,896	435,063	459,400	445,000	450,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	12,749	2,816	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	523,402	531,629	490,058	542,896	435,063	459,400	445,000	450,000
Percent Change		1.57%	-7.82%	10.78%	-19.86%	5.59%	-3.13%	1.12%
Expenditure								
Personnel	610,386	615,270	623,405	618,165	408,488	334,377	342,822	354,481
Commodities	34,371	40,335	38,815	43,208	16,458	12,348	13,800	13,300
Contractual	212,704	176,440	184,817	184,076	163,637	182,175	180,275	180,275
Capital	-	-	-	-	5,278	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	857,461	832,045	847,037	845,449	593,861	528,900	536,897	548,056
Percent Change		-2.96%	1.80%	-0.19%	-29.76%	-10.94%	1.51%	2.08%
Employees FTE	6.580	6.580	6.529	6.481	5.400	5.250	5.130	5.130
Percent Change FTE		0.00%	-0.77%	-0.74%	-16.68%	-2.78%	-2.29%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets managed within the recreation center include fitness facilities/equipment, indoor pool/sauna, Rec Zone/youth center, birthday party facilities, meeting rooms/kitchens, racquetball courts, gymnasium, locker/restrooms, running track, etc.	Regular meetings with Public Works to discuss facility maintenance and custodial issues.

Department Parks and Recreation Services

Fund General

Division Recreation Center

Account 02.1302

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	2. Numerous funding options include Silver Sneakers program, conservation Trust Fund, Admission and program fees, corporate fees, birthday parties, rentals, etc	Continually researching funding sources and revenue streams while maintaining affordable pricing structure.
A safe, clean, healthy and attractive City	3. To encourage healthy citizens and a healthy environment opportunities are provided by fitness facilities & programs, youth and teen facility and programs, family swim and aquatic fitness programs, senior fitness programming and the Silver Sneakers program	Aggressive all age programming Special events such as annual fitness challenge, Halloween, Egg Hunt. Recycle program.
A progressive City that provides responsive and cost efficient services	4. Volunteers – Recreation Center uses volunteer support in programming and operations. 5. Staff development occurs through customer service training; certifications for program instruction, equipment management, chemical distribution (aquatics), first aid and CPR, cross training of staff, etc. 6. Web/phone registrations are available for classes and programs. 7. Program/participant surveys, facility/program suggestion boxes, community plans, scholarship programs, etc. allow us to receive input from the citizens and provide programs that can be available to everyone.	Youth Council. Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements.
A City that is business-friendly and economically diverse	8. The recreation center provides business outreach by providing business owner and employee discounts, partnerships, and marketing/sponsorship opportunities.	Rec Rewards program. Special event sponsorship opportunities.
A City that provides diverse cultural, recreational and entertainment opportunities	9. The recreation center provides individual, group, and family opportunities through scheduled programming and individual participation	Classes Special events Drop-in

Performance Measure	Goals /	2008	2009	2010	2011	2012	2013	2014
	Activities Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Recreation Center Photo ID Card Fee

Authorization City Council Policy

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

Fee Schedule \$3.00 per card

Date Last Changed 2008

Previous Fee Schedule \$2.00 per card

Formula Method Estimated number of cards X \$2.00

Projection Method 2%

Comments I.D. cards expire every three years.

Combined with other programs into one account in 2004

Revenue Item Recreation Center Admission Fee

Authorization Approved Program

Description Center admissions to the Recreation Center.

Fee Schedule

	<u>Youth / Senior</u>		<u>Adult</u>	
	Resident	Non-Resident	Resident	Non-Resident
Allows use of pool, sauna, & entire Center except racquetball	3.50	4.00	4.75	5.50
Discount Card - 25 admissions	58.00	71.00	84.00	101.00
Combo Discount Card - 25 admissions with towel	68.00	81.00	94.00	111.00

Date Last Changed 2013

Previous Fee Schedule

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

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

Projection Method Estimate based on previous usage.

Comments 2013 Admission fee increase; daily, various passes and punch cards and corp passes.

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Racquetball Rental

Authorization Approved Program

Description Court admissions to the Recreation Center.

Fee Schedule

	Prime Time	Non-Prime Time	Challenge	Shuttle	Punch Card
Resident	7.25 / Court	5.25 / Court	4.75 / Court	4.75 / Court	34.00 each
Non-Resident	9.00 / Court	6.00 / Court	5.50 / Court	5.50 / Court	40.00 each

Date Last Changed 2013

Previous Fee Schedule

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

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

Projection Method Estimate based on previous participation.

Comments

Revenue Item Recreation Center – Various Revenues

Authorization Approved Program

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

Fee Schedule

Program	Amount Charged
Equipment Rental (balls, racquets, etc)	No Charge
Locker Rental	No Charge
Towel Rental	No Charge

Date Last Changed 2010

Previous Fee Schedule

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

Formula Method N/A

Projection Method N/A

Comments

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Facility Rental

Authorization Approved Program

Description Revenue from the rental of various rooms at the Center

Fee Schedule	Facility	Hourly Rate	
	AA #1	\$20	
	AA #2	\$28	
	Kitchen	\$22	
	Gym	\$70	
	½ Gym	\$30	
	Pool	\$44	includes one guard for 25 people
		\$55	includes two guards for 50 people
		\$66	includes three guards for 75 people
	Full Center	\$360	available only during non-business hours, exclusive use of the entire Center
	Pool Party Room	\$33	
	Rec Zone Room	\$70	1 hour rental
		\$130	2 hours rental
		\$200	3 hours rental

Date Last Changed 2010

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

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

Projection Method N/A

Comments Combined with other programs into one account in 2004

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

Revenue Item Recreation Center Annual Pass

Authorization Approved Program

Description Revenue from the sale of Annual and Corporate passes.

Fee Schedule	Annual Pass		Six Month Pass		Corporate Pass
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$312	\$204	\$173	\$126	100 visits \$336 300 visits \$957
Non-Resident	\$384	\$324	\$210	\$192	500 visits \$1570 700 visits \$2163 900 visits \$2754 1000 visits \$3040
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$35 for youth or \$30 for youth with resident discount			

Date Last Changed 2013

Previous Fee Schedule

	Annual Pass		Six Month Pass		Corporate Pass
	Adult	Senior/ Youth	Adult	Senior/ Youth	
Resident	\$299	\$199	\$173	\$123	100 visits \$308 300 visits \$885
Non-Resident	\$385	\$340	\$213	\$191	500 visits \$1450 700 visits \$1995 900 visits \$2538 1000 visits \$2800
Household Pass					
2 Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	70% of the individual annual pass fee			
3+ Members	1 st Member	100% of the highest individual annual pass fee			
	2 nd Member	60% of the next highest individual annual pass fee			
	3+ Members	50% of the individual annual pass fee if child, adult or senior; maximum of 4 adult/senior combination in one household; \$30 for youth or \$25 for youth with resident discount			

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

Projection Method 2%

Comments 1987 was the first year that Annual and Corporate passes were sold. Added annual pass discounts to improve sales and increased 160 annual pass holders for 2011. 9% increase in 2013.

Department Parks and Recreation Services

Fund General

Revenue Program Englewood Recreation Center Services

Account / Source 02.1302.33001 / Charges for Services

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

For detail, see previous pages.

Fee Schedule Various, see previous schedules.

Date Last Changed Various, see previous schedules.

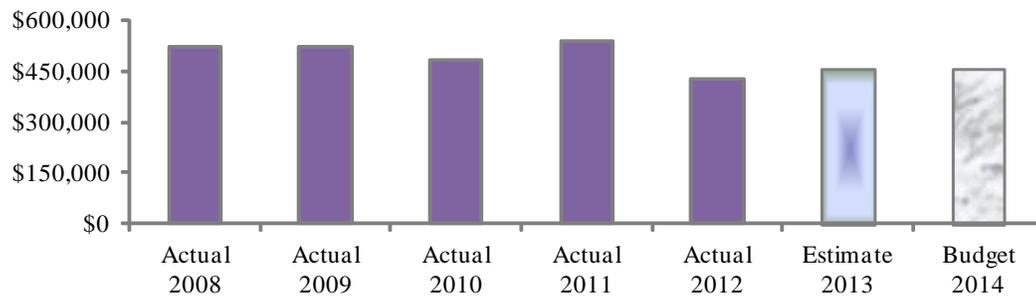
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 522,240	\$ 518,880	\$ 482,242	\$ 537,896	\$ 424,483	\$ 459,400	\$ 459,400
% Change	0.03%	-0.64%	-7.06%	11.54%	-21.08%	8.23%	0.00%



Department Parks and Recreation Services

Fund General

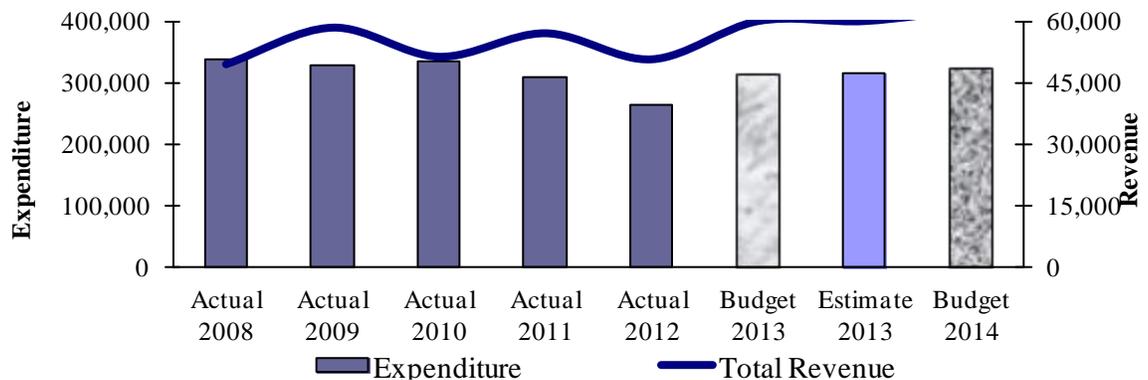
Division Malley Senior Recreation Center

Account 02.1303

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	8,520	8,520	8,520	8,520	8,520
Charges for Services	49,361	51,353	51,211	48,479	42,065	51,480	51,480	54,480
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	7,030	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	49,361	58,383	51,211	56,999	50,585	60,000	60,000	63,000
Percent Change		18.28%	-12.28%	11.30%	-11.25%	18.61%	0.00%	5.00%
Expenditure								
Personnel	255,336	258,097	264,309	245,967	204,163	241,640	240,281	251,918
Commodities	11,397	8,345	8,655	8,491	9,952	10,150	10,650	10,650
Contractual	69,016	62,174	61,635	55,909	50,671	63,020	63,565	62,465
Capital	972	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	336,721	328,616	334,599	310,367	264,786	314,810	314,496	325,033
Percent Change		-2.41%	1.82%	-7.24%	-14.69%	18.89%	-0.10%	3.35%
Employees FTE	2.500	2.500	2.481	3.940	2.750	2.750	2.750	2.750
Percent Change FTE		0.00%	-0.77%	58.82%	-30.20%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Assets managed within the senior center include fitness facilities and equipment, social/game rooms, meeting/activity rooms, kitchen/rental assembly hall, gymnasium, craft room, computer lab, etc.	Regular meetings with Public Works to discuss maintenance and custodial issues.

Department Parks and Recreation Services

Fund General

Division Malley Senior Recreation Center

Account 02.1303

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. The senior center encourages a healthy environment by providing fitness facilities and programs, areas for socialization, senior services and referrals, and various programs, trips and activities.	Aggressive programming and special events Recycle program
A progressive City that provides responsive and cost efficient services	3. The senior center contributes over 150,000 hours in volunteer labor each year. 4. Staff has numerous certifications for program instruction, CPR and first aid. 5. Professional staffing training occurs on a local, state, and national level. 6. Web access for registration and information 7. Responsiveness to the community occurs through program/participant surveys, suggestion boxes, boards and commissions, master plans, etc.	Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements.
A City that is business-friendly and economically diverse	8. Partnerships for sponsorships, programming, marketing, etc. 9. Business relationships with Swedish/Health One, Craig Hospital, Porter Hospital, Health Care providers, etc.	Rec rewards and special event sponsorship opportunities
A City that provides diverse cultural, recreational and entertainment opportunities	10. Community opportunities include a well equipped facility with individual and scheduled recreational programs, special events, classes, trips, etc. Funding and partnerships occur with local businesses, Cultural arts associations, Conservation Trust Fund, advertising sales, rentals, fees and charges, etc.	Classes Special events Drop-in

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Senior Arts and Crafts

Authorization Approved program

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Combined with other programs into one account in 2004.

Revenue Item Senior Outdoor Recreation

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous revenues.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Malley Senior Center Facility Rental

Authorization Council approved fee schedule

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

Fee Schedule

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

Date Last Changed 2010

Previous Fee Schedule

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

Formula Method N/A

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

Comments Fees made consistent with Recreation Center fees to better coordinate rentals.

Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item Education

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Fitness

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

Revenue Item One Day Trips / Excursions

Authorization Approved program.

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

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Revenue Item Other Malley Programs

Authorization Approved program

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

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

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

Other – Fees included are parking permits and drop-in fees.

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

Date Last Changed N/A

Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous experience.

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Malley Senior Recreation Center

Account / Source 02.1303.33001 / Charges for Services

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

For detail, see previous pages.

Fee Schedule Various, see previous schedules.

Date Last Changed Various, see previous schedules.

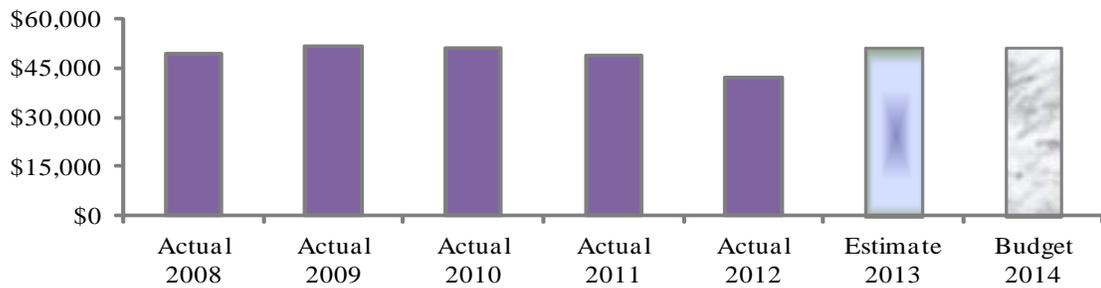
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 49,361	\$ 51,353	\$ 51,211	\$ 48,479	\$ 42,065	\$ 51,480	\$ 51,480
% Change	17.61%	4.04%	-0.28%	-5.34%	-13.23%	22.38%	0.00%



Department Parks and Recreation Services

Fund General

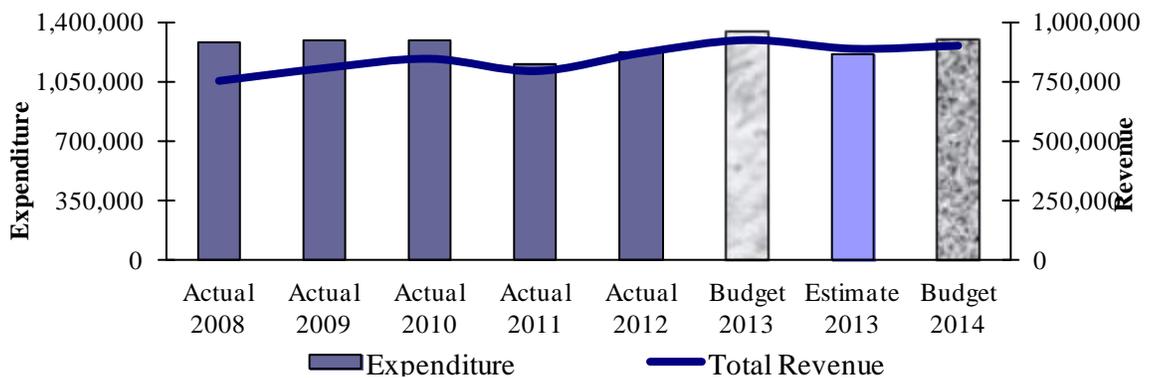
Division Recreation Programs

Account 02.1304

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	21,983	24,620	28,520	20,000	17,000	17,000	21,753	22,000
Charges for Services	725,922	778,739	797,391	769,372	848,666	903,541	862,500	875,000
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	2,365	-	16,531	1,675	1,096	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	750,270	803,359	842,442	791,047	866,762	920,541	884,253	897,000
Percent Change		7.08%	4.86%	-6.10%	9.57%	6.20%	-3.94%	1.44%
Expenditure								
Personnel	1,008,759	1,039,639	1,034,787	947,644	985,732	1,092,823	946,051	1,016,125
Commodities	98,700	96,903	90,173	82,013	97,057	100,257	101,780	114,155
Contractual	169,626	162,043	171,869	119,245	139,346	156,000	164,937	170,150
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,277,085	1,298,585	1,296,829	1,148,902	1,222,135	1,349,080	1,212,768	1,300,430
Percent Change		1.68%	-0.14%	-11.41%	6.37%	10.39%	-10.10%	7.23%
Employees FTE	8.580	8.580	8.514	8.205	8.438	8.000	8.000	7.000
Percent Change FTE		0.00%	-0.77%	-3.63%	2.83%	-5.19%	0.00%	-12.50%



Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Assets include program supplies and equipment. Funding options include SCFD, donations, sponsorships, etc. 	<p>Regular meetings with other Dept. to discuss facility maintenance and custodial issues.</p> <p>SCFD grant application.</p> <p>Added Train operation in 2009.</p>

Department Parks and Recreation Services

Fund General

Division Recreation Programs

Account 02.1304

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	3. All activities, youth, adult, senior and family programs provide a safe and healthy environment for participation and social interaction.	Continually researching funding sources and revenue streams while maintaining affordable pricing structure. Aggressive all age programming Special events Recycle program.
A progressive City that provides responsive and cost efficient services	4. Receives over \$175,000 in volunteer support each year. 5. Staff receives continuous training for customer service, public interaction, program development, health and safety, proper certifications, etc. 6. Contacts/registrations are made via telephone, web, mail, etc. 7. Surveys are distributed frequently and cross age programming makes programming more effective and efficient.	Volunteer recruit/coordinator. Volunteers assist in program delivery. Staff attends Summit, Colorado Parks and Recreation Association and other trainings to remain efficient and to maintain required certifications. VOA funding. SCFD funding.
A City that is business-friendly and economically diverse	8. Branding is provided by Sounds of Summer concert Series, Funfest, and other special events, 9. Partnerships and sponsorships allow for promotion of local business and metro businesses. Special programs bring new visitors and program participants to the community who use other services and venues in the community.	Secure partnerships/sponsors Rec Rewards program est 09
A City that provides diverse cultural, recreational and entertainment opportunities	10. Opportunities are provided through recreation programs, classes, activities, special events, fitness/wellness programs, and cultural programs and activities. Funding Options include partnerships with Englewood Arts, schools, non-profits, fees and charges, SCFD, etc.	Scholarship program Youth Council. Program evaluations and participant surveys are conducted annually to gather feedback and to determine methods for improvements. Special event sponsorship opportunities. Classes Special events Drop-in

Performance Measure	Goals / Activities	2008	2009	2010	2011	2012	2013	2014
	Measured	Actual	Actual	Actual	Actual	Actual	Estimate	Budget

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Basketball

Authorization Approved Program

Description League and Tournament Fees

Fee Schedule Winter

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

Fall / Summer

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

Date Last Changed 2010

Previous Fee Schedule Winter

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

Fall / Summer

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

Formula Method A combination of the above fees

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Volleyball - Adult

Authorization Approved Program

Description League and clinic fees

Fee Schedule

11 Weeks
League \$205
Non-Resident 14
Resident 8

Date Last Changed 2008

Previous Fee Schedule

11 Weeks
League \$195
Non-Resident 14
Resident 8

Formula Method A combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Youth Sports Programs

Authorization Approved Program

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

Fee Schedule 6-8 Weeks Session

Resident \$55 - 65 depending sport

Non-Resident \$65 - \$75 depending sport

Date Last Changed 2013

Previous Fee Schedule 6-8 Weeks Session

Resident \$48

Non-Resident \$55

Formula Method Combination of above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Fitness Program

Authorization Approved Program

Description Fees for various fitness programs.

Fee Schedule Class fees range from **\$10 to \$75** per class depending on length and type of class.

Personal training sessions start at **\$32 per one hr. session for resident**

Date Last Changed 2010

Previous Fee Schedule Class fees range from **\$8 to \$70** per class depending on length and type of class.

Personal training sessions range from **\$28 per one hr. session for resident**

Formula Method Combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Ski Trips

Authorization Approved Program

Description Fees for various winter outdoor programs.

Fee Schedule Fees range from **\$16 to \$400** per class depending on length and type of class.

Date Last Changed 2010

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

Formula Method Combination of the above fees.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Cultural

Authorization Approved Program

Description Classes, workshops and sale of supplies

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

Date Last Changed 2010

Previous Fee Schedule N/A

Formula Method Individual programs have specific class fee.

Projection Method N/A

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

Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Playgrounds / Day Camps

Authorization Council Approved Program

Description Fees charged for summer playground and day camp programs.

Fee Schedule	<u>Resident</u>	<u>Non-Resident</u>
Regular Hours	\$30/day	\$37/day
2 nd Child	\$26/day	\$32/day

Date Last Changed 2011

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

Formula Method Registration X fee

Projection Method Past experience - Future projection

Comments Combined with other programs into one account in 2004.

Revenue Item Youth

Authorization Approved Program

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

Fee Schedule Varies by program.

Date Last Changed 2010

Previous Fee Schedule N/A

Formula Method Fee X number of participants.

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Softball Registration

Authorization Approved Program

Description Team entry fees, player fees

Fee Schedule

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

Date Last Changed 2010

Previous Fee Schedule

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

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

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Farm Admission/Train Admission

Authorization Approved Program

Description Admission to Belleview Petting Farm/ Train ride per person

Fee Schedule \$1.75 per person

Date Last Changed 2013

Previous Fee Schedule \$1.50 per person

Formula Method Fee X number of people

Projection Method N/A

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

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

Revenue Item Registration – Youth Baseball

Authorization Approved Program

Description Youth Baseball

Fee Schedule

	<u>Resident</u>	<u>Non-Resident</u>
Young American	\$68	\$80

Date Last Changed 2013

Previous Fee Schedule

	<u>Resident</u>	<u>Non-Resident</u>
Young American	\$60	\$70

Formula Method Combination of the above fees

Projection Method N/A

Comments Combined with other programs into one account in 2004.

Revenue Item Aquatics

Authorization Approved Program

Description Various swim activities.

Fee Schedule

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

Date Last Changed 2010

Previous Fee Schedule

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

Formula Method Fee X number of participants.

Projection Method N/A

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

Department Parks and Recreation Services

Fund General

Revenue Program Recreation Programs

Account / Source 02.1304.33001 / Charges for Services

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

Fee Schedule Various, see previous schedules.

Date Last Changed Various, see previous schedules.

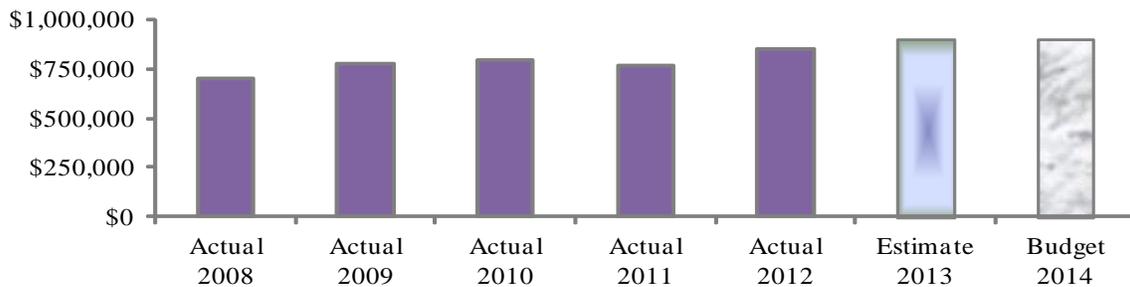
Previous Fee Schedule Various, see previous schedules.

Formula Method Various, see previous schedules.

Projection Method Various, see previous schedules.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 704,888	\$ 778,739	\$ 796,954	\$ 769,372	\$ 848,666	\$ 903,541	\$ 903,541
% Change	4.21%	10.48%	2.34%	-3.46%	10.31%	6.47%	0.00%



Department Parks and Recreation Services

Fund General

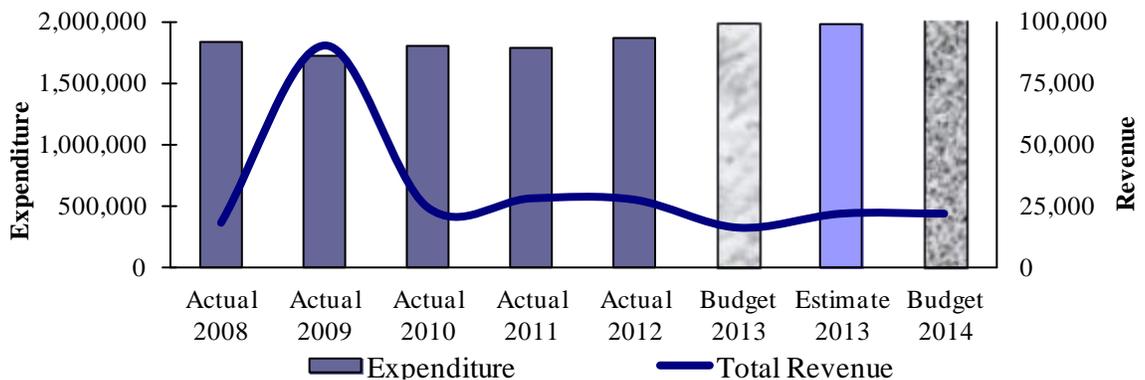
Division Parks

Account 02.1305

Description The Parks Division is responsible for maintaining all parks and open space in the City in a safe and aesthetically pleasing manner, while remaining flexible to the public's needs and creating an overall enjoyable recreation experience.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	1,050	1,360	-	-	-	-	-
Charges for Services	14,126	39,331	19,283	15,504	22,348	15,513	21,208	21,208
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	3,853	49,966	3,631	12,445	5,066	500	500	500
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	17,979	90,347	24,274	27,949	27,414	16,013	21,708	21,708
Percent Change		402.51%	-73.13%	15.14%	-1.91%	-41.59%	35.56%	0.00%
Expenditure								
Personnel	1,026,156	1,069,911	1,065,421	1,014,968	953,165	1,038,512	1,029,022	1,080,144
Commodities	161,696	92,214	97,867	128,547	159,106	163,340	162,952	155,115
Contractual	550,297	490,973	562,647	567,158	659,377	685,572	685,572	678,858
Capital	90,746	69,895	73,562	78,344	93,995	96,500	96,500	101,766
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,828,895	1,722,993	1,799,497	1,789,017	1,865,643	1,983,924	1,974,046	2,015,883
Percent Change		-5.79%	4.44%	-0.58%	4.28%	6.34%	-0.50%	2.12%
Employees FTE	16.000	15.500	15.381	14.283	13.500	13.500	13.500	13.500
Percent Change FTE		-3.13%	-0.77%	-7.14%	-5.48%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> Parks Master Plan implementation Tree pruning and flower programs 	1.-2. Open Space Funding from Arapahoe County

Department Parks and Recreation Services

Fund General

Division Parks

Account 02.1305

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	3. Median maintenance 4. Weed mowing 5. Graffiti removal 6. Snow removal 7. Athletic field maintenance 8. Turf & landscape maintenance and renovations 9. Tree planting program	3. – 9. General Fund/Parks Budget expenses. Maintain a tree nursery for reforestation of the golf course and parks.
A progressive City that provides responsive and cost efficient services	10. Volunteers for trail improvements, flower program, park clean up, etc. 11. Use of community service, youth work programs, scout groups, etc. for park and open space improvements. 12. Citizen and Community outreach and support.	Scouts, local businesses, community service workers.
A City that provides diverse cultural, recreational and entertainment opportunities	13. Support for City sponsored events and programs – i.e. Community events, summer concert series, 4 th of July program, Jr. Golf Program, City Picnic, FunFest, Kid Stage, etc	Adjust parks staff scheduling and use 2 Park Maintenance Workers to cover events.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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Department Parks and Recreation Services

Fund General

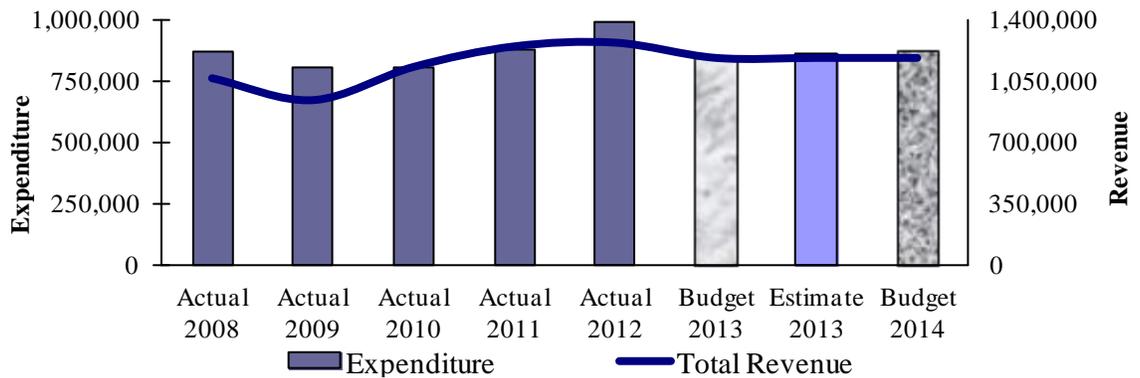
Division Pirates Cove

Account 02.1308

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,067,828	941,770	1,132,876	1,251,046	1,272,463	1,184,752	1,184,752	1,184,752
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	108	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,067,828	941,770	1,132,876	1,251,046	1,272,571	1,184,752	1,184,752	1,184,752
Percent Change		-11.81%	20.29%	10.43%	1.72%	-6.90%	0.00%	0.00%
Expenditure								
Personnel	482,588	523,881	488,332	494,030	609,506	512,631	542,857	546,942
Commodities	215,811	177,794	203,600	250,820	243,945	206,075	203,675	205,675
Contractual	178,993	106,245	114,603	130,772	128,700	129,705	121,035	127,397
Capital	(3,243)	-	-	2,296	9,348	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	874,149	807,920	806,535	877,918	991,499	848,411	867,567	880,014
Percent Change		-7.58%	-0.17%	8.85%	12.94%	-14.43%	2.26%	1.43%
Employees FTE	0.750	0.750	0.998	0.985	1.500	1.500	1.500	1.500
Percent Change FTE		0.00%	33.08%	-1.30%	52.27%	0.00%	0.00%	0.00%



Department Parks and Recreation Services

Fund General

Division Pirates Cove

Account 02.1308

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Pirates Cove facility is successfully operated and maintains at a very high level of quality. Safety of patrons and equipment are paramount. 2. Funding for the facility is derived from fees and charges, concessions, rentals, Conservation Trust Fund, special events, sponsorships, etc. 	<p>CEM expanded annual maintenance program. Conduct regular meetings with Public Works to discuss facility maintenance and issues.</p> <p>Continually researching funding sources and revenue streams while maintaining affordable pricing structure.</p>
A safe, clean, healthy and attractive City	<ol style="list-style-type: none"> 3. The facility is extremely attractive and inviting to the public. 4. Swim lesson program, fitness classes, interactive use, etc. helps to promote a healthy environment. Expectation for safety, cleanliness, and appearance are held to the highest standards. 5. Food service delivery is monitored for the highest and safest quality possible 	<p>Recycle program.</p> <p>Lifeguard training (ELLIS).</p>
A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none"> 6. A well trained and productive staff is essential. Training for customer service, safety, public interaction, certifications, etc. is ongoing. 7. Program and facility surveys provide feedback for public input. 	<p>Staff is certified to provide certifications to Ellis certifications, Monthly Trainings and Vigilant Assertiveness Training VAT.</p> <p>Continually researching funding sources and revenue streams while maintaining affordable pricing structure.</p>
A City that is business-friendly and economically diverse	<ol style="list-style-type: none"> 8. Branding of the facility provides economic benefit to local businesses and agencies. 9. High visibility from non residents visiting the facility promotes the City's images and markets other vendors in the community. 10. The entertainment venue promotes new business and families to the community. 	<p>Marketing/partnerships/advertising. Special event sponsorship opportunities. Classes. Rec Rewards program.</p>
A City that provides diverse cultural, recreational and entertainment opportunities	<ol style="list-style-type: none"> 11. The facility provides an affordable recreation and entertainment venue for the southwest metro area. 12. Funding options include fees and charges, conservation trust fund, open space funding, etc. 	<p>Aggressive all age programming. Program participant surveys are conducted annually to gather feedback and to determine methods for improvements.</p> <p>Special event sponsorship opportunities.</p>

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Parks and Recreation Services

Fund General

Revenue Item Pirates Cove Aquatic Facility

Account / Source 02.1308.33001 / Charges for Services

Authorization Ballot Issue #2G

Description Various programs associated with outdoor swim pool.

Fee Schedule See the schedule on the next page.

Date Last Changed 2010

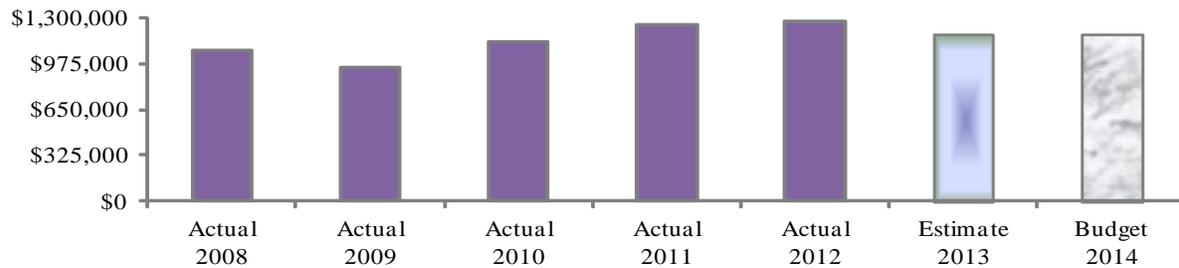
Previous Fee Schedule N/A

Formula Method Estimate of participants X fees

Projection Method Estimate

Comments New in 2004

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,067,828	\$ 941,770	\$ 1,132,876	\$ 1,251,046	\$ 1,272,463	\$ 1,184,752	\$ 1,184,752
% Change	7.29%	-11.81%	20.29%	10.43%	1.71%	-6.89%	0.00%



Department Parks and Recreation Services

Fund General

Revenue Item Pirates Cove Aquatic Facility

Account / Source 02.1308.33001 / Charges for Services

Pirates Cove Fee Schedule-2013

Program	Fee Schedule		Program	Fee Schedule	
Youth Learn to Swim	Resident Non-Resident	\$38 - 52/ Session \$49 - 52/Session	Youth General Admission	Resident: Non-Resident:	\$6.50 \$8.50
Pool Rentals	Up to 250 guests Resident: Non-Resident Over 250 Guests Concession	\$998 / 2 Hours \$998 / 2 Hours \$3.25 / Person \$99	Adult General Admission	Resident: Non-Resident:	\$7.50 \$9.75
Swim Team	Resident: Non-Resident	\$65.00 \$76.00	Youth Discount Cards	Resident: Non-Resident:	\$55.50/10 Visits \$67.50/10 Visits
Aqua Exercise	Resident: Non-Resident:	\$40.00 / Session \$50.00 / Session	Adult Discount Cards	Resident: Non-Resident:	\$67.50/10 Visits \$78.50/10 Visits
Youth Season Pass	Resident: Non-Resident:	\$104 \$131	Adult Season Pass	Resident: Non-Resident:	\$125 \$157
Family Season Pass: 2 in Family	Resident: Non-Resident:	\$184 \$230	Family Season Pass: 3 in Family	Resident: Non-Resident:	\$263 \$329
Group Rate / Day Care	Resident: Non-Resident:	\$5.75 \$7.25	Birthday Parties	Captain Cook Billy Bones Additional Guest	\$214 \$274 \$7.50

Pirates Cove Fee Schedule-2012

Program	Fee Schedule		Program	Fee Schedule	
Youth Learn to Swim	Resident Non-Resident	\$38 - 52/ Session \$49 - 52/Session	Youth General Admission	Resident: Non-Resident:	\$6.25 \$8.00
Pool Rentals	Up to 250 guests Resident: Non-Resident Over 250 Guests Concession	\$998 / 2 Hours \$998 / 2 Hours \$3.25 / Person \$99	Adult General Admission	Resident: Non-Resident:	\$7.25 \$9.25
Swim Team	Resident: Non-Resident	\$65.00 \$76.00	Youth Discount Cards	Resident: Non-Resident:	\$55.50/10 Visits \$67.50/10 Visits
Aqua Exercise	Resident: Non-Resident:	\$40.00 / Session \$50.00 / Session	Adult Discount Cards	Resident: Non-Resident:	\$67.50/10 Visits \$78.50/10 Visits
Youth Season Pass	Resident: Non-Resident:	\$104 \$131	Adult Season Pass	Resident: Non-Resident:	\$125 \$157
Family Season Pass: 2 in Family	Resident: Non-Resident:	\$184 \$230	Family Season Pass: 3 in Family	Resident: Non-Resident:	\$263 \$329
Group Rate / Day Care	Resident: Non-Resident:	\$5.50 \$6.75	Birthday Parties	Captain Cook Billy Bones Additional Guest	\$214 \$274 \$7.00

Department General Government

Fund General

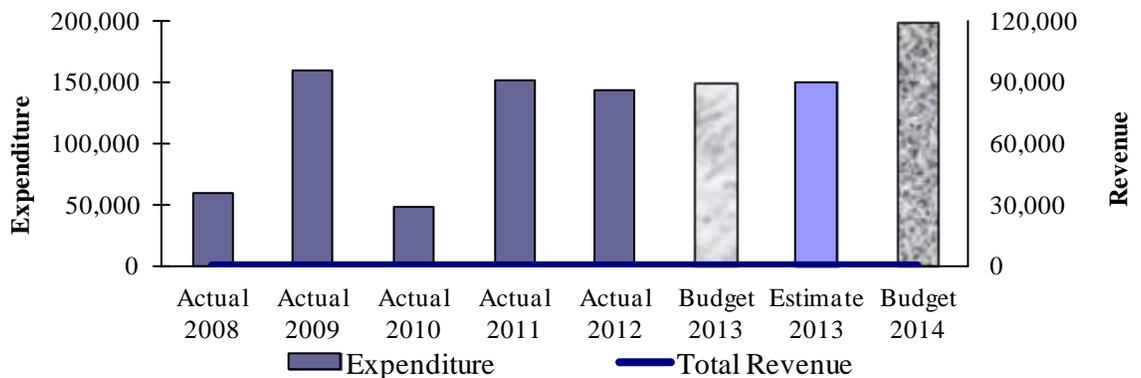
Division Contingency

Account 02.0901

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Percent Change		----	----	----	----	----	----	----
Expenditure								
Personnel	49,201	37,725	10,267	147,737	113,369	146,404	146,404	193,770
Commodities	1,990	-	-	-	-	-	-	-
Contractual	8,568	122,852	35,983	4,686	30,441	3,596	3,596	6,230
Capital	-	-	1,889	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	59,759	160,577	48,139	152,423	143,810	150,000	150,000	200,000
Percent Change		168.71%	-70.02%	216.63%	-5.65%	4.30%	0.00%	33.33%
Employees FTE								
Percent Change FTE		----	----	----	----	----	----	----



Department General Government

Fund General

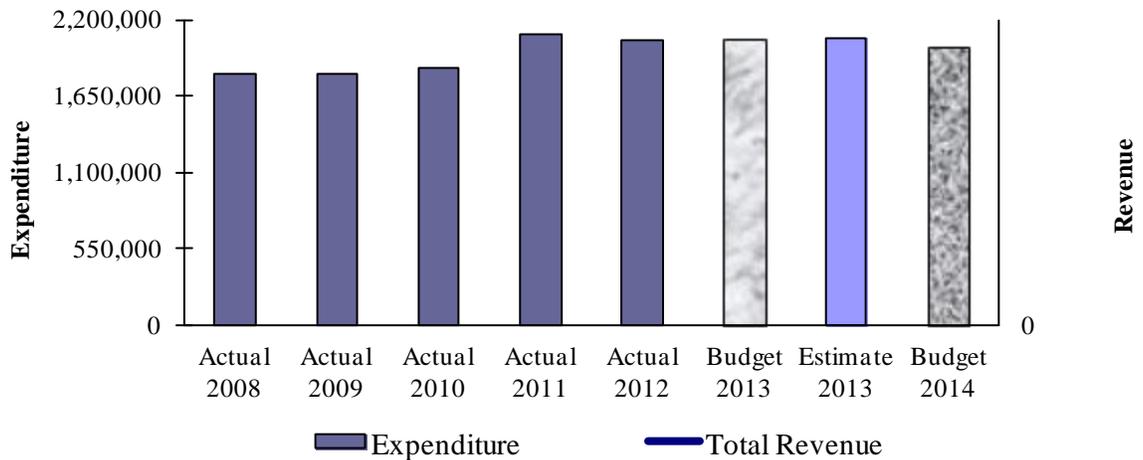
Division Debt Service

Account 02.1401

Description The Debt Service division accounts for the General Fund's debt service payments.

The debt service payments are for the following contractual obligations:

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Selbe Lease	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Brownsfield Loan	100,063	100,063	100,063	100,063	-	-	-	-
Computer Equipment								
Leases	-	-	56,665	113,331	113,331	113,331	113,331	56,665
Security/Phone								
Equipment Lease	-	-	-	152,947	152,947	152,947	152,947	152,947
Fire Trucks Lease	118,393	118,393	118,393	118,393	118,393	118,393	118,393	118,393
Qualified Energy								
Conservation Bonds				23,415	87,068	89,903	89,903	92,815
Civic Center COPS	1,575,850	1,571,752	1,570,706	1,573,314	1,574,000	1,573,000	1,573,000	1,573,000
Totals	1,809,306	1,805,208	1,860,827	2,096,463	2,060,739	2,062,574	2,062,574	2,008,820
History and Budget								
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	4,850	4,400	3,949	3,321	4,424	7,000	7,000	7,000
Capital	-	-	-	-	-	-	-	-
Debt Service	1,804,456	1,800,808	1,856,878	2,093,142	2,052,526	2,055,574	2,055,574	2,001,820
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,809,306	1,805,208	1,860,827	2,096,463	2,056,950	2,062,574	2,062,574	2,008,820
Percent Change		-0.23%	3.08%	12.66%	-1.88%	0.27%	0.00%	-2.61%
Employees FTE	N/A							
Percent Change FTE		---	---	---	---	---	---	---



Department General Government

Fund General

Division Debt Service

Account 02.1401

Schedules of Debt Service Requirements

Certificates of Participation, Series 2005 Refunding

Civic Center Project

Table with columns: Year, Total Debt Service, Englewood Environmental Foundation, Inc. (Rate, Principal, Interest, Total), and Qualified Energy Conservation Bonds - 2010 (Rate, Principal, Interest, Credit, Total). Rows include years 2014-2034 and a 2035-2065 period, ending with a Totals row.

2007 Capital Lease - Two Fire Trucks

2010 Capital Lease-Security/Phone/Deicer Equipment

Table with columns: Year, Rate, Principal, Interest, Total for both the 2007 and 2010 capital leases. Rows include years 2014-2017 and a Totals row.

1997 Ground Sublease

2010 Capital Lease-Computer Equipment

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

Table with columns: Year, Rate, Principal, Interest, Total for the 2010 Capital Lease-Computer Equipment. Rows include year 2014 and a Totals row.

Certificates of Participation The Englewood Environmental Foundation, Inc. (EEF) created in 1997, is a separate legal entity. On December 29, 1998, the City entered into a lease purchase agreement (capital lease) with the EEF for the Englewood Civic Center. The lease represents a legal outstanding economic debt of the City to the EEF, a separate legal entity and not an advance. The lease purchase agreement is renewable annually and lease payments are subject to annual appropriation by the City.

On December 29, 1998, the EEF issued Series 1998 Certificates of Participation dated December 1, 1998 to finance the acquisition and renovation of an existing building for use as a Civic Center (the leased property) and the construction of various public improvements adjacent to the Civic Center. The Certificates have been issued in connection with a lease from the City to the EEF and a lease back to the City by the EEF.

Department General Government

Fund General

Division Debt Service

Account 02.1401

On October 4, 2005, the EEF issued \$18,880,000 Refunding Certificates of Participation, Series 2005, to provide resources to purchase U.S. Treasury Notes that were placed in an irrevocable trust for the purpose of generating resources for all future debt service payment of \$18,125,000 Series 1998 Certificates of Participation. The 2005 Certificates bear interest at 3.25% to 4% and consist of term certificates due June 1, 2020. Interest is payable semiannually on June 1 and December 1. The Certificates are subject to redemption at par prior to maturity on any date on or after June 1, 2016. The Certificates are subject to mandatory redemption beginning June 1, 2017 for certificates maturing on June 1, 2020. Repayment of both principal and interest on the Certificates are insured by MBIA Insurance Corporation.

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

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

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

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

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

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

Selbe Lease On December 8, 1997, the City entered into a ground sublease with Cindermaak Associates for the land under the RTD parking lot adjacent to the light rail line and north of the Civic Center. This ground lease ends on February 1, 2065.

Department General Government

Fund General

Revenue Item Transfers In (Out)

Account 02.1501

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Other Financing Sources-Transfers In								
Donors Fund	-	30,000	-	-	-	-	-	-
Neighborhood Stabilization Program Fund	-	-	47,052	396,130	312,726	-	-	-
Public Improvement Fund	1,813,789	348,456	747,956	471,815	635,517	989,574	989,574	835,820
Golf Course Fund	-	100,000	-	-	-	-	-	63,000
Central Services Fund	100,000	50,000	-	100,000	-	50,000	50,000	50,000
ServiCenter Fund	60,000	-	200,000	100,000	100,000	100,000	100,000	300,000
Capital Equipment Replacement Fund	-	-	446,477	-	-	-	-	-
Risk Management Fund	-	-	450,000	546,000	920,000	-	-	-
Employee Benefits Fund	-	500,000	200,000	165,000	-	-	-	-
Long-Term Asset Reserve	-	-	-	-	-	-	-	-
Total Other Sources	1,973,789	1,028,456	2,091,485	1,778,945	1,968,243	1,139,574	1,139,574	1,248,820
Percent Change		-47.89%	103.36%	-14.94%	10.64%	-42.10%	0.00%	9.59%
Other Financing Uses-Transfers Out								
Neighborhood Stabilization Program Fund	-	-	750,000	-	110,329	-	-	-
Public Improvement Fund	408,915	177,011	-	-	434,000	-	-	-
Risk Management Fund	-	-	-	-	715,000	-	-	-
Employee Benefits Fund	-	-	-	-	80,000	-	-	-
Total Other Uses	408,915	177,011	750,000	-	1,339,329	-	-	-
Percent Change		-56.71%	323.70%	-100.00%	----	-100.00%	----	----
Net Other Financing Sources (Uses) of Funds								
	1,564,874	851,445	1,341,485	1,778,945	628,914	1,139,574	1,139,574	1,248,820
Percent Change	72.07%	-45.59%	57.55%	32.61%	-64.65%	81.20%	0.00%	9.59%

Department General Government

Fund General

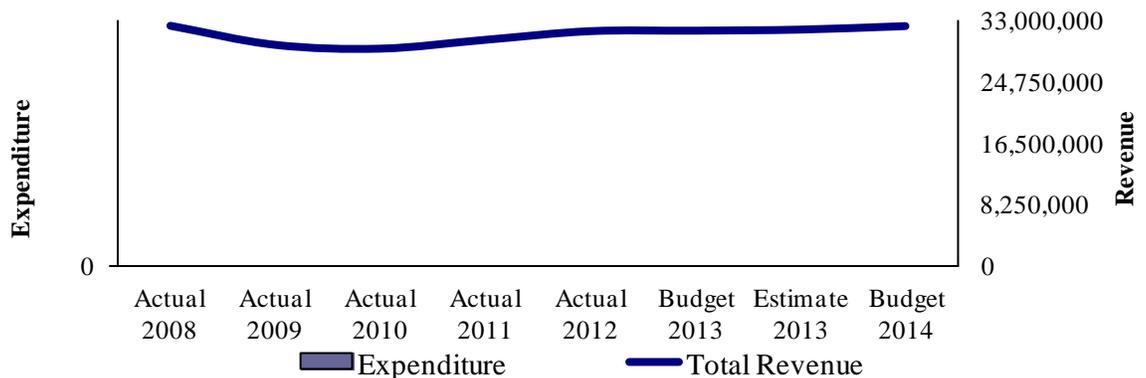
Revenue Item General Revenue

Account 02.9999

Description This division accounts for the general revenue of the General Government not already budgeted for in other General Fund divisions.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	28,790,034	26,552,576	26,976,150	27,809,360	28,612,628	28,724,829	28,693,277	29,269,503
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	58,079	24,440	28,977	28,265	28,942	28,977	29,160	29,160
Charges for Services	2,167,170	2,042,067	2,042,067	2,042,067	2,042,067	2,075,000	2,237,227	2,090,000
Fines & Forfeitures	195	180	198	64	-	2,000	(47,950)	2,000
Investment Income	515,347	227,118	100,207	90,947	82,129	99,054	5,500	5,500
Other	137,198	360,079	83,236	70,310	256,674	70,000	218,706	188,706
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	599,143	611,837	105,125	425,159	551,295	638,829	638,829	638,829
Total Revenue	32,267,166	29,818,297	29,335,960	30,466,172	31,573,735	31,638,689	31,774,749	32,223,698
Percent Change		-7.59%	-1.62%	3.85%	3.64%	0.21%	0.43%	1.41%
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	-	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	-							
Percent Change		----						



Department General Government

Fund General

Revenue Item General Property Tax

Account / Source 02.9999.31101 / Taxes

Authorization EMC Article X Finance Administration Part I Budget Paragraph 89 Certification of Tax Levy

Description Ad valorem tax on all real property within municipal boundaries and all tangible personal property within municipal boundaries not exempted by 39-3-1-1 CRS, as amended.

Fee Schedule 5.880 mills

Date Last Changed 1992

Previous Fee Schedule 5.419 mills

Formula Method Certified Assessed Valuation X Mill Levy / 1,000 less allowance for abatements and refunds = Revenue

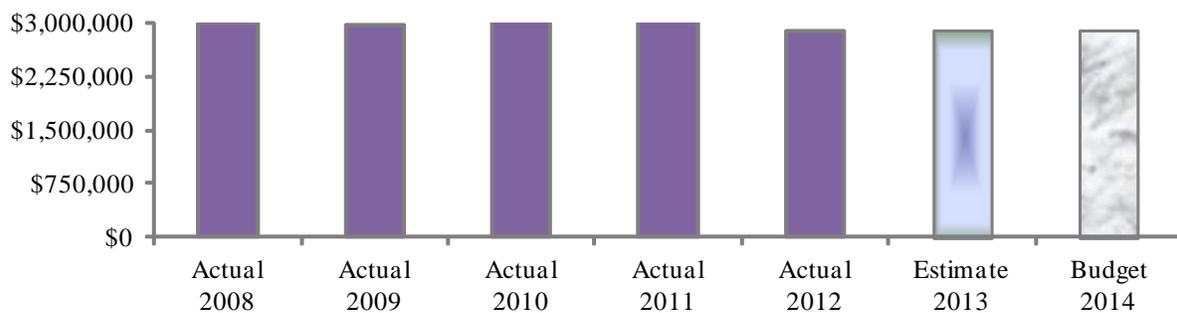
$$\$418,913,060 \times 5.880 \text{ mills} / 1,000 - \$38,208.79 = \$2,425,000$$

Projection Method Historical

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

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 2,995,990	\$ 2,971,303	\$ 3,020,884	\$ 3,017,000	\$ 2,874,816	\$ 2,898,000	\$ 2,898,000
% Change	14.21%	-0.82%	1.67%	-0.13%	-4.71%	0.81%	0.00%



Department General Government

Fund General

Revenue Item Specific Ownership Tax

Account / Source 02.9999.31201 / Taxes

Authorization CRS 42-3-101

Description A tax levied by the Colorado General Assembly on all motor vehicles, wheeled trailers, semi-trailers, trailer coaches, mobile homes, and self-propelled construction equipment. Collected by County Treasurer and remitted to the City on or about the 15th of each month.

Fee Schedule Tax schedules are established by the Colorado assembly based on age and type of vehicle (42-3-106 CRS). Revenues are allocated to each city based on their pro rata share of the aggregate dollar amount of ad valorem taxes levied in the County during the preceding year per CRS 42-3-107(24)(a).

Date Last Changed NA

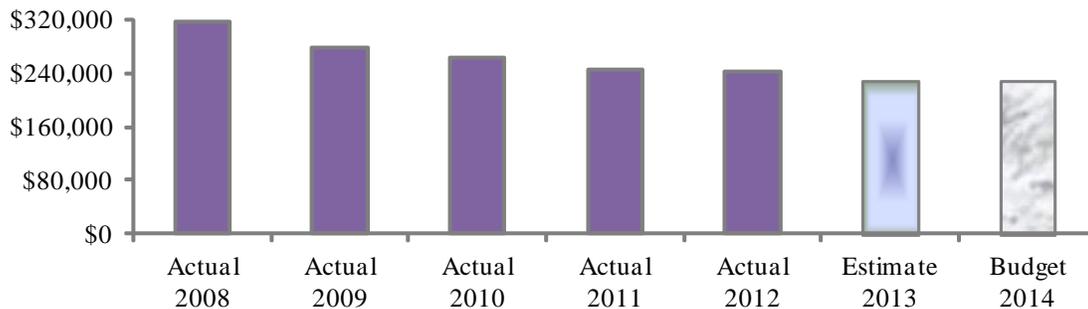
Previous Fee Schedule NA

Formula Method NA

Projection Method Estimate based on previous experience and evaluation of future economic conditions in the automotive industry.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 316,242	\$ 276,414	\$ 263,434	\$ 246,062	\$ 243,293	\$ 230,000	\$ 230,000
% Change	-7.38%	-12.59%	-4.70%	-6.59%	-1.13%	-5.46%	0.00%



Department General Government

Fund General

Revenue Item Retail Sales Tax

Account / Source 02.9999.31301 / Taxes

Authorization EMC 4-4-4-2

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

Fee Schedule 3.5%

Date Last Changed 1987 Effective 1-1-1988

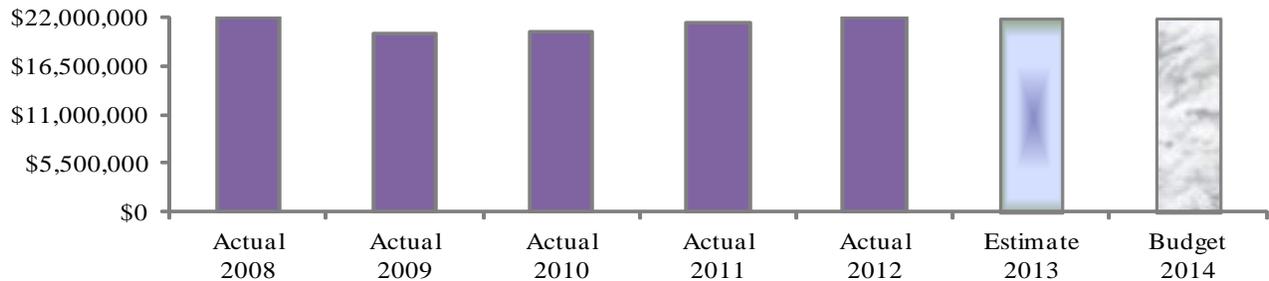
Previous Fee Schedule 3.0%

Formula Method Taxable sales X 3.5% = Revenue

Projection Method Projections of sales tax revenue are based on historical data of collections, factored by local data for Englewood

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 21,984,771	\$ 20,128,106	\$ 20,241,769	\$ 21,298,096	\$ 21,893,273	\$ 21,907,549	\$ 21,907,549
% Change	-2.17%	-8.45%	0.56%	5.22%	2.79%	0.07%	0.00%



Department General Government

Fund General

Revenue Item Use Tax

Account / Source 02.9999.31302 / Taxes

Authorization EMC 4-4-5-3

Description The tax on the use, consumption or storage within the municipal boundaries of tangible personal property purchased at retail from sources outside of Englewood corporate limits.

Fee Schedule 3.5%

Date Last Changed 1987 Effective 1-1-1988

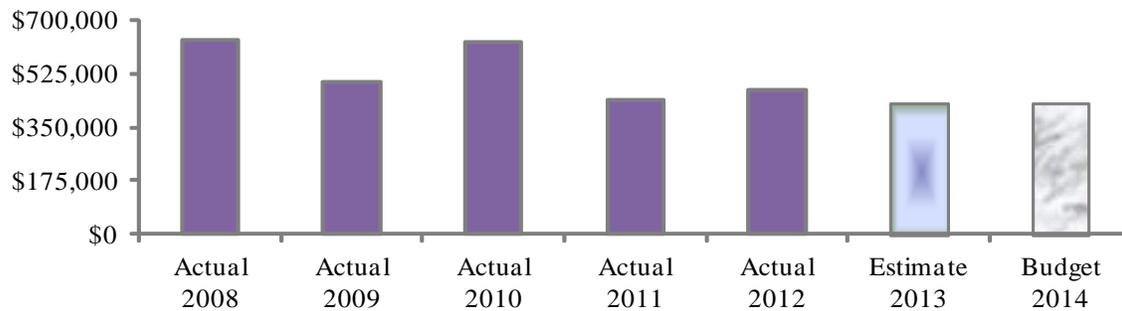
Previous Fee Schedule 3.0%

Formula Method Purchases X 3.5% = Revenue

Projection Method Estimate calculated by evaluating economic conditions and local business conditions. Audit activity is also taken into account.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 632,996	\$ 496,553	\$ 624,746	\$ 439,014	\$ 470,345	\$ 428,728	\$ 428,728
% Change	125.44%	-21.56%	25.82%	-29.73%	7.14%	-8.85%	0.00%



Department General Government

Fund General

Revenue Item Cigarette Tax

Account / Source 02.9999.31401 / Taxes

Authorization CRS 39-22-623

Description A tax levied by the State on the cigarette wholesaler of \$.20 per pack. The State distributes 27% of gross cigarette tax.

Fee Schedule Cities and towns' distribution is based on the pro rata share of state sales tax collections in the previous year.

Date Last Changed 1987

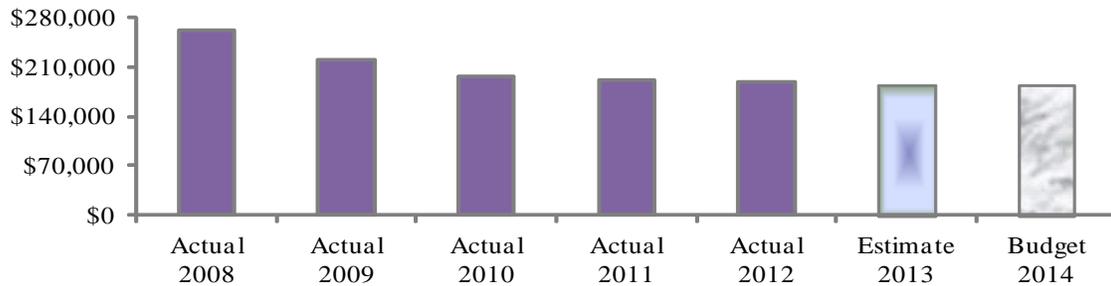
Previous Fee Schedule State tax of 10 mills per pack.

Formula Method N/A

Projection Method Estimate based on previous collections.

Comments Change in State and Federal cigarette tax will change revenue. Likely to increase rate periodically to discourage smoking.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 261,743	\$ 218,449	\$ 196,320	\$ 190,763	\$ 189,618	\$ 184,000	\$ 184,000
% Change	-6.11%	-16.54%	-10.13%	-2.83%	-0.60%	-2.96%	0.00%



Department General Government

Fund General

Revenue Item Electricity and Natural Gas Franchise Tax

Account / Source 02.9999.31501 / Taxes

Authorization Ordinance No. 14, Series of 1988

Description Franchise tax levied on Xcel Energy (formerly Public Service Company of Colorado)

Fee Schedule 3% of gross revenues derived from the sale of electric energy and gaseous fuel.

Date Last Changed N/A

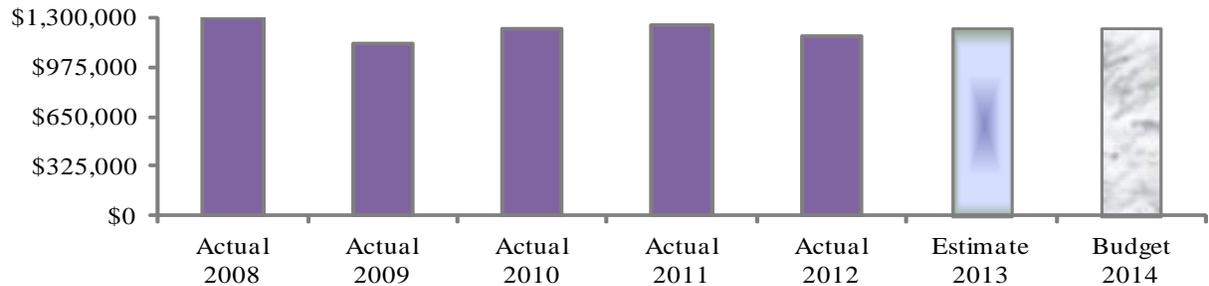
Previous Fee Schedule N/A

Formula Method Sales X 3%

Projection Method Estimate, since this varies with weather conditions and utility rates.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,299,146	\$ 1,123,751	\$ 1,230,496	\$ 1,254,050	\$ 1,181,930	\$ 1,236,000	\$ 1,236,000
% Change	14.61%	-13.50%	9.50%	1.91%	-5.75%	4.57%	0.00%



Department General Government

Fund General

Revenue Item Franchise Tax – Water Utility

Account / Source 02.9999.31503 / Taxes

Authorization City Budget Policy

Description Franchise tax on Water Utility

Fee Schedule 3% of budgeted gross water sales.

Date Last Changed N/A

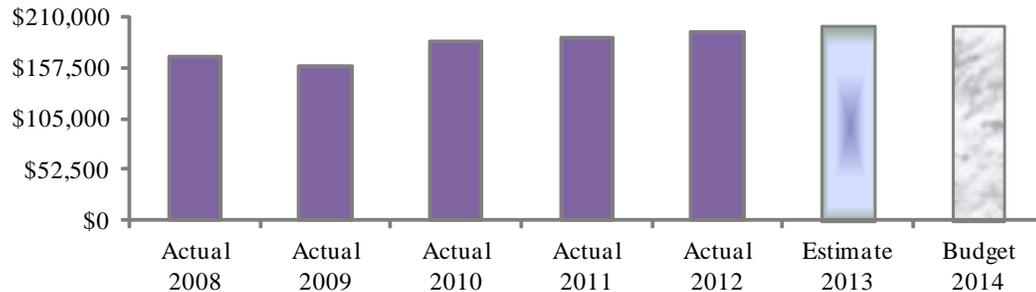
Previous Fee Schedule N/A

Formula Method 3% X budgeted water sales revenues.

Projection Method See Water Fund for projected water sales.

Comments This is an accounting funds transfer from the Water Fund.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 169,061	\$ 158,881	\$ 184,732	\$ 188,490	\$ 193,520	\$ 200,000	\$ 200,000
% Change	8.34%	-6.02%	16.27%	2.03%	2.67%	3.35%	0.00%



Department General Government

Fund General

Revenue Item Franchise Tax – Sewer Utility

Account / Source 02.9999.31504 / Taxes

Authorization City Budget Policy

Description Franchise Tax on City Sewer Utility.

Fee Schedule 3% of budgeted sewer disposal revenue.

Date Last Changed N/A

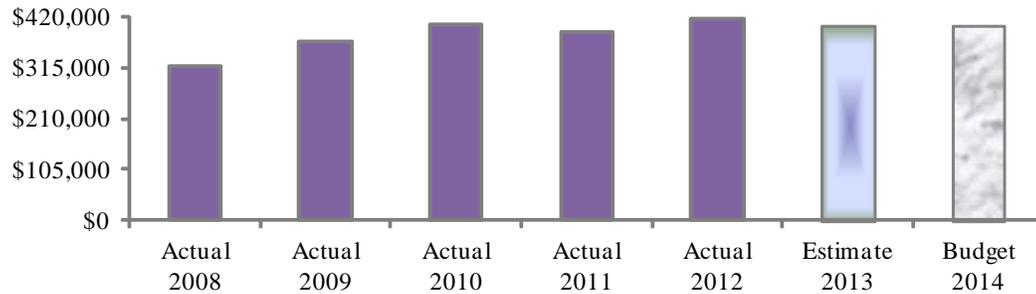
Previous Fee Schedule N/A

Formula Method 3% X budgeted sewer disposal revenues.

Projection Method See Sewer Fund for projected sewer disposal revenues.

Comments This is an accounting transfer from the Sewer Fund.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 316,587	\$ 369,410	\$ 403,736	\$ 388,264	\$ 417,271	\$ 400,000	\$ 400,000
% Change	12.22%	16.69%	9.29%	-3.83%	7.47%	-4.14%	0.00%



Department General Government

Fund General

Revenue Item Cable TV Permit Fee

Account / Source 02.9999.31505 / Taxes

Authorization Contract

Description Permit fee on cable television services.

Fee Schedule 5% of gross revenues of cable television.

Date Last Changed N/A

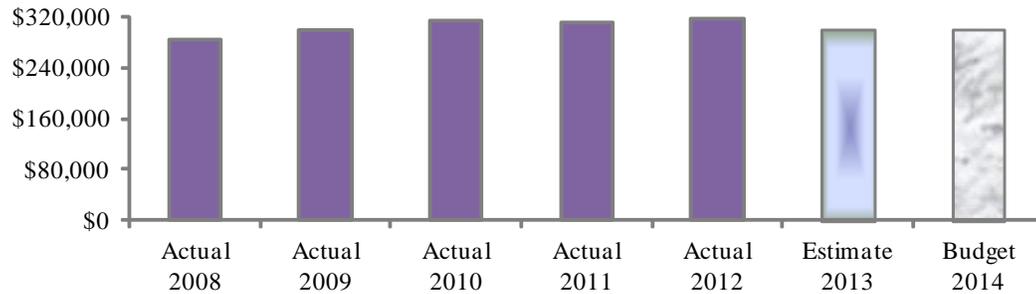
Previous Fee Schedule N/A

Formula Method Estimated revenues X 5%

Projection Method Estimate based on previous collections.

Comments Originated in 1980. Current permit grantee is AT&T Broadband.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 285,169	\$ 298,646	\$ 312,167	\$ 311,749	\$ 317,219	\$ 300,000	\$ 300,000
% Change	7.63%	4.73%	4.53%	-0.13%	1.75%	-5.43%	0.00%



Department General Government

Fund General

Revenue Item Basic Local Exchange Telecommunications Tax

Account / Source 02.9999.31506 / Taxes

Authorization Ordinance 46, Series of 2000

Description Franchise tax on local exchange services

Fee Schedule The lesser \$.55 per line per month or \$160,000 per year.

Date Last Changed N/A

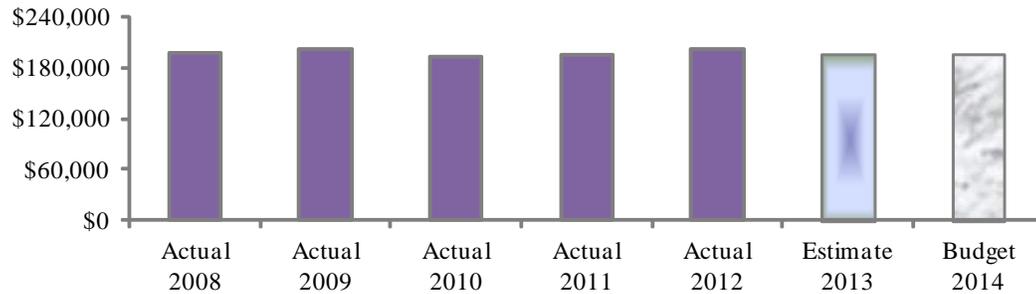
Previous Fee Schedule N/A

Formula Method The lesser of the number of lines X \$.55 X 12, or \$160,000 per year.

Projection Method Estimate based on prior collections.

Comments Adopted June, 2000. Repealed Title 4, Chapter 5 and replaced with this tax.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 211,948	\$ 215,405	\$ 217,750	\$ 232,577	\$ 231,358	\$ 233,552	\$ 233,552
% Change	6.59%	1.63%	1.09%	6.81%	-0.52%	0.95%	0.00%



Department General Government

Fund General

Revenue Item Waste Transfer Surcharge

Account / Source 02.9999.31507 / Taxes

Authorization EMC 4-7-3

Description Surcharge on disposal of trash at a waste transfer site.

Fee Schedule \$.50 on each cubic yard of trash.

Date Last Changed 2011, Effective 1-1-2012

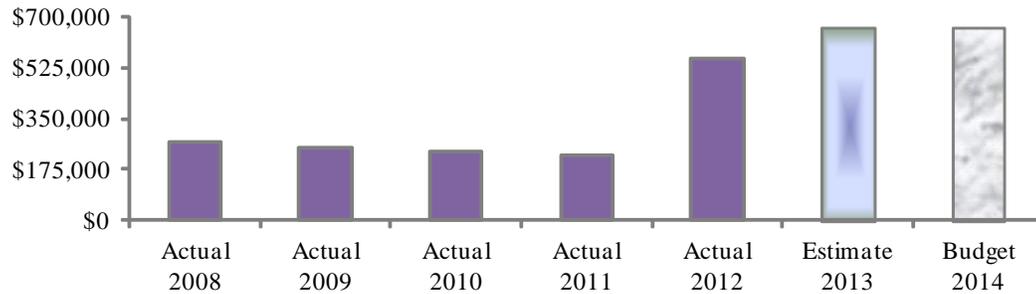
Previous Fee Schedule N/A

Formula Method \$.20 / cubic yard of trash

Projection Method Estimate based on previous collections.

Comments Rate increase established by Ordinance #56, Series of 2011.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 271,033	\$ 250,671	\$ 235,869	\$ 220,660	\$ 553,305	\$ 662,000	\$ 662,000
% Change	-6.25%	-7.51%	-5.90%	-6.45%	150.75%	19.64%	0.00%



Department General Government

Fund General

Revenue Item Liquor Occupational Tax

Account / Source 02.9999.31508 / Taxes

Authorization EMC 5-3B

Description A tax levied on the businesses selling malt or vinous liquors within the City.

Type of License	Occupational	No of	No of	Budget
	Tax	Licenses	Licenses	
	2013/2012	2013	2012	2014
Beer and Wine	\$ 450.00	5	2	\$ 2,250
Club	\$ 450.00	2	2	\$ 900
Hotel/Restaurant	\$ 650.00	29	30	\$ 18,850
Retail Liquor & Drug Store	\$ 300.00	14	14	\$ 4,200
Tavern	\$ 650.00	9	8	\$ 5,850
3.2 Beer Off Premise	\$ 300.00	17	17	\$ 5,100
3.2 Beer On Premise	\$ 450.00	0	0	\$ -
Arts	\$ -	0	0	\$ -
Brew Pub	\$ 750.00	0	0	\$ -
Optional Premises	\$ 650.00	0	0	\$ -
Optional Premises with Hotel/ Restaurant License	\$100.00 each	0	0	\$ -
Bed and Breakfast	\$ -	0	0	\$ -
Mini Bar	\$ 450.00	0	0	\$ -
Totals		76	73	\$ 37,150

Date Last Changed N/A

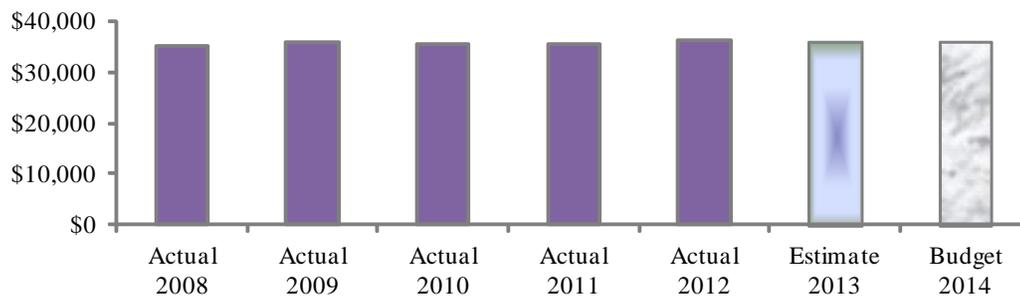
Previous Fee Schedule N/A

Formula Method Number of licenses X License Fee.

Projection Method Estimate.

Comments Enacted 1980

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 35,272	\$ 35,847	\$ 35,440	\$ 35,603	\$ 36,285	\$ 36,000	\$ 36,000
% Change	11.06%	1.63%	-1.14%	0.46%	1.91%	-0.78%	0.00%



Department General Government

Fund General

Revenue Item Denver Metro Major League Baseball Stadium District Tax

Account / Source 02.9999.32566 / Taxes

Authorization Colorado State Statute 32-14-104 – 32-14-133

Description Re-payment of taxes collected above the required debt service.

Fee Schedule N/A

Date Last Changed N/A

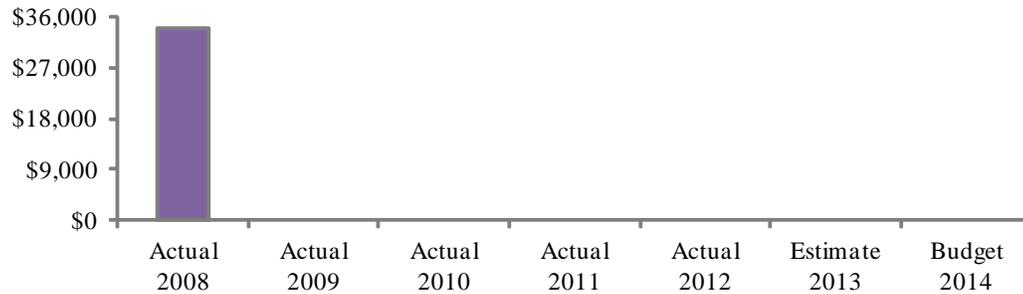
Previous Fee Schedule N/A

Formula Method N/A

Projection Method N/A

Comments The repayment of taxes collected in excess of debt services ended in 2008.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 34,011	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% Change	-20.00%	-100.00%	----	----	----	----	----



Department General Government

Fund General

Revenue Item Intergovernmental Charges for Services

Account / Source 02.9999.33202 / Charges for Services

Authorization Policy

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

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

Date Last Changed N/A

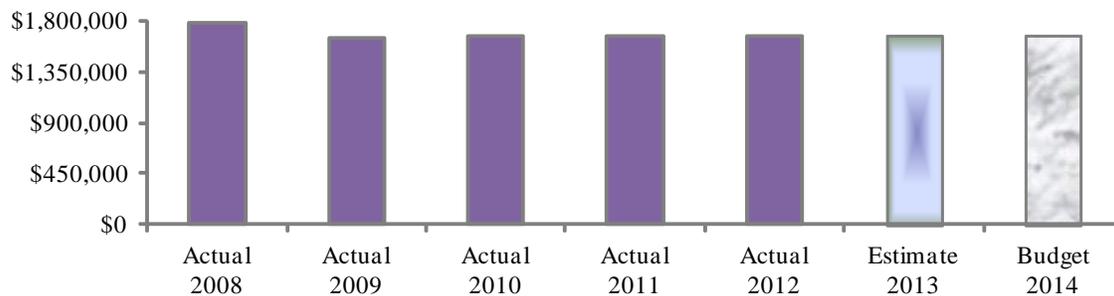
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate until study complete.

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,781,482	\$ 1,646,559	\$ 1,658,455	\$ 1,670,091	\$ 1,659,643	\$ 1,675,000	\$ 1,675,000
% Change	13.41%	-7.57%	0.72%	0.70%	-0.63%	0.93%	0.00%



Department General Government

Fund General

Revenue Item LEWWTP Administration Charge

Account / Source 02.9999.33291 / Charges for Services

Authorization Contract with City of Littleton

Description Administration charge to Littleton for share of General Fund administrative costs for Littleton/Englewood Wastewater Treatment Plant.

Fee Schedule 3% of total operating budget for Littleton/Englewood Wastewater Treatment Plant.

Date Last Changed N/A

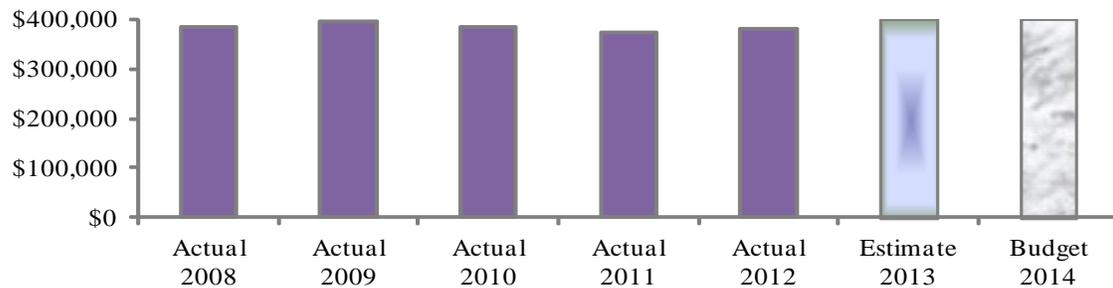
Previous Fee Schedule N/A

Formula Method Operating Costs X 3%

Projection Method N/A

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 385,688	\$ 395,508	\$ 383,612	\$ 371,976	\$ 382,424	\$ 400,000	\$ 400,000
% Change	11.44%	2.55%	-3.01%	-3.03%	2.81%	4.60%	0.00%



Department General Government

Fund General

Revenue Item Net Rental Income from Englewood McLellan Reservoir Foundation

Account / Source 02.9999.37153 / Transfer In

Authorization Ordinance No. 41 Series 1999; July 19, 1999

Description The Englewood/McLellan Reservoir Foundation (EMRF) oversees the development and leasing of the property near the McLellan Reservoir. Any development of the site must protect the McLellan Reservoir water and ecological resources and quality thereof. Although these properties are located outside the incorporated boundaries of the City of Englewood, they represent a revenue opportunity for the City. The development sites are located adjacent to the four corners of the C470 and Lucent Boulevard intersection and comprise approximately 160 acres. In 2008, RTD purchased approximately 11 acres of EMRF property and is committed to locating the Lucent Light Rail Station at that site as part of FasTracks--Douglas County supports a transit oriented development at this location.

Fee Schedule Per terms outlined in negotiated lease agreements with tenants net of operating expenses.

Date Last Changed N/A

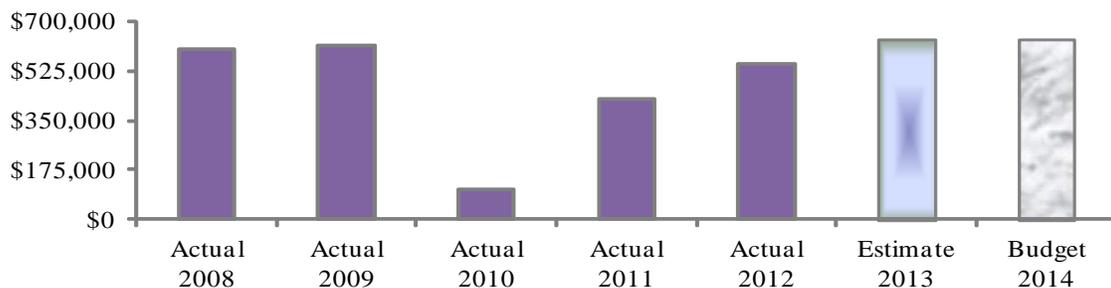
Previous Fee Schedule N/A

Formula Method Per terms outlined in negotiated lease agreements with tenants net of operating expenses.

Projection Method N/A

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 599,143	\$ 611,837	\$ 105,125	\$ 425,159	\$ 551,295	\$ 638,829	\$ 638,829
% Change		2.12%	-82.82%	304.43%	29.67%	15.88%	0.00%





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Special Revenue Funds

Special Revenue Funds account for funds that are legally restricted to specified expenditures.

Conservation Trust Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.

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

Community Development Fund – Accounts for the operation revenue and expenditures of Englewood's "circulator" shuttle, *art*, which is funded in part by the Regional Transportation District. *art* provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.

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

Parks and Recreation Trust Fund – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.

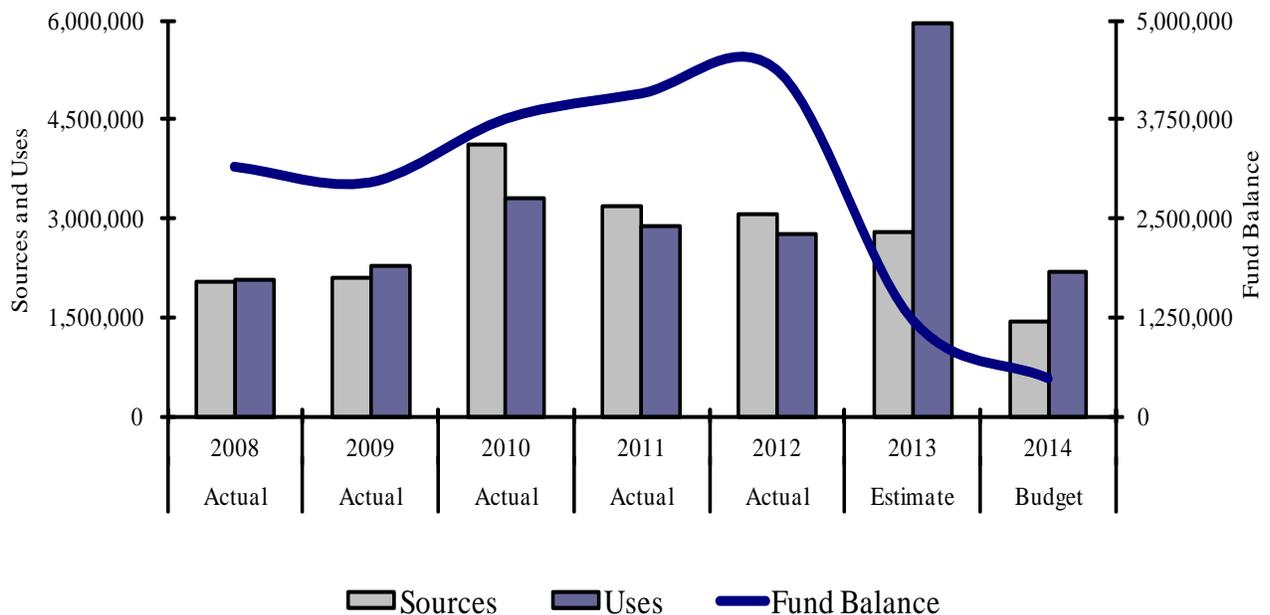
Open Space Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on January 1, 2004 and expires on December 31, 2023.

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

Special Revenue Funds

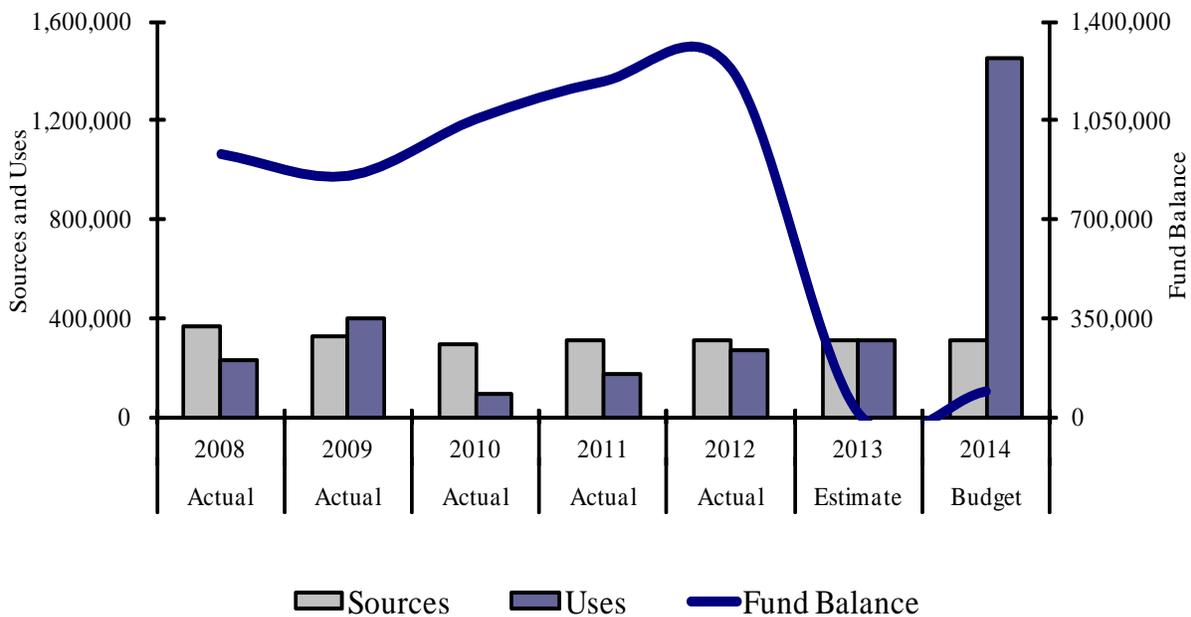
Conservation Trust Fund, Commercial Revolving Loan Fund, Community Development Fund,
Donors Fund, Parks and Recreation Trust Fund, Malley Center Trust Fund,
Surplus and Deficiency Fund, Open Space Fund and Neighborhood Stabilization Program Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$3,174,608	\$3,144,456	\$2,947,345	\$3,752,346	\$4,071,943	\$1,599,435	\$4,367,884	\$1,204,099
Sources of Funds								
Total Revenue	1,879,376	2,091,432	3,355,992	3,014,906	2,681,177	2,618,000	2,789,784	1,438,300
Other Financing Sources	158,000	-	750,000	175,361	383,751	-	-	-
Total Sources of Funds	2,037,376	2,091,432	4,105,992	3,190,267	3,064,928	2,618,000	2,789,784	1,438,300
Uses of Funds								
Total Expenditures	2,067,528	2,207,086	3,253,939	2,474,540	2,314,644	3,595,263	5,756,649	2,175,310
Other Financing Uses	-	81,457	47,052	396,130	454,343	100,000	196,920	-
Total Uses of Funds	2,067,528	2,288,543	3,300,991	2,870,670	2,768,987	3,695,263	5,953,569	2,175,310
Net Sources (Uses) of Funds	(30,152)	(197,111)	805,001	319,597	295,941	(1,077,263)	(3,163,785)	(737,010)
Ending Fund Balance	\$3,144,456	\$2,947,345	\$3,752,346	\$4,071,943	\$4,367,884	\$ 522,172	\$1,204,099	\$ 467,089
Fund Balance Percentage Change								
Funds Designated For:								
Project Completion	1,383,940	1,527,238	1,653,593	2,205,776	2,519,301	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unassigned Fund Balance	\$1,760,516	\$1,420,107	\$2,098,753	\$1,866,167	\$1,848,583	\$ 522,172	\$1,204,099	\$ 467,089



CONSERVATION TRUST FUND (CTF)
Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 794,841	\$ 927,981	\$ 851,312	\$ 1,052,255	\$ 1,184,882	\$ 10,075	\$ 1,229,649	\$ 88,952
Sources of Funds								
<i>Revenue</i>								
Intergovernmental	325,505	302,403	285,885	294,640	302,792	300,000	300,000	300,000
Net Investment Income	40,129	20,778	8,366	11,043	9,868	10,000	10,000	10,000
Total Revenue	365,634	323,181	294,251	305,683	312,660	310,000	310,000	310,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	365,634	323,181	294,251	305,683	312,660	310,000	310,000	310,000
Uses of Funds								
<i>Expenditures</i>								
Cultural and Recreation	232,494	399,850	93,308	173,056	267,893	309,500	1,450,697	337,000
Total Expenditures	232,494	399,850	93,308	173,056	267,893	309,500	1,450,697	337,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	232,494	399,850	93,308	173,056	267,893	309,500	1,450,697	337,000
Net Sources (Uses) of Funds	133,140	(76,669)	200,943	132,627	44,767	500	(1,140,697)	(27,000)
Ending Fund Balance	\$ 927,981	\$ 851,312	\$ 1,052,255	\$ 1,184,882	\$ 1,229,649	\$ 10,575	\$ 88,952	\$ 61,952
Fund Balance Percentage Change	16.75%	-8.26%	23.60%	12.60%	3.78%	-99.14%	741.15%	-30.35%
Funds Designated For:								
Project Completion	519,362	587,731	796,339	1,107,283	1,175,927	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unassigned Fund Balance	\$ 408,619	\$ 263,581	\$ 255,916	\$ 77,599	\$ 53,722	\$ 10,575	\$ 88,952	\$ 61,952



Department Parks and Recreation

Fund Conservation Trust

Revenue Item State Lottery Distribution

Account / Source 03.1301.32563 / Intergovernmental

Authorization CRS 29-21-101

Description State distribution from the proceeds of the State Lottery. The funds received are earmarked for recreation acquisition and operation.

Fee Schedule Distribution based on population. The pro rata share is determined at the time of distribution by the State of Colorado.

Date Last Changed N/A

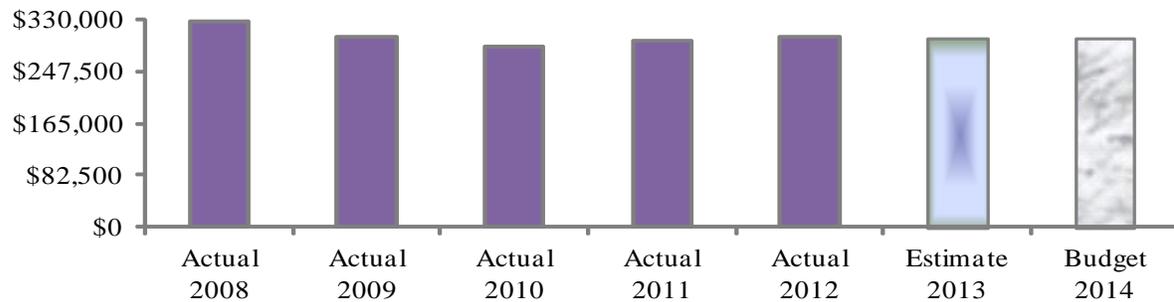
Previous Fee Schedule N/A

Formula Method Based on historical trends.

Projection Method No increase is foreseen.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 325,505	\$ 302,403	\$ 285,885	\$ 294,640	\$ 302,792	\$ 300,000	\$ 300,000
% Change	-0.47%	-7.10%	-5.46%	3.06%	2.77%	-0.92%	0.00%



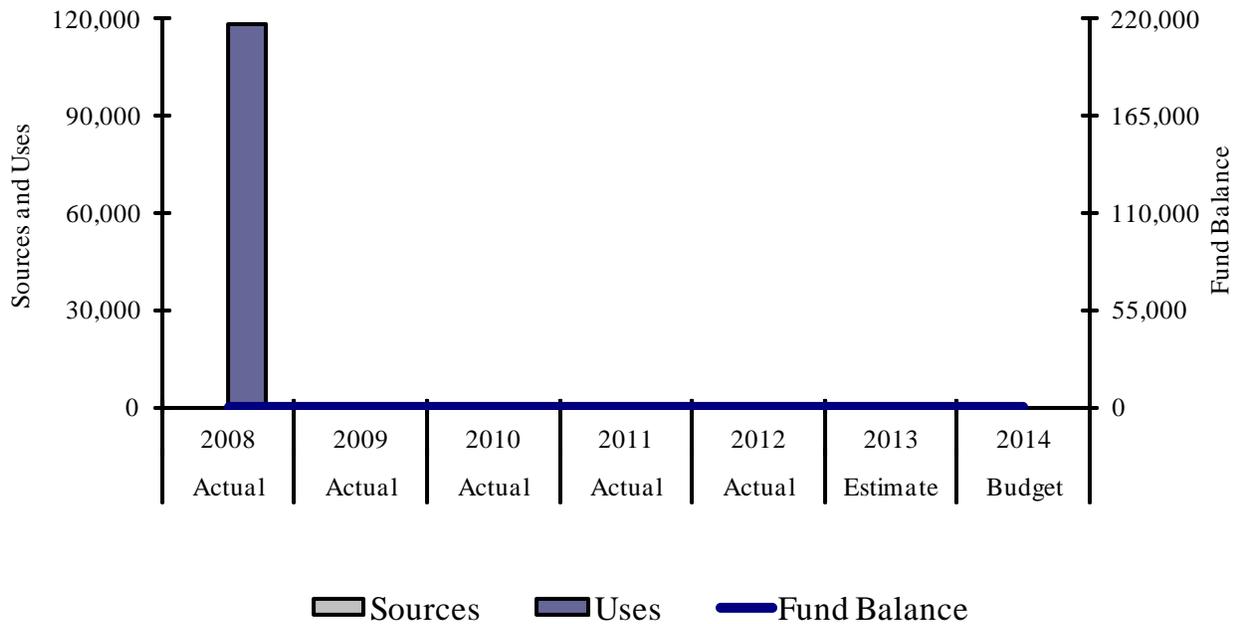
Department Community Development
Fund Commercial Revolving Loan

COMMERCIAL REVOLVING LOAN FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 118,366	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Net Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	-	-	-	-	-	-	-	-
Uses of Funds								
Expenditures								
General Government	118,366	-	-	-	-	-	-	-
Total Expenditures	118,366	-	-	-	-	-	-	-
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	118,366	-	-	-	-	-	-	-
Net Sources (Uses) of Funds	(118,366)	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fund Balance Percentage Change -100.00%

2007 Budget Amended with Resolution No. 35 of Series 2008 based on Contract 53-2007 approved on 5/21/2007 paid the first disbursement of \$100,000 to Micro Business Development Corporation according to Grant Agreement for a Micro Loan and Guarantee Pool program the balance due was paid in 2008.



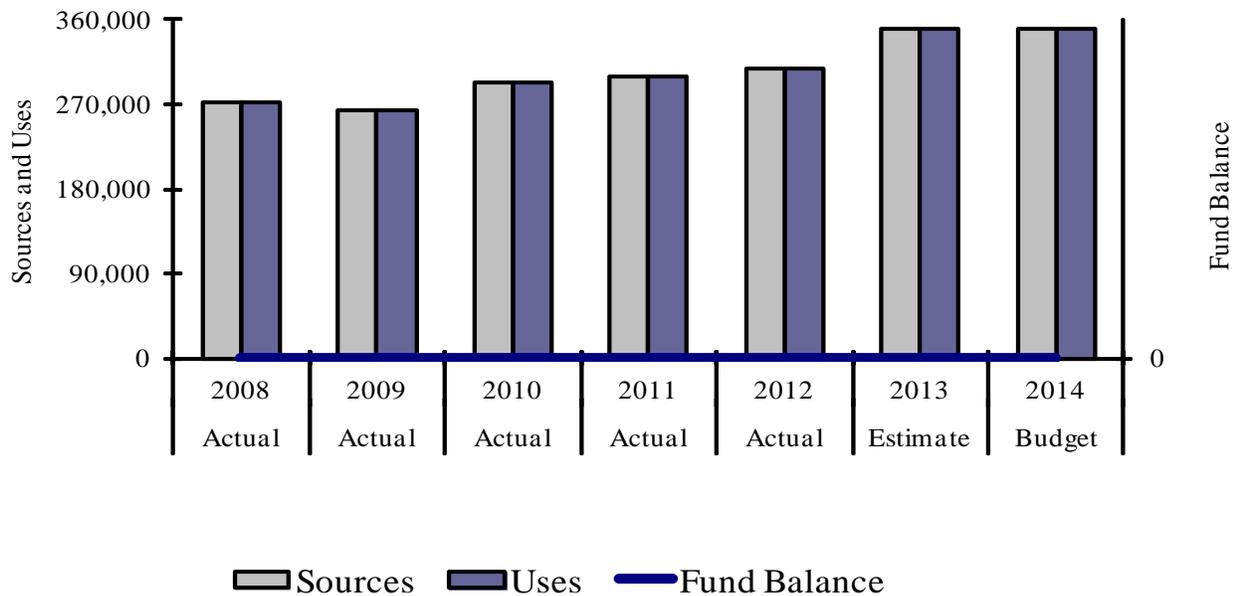
Department Community Development

Fund Community Development

COMMUNITY DEVELOPMENT FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2013</i>	<i>2014</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sources of Funds								
Revenue								
Charges for Services	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Other	-	-	-	-	-	-	-	-
Total Revenue	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Uses of Funds								
Expenditures								
General Government	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Total Expenditures	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	272,031	263,535	293,499	299,303	307,355	350,000	350,000	350,000
Net Sources (Uses) of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance Percentage Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Expenditure Percentage Change		-3.12%	11.37%	1.98%	2.69%	13.87%	0.00%	0.00%



Department Community Development

Fund Community Development

Revenue Item Local Grant

Account / Source 06.0801.32551 / Intergovernmental

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

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

Fee Schedule Estimated fare equivalent \$60,000

Date Last Changed 2012

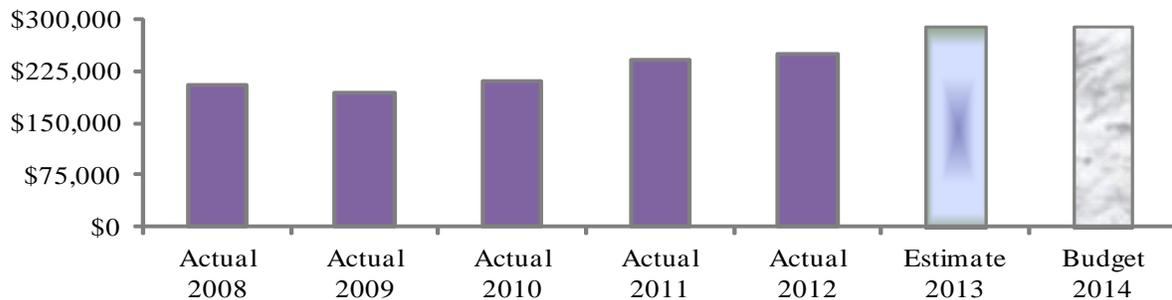
Previous Fee Schedule Estimated fare equivalent \$50,000

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

Projection Method RTD Survey Results

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

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 204,825	\$ 192,822	\$ 209,392	\$ 241,847	\$ 249,900	\$ 289,650	\$ 289,650
% Change	-1.68%	-5.86%	8.59%	15.50%	3.33%	15.91%	0.00%



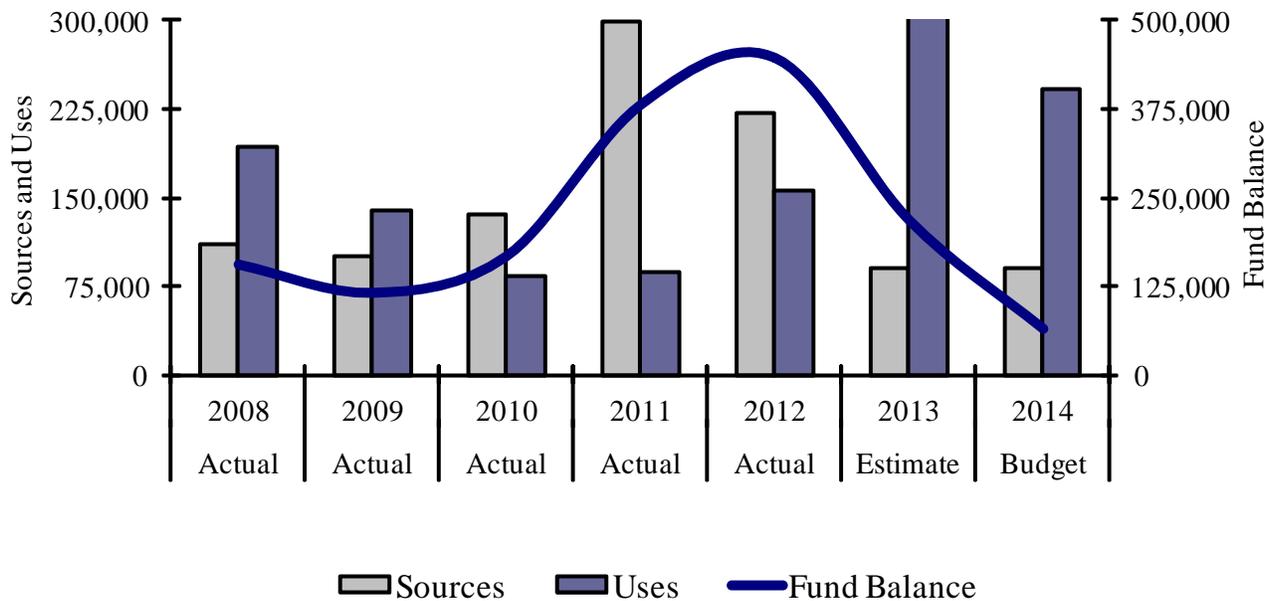
DONORS FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2013</i>	<i>2014</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Fund Balance	\$237,727	\$155,818	\$115,917	\$167,853	\$380,622	\$420,122	\$446,272	\$218,096
Sources of Funds								
Program Revenue								
General Government								
City Council	2,750	2,192	526	-	-	-	-	-
Safety Services								
Fire	498	294	172	781	27,615	1,000	1,707	1,500
Police	48,040	46,361	84,778	262,377	62,686	45,000	45,000	45,000
Cultural and Recreation								
Parks & Recreation	32,349	29,704	25,477	22,684	19,222	31,000	28,000	28,000
Library	15,943	18,108	23,902	11,432	108,842	10,500	10,500	10,500
Total Program Revenue	99,580	96,659	134,855	297,274	218,365	87,500	85,207	85,000
Net Investment Income	10,815	2,885	1,165	2,329	3,055	5,000	5,000	5,000
Total Revenue	110,395	99,544	136,020	299,603	221,420	92,500	90,207	90,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	110,395	99,544	136,020	299,603	221,420	92,500	90,207	90,000
Uses of Funds								
Program Expenditures								
General Government								
City Council	2,447	2,770	521	-	-	780	-	780
Safety Services								
Fire	-	636	672	73	24,925	2,500	2,500	2,500
Police	132,963	53,485	42,362	50,183	95,067	250,000	175,000	200,000
Cultural and Recreation								
Parks & Recreation	39,670	64,623	22,122	22,046	21,151	31,000	30,977	31,000
Library Services	17,224	17,931	18,407	14,532	14,627	109,500	109,906	8,400
Total Uses of Funds	192,304	139,445	84,084	86,834	155,770	393,780	318,383	242,680
Net Sources (Uses) of Funds	(81,909)	(39,901)	51,936	212,769	65,650	(301,280)	(228,176)	(152,680)
Ending Fund Balance	\$155,818	\$115,917	\$167,853	\$380,622	\$446,272	\$118,842	\$218,096	\$65,416
Fund Balance Percentage Change	-34.46%	-25.61%	44.80%	126.76%	17.25%	-73.37%	83.52%	-70.01%

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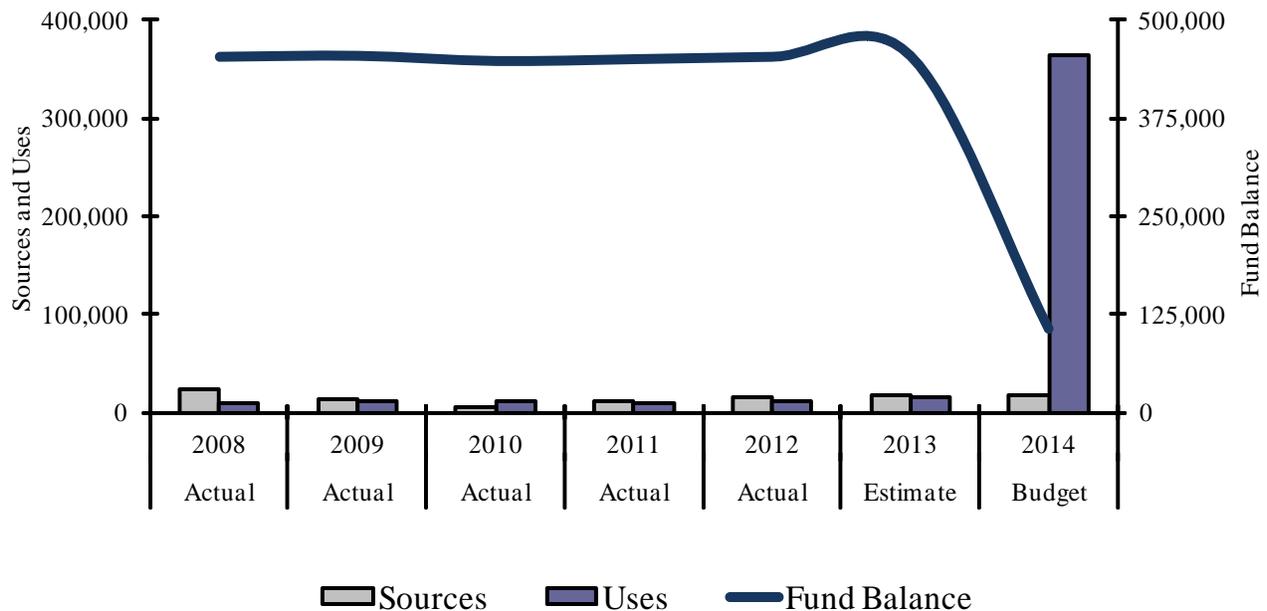
	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Ending Fund Balance Allocation								
General Government								
City Council	1,317	762	771	778	783	18	792	30
Subtotal	1,317	762	771	778	783	18	792	30
Fire	3,864	3,598	3,113	3,861	6,577	940	5,858	4,992
Police	78,440	72,867	116,232	330,278	300,187	67,826	173,550	22,529
Cultural and Recreation								
Parks & Recreation	60,924	27,009	30,495	31,414	29,689	32,205	27,045	24,665
Library Services	11,273	11,681	17,242	14,291	109,036	17,853	10,852	13,200
Subtotal	72,197	38,690	47,737	45,705	138,725	50,058	37,896	37,865
Total	\$155,818	\$115,917	\$167,853	\$380,622	\$446,272	\$118,842	\$218,096	\$ 65,416



Department Parks and Recreation
Fund Parks & Recreation Trust

PARKS & RECREATION TRUST FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 440,641	\$ 454,700	\$ 455,943	\$ 449,303	\$ 451,714	\$ 446,714	\$ 454,647	\$ 455,947
Sources of Funds								
Revenue								
Charges for services	-	-	-	-	1,965	-	1,300	1,300
Net investment income	21,510	9,775	4,460	4,344	3,741	5,000	5,000	5,000
Contributions	895	3,272	200	7,417	9,250	10,000	10,000	10,000
Other	1,300	-	-	-	-	-	-	-
Total Revenue	23,705	13,047	4,660	11,761	14,956	15,000	16,300	16,300
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	23,705	13,047	4,660	11,761	14,956	15,000	16,300	16,300
Uses of Funds								
Expenditures								
Culture & Recreation	9,646	11,804	11,300	9,350	12,023	320,000	15,000	365,000
Total Expenditures	9,646	11,804	11,300	9,350	12,023	320,000	15,000	365,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	9,646	11,804	11,300	9,350	12,023	320,000	15,000	365,000
Net Sources (Uses) of Funds	14,059.00	1,243.00	(6,640.00)	2,411.00	2,933.00	(305,000)	1,300	(348,700)
Ending Fund Balance	\$ 454,700	\$ 455,943	\$ 449,303	\$ 451,714	\$ 454,647	\$ 141,714	\$ 455,947	\$ 107,247
Fund Balance Percentage Change	3.19%	0.27%	-1.46%	0.54%	0.65%	-68.83%	221.74%	-76.48%



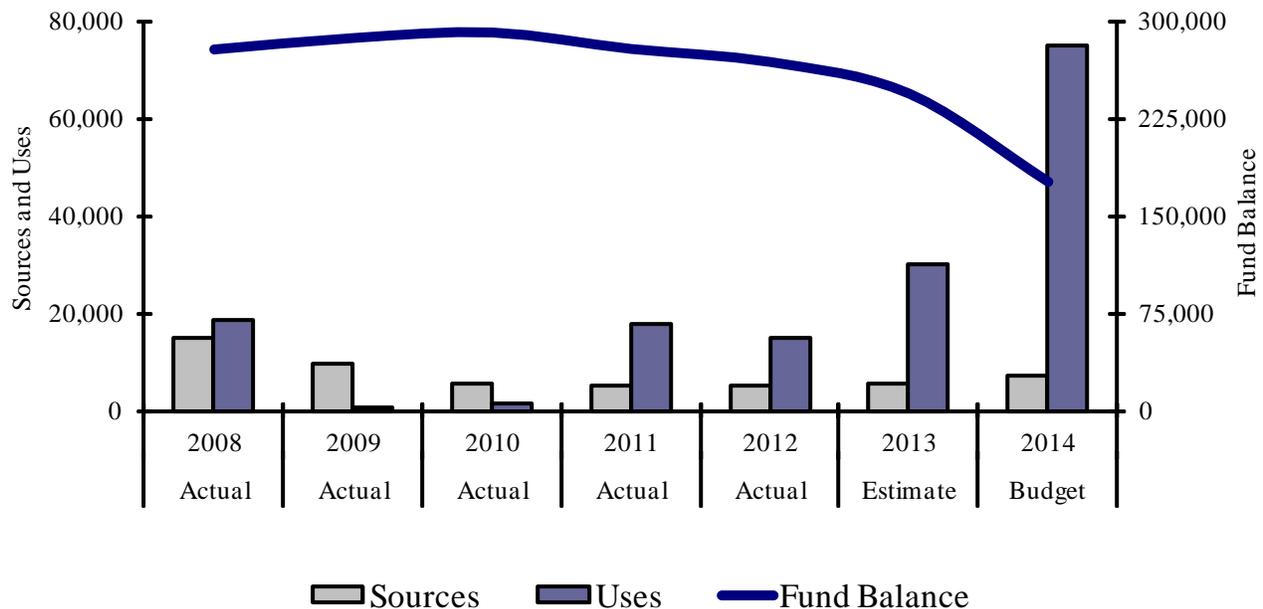
Department Parks and Recreation

Fund Malley Center Trust

MALLEY CENTER TRUST FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

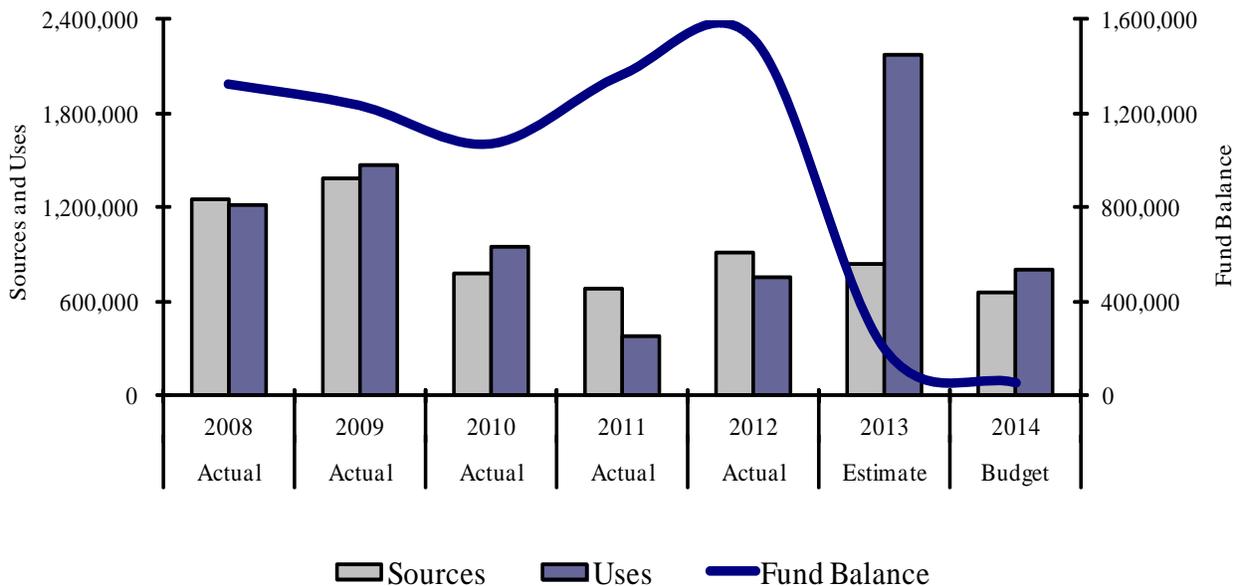
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Fund Balance	\$ 282,087	\$ 278,586	\$ 287,432	\$ 291,667	\$ 279,038	\$ 264,538	\$ 268,974	\$ 244,474
Sources of Funds								
Revenue								
Net investment income	13,659	6,062	2,847	2,816	2,321	3,000	3,000	3,000
Contributions	1,430	3,574	2,618	2,282	2,598	2,500	2,500	4,000
Total Revenue	15,089	9,636	5,465	5,098	4,919	5,500	5,500	7,000
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	15,089	9,636	5,465	5,098	4,919	5,500	5,500	7,000
Uses of Funds								
Expenditures								
Culture and recreation	18,590	790	-	17,727	14,983	20,000	30,000	75,000
Capital outlay	-	-	1,230	-	-	-	-	-
Total Expenditures	18,590	790	1,230	17,727	14,983	20,000	30,000	75,000
Other Financing Uses	-	-	-	-	-	-	-	-
Total Uses of Funds	18,590	790	1,230	17,727	14,983	20,000	30,000	75,000
Net Sources (Uses) of Funds	(3,501)	8,846	4,235	(12,629)	(10,064)	- 14,500	(24,500)	(68,000)
Ending Fund Balance	\$ 278,586	\$ 287,432	\$ 291,667	\$ 279,038	\$ 268,974	\$ 250,038	\$ 244,474	\$ 176,474
Fund Balance Percentage Change	-1.24%	3.18%	1.47%	-4.33%	-3.61%	-7.04%	-2.23%	-27.81%



OPEN SPACE FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Fund Balance	\$ 1,300,946	\$ 1,327,371	\$ 1,236,741	\$ 1,072,979	\$ 1,367,255	\$ 106,003	\$ 1,519,439	\$ 196,630
Sources of Funds								
Revenue								
Intergovernmental								
County Shareback	663,148	583,642	614,153	564,729	602,771	640,000	630,073	630,000
County Grant	382,852	785,015	163,865	107,562	297,354	25,000	207,704	25,000
State Grant	-	-	-	-	-	-	-	-
Local Grant	-	-	-	-	-	-	-	-
Total Intergovernmental	1,046,000	1,368,657	778,018	672,291	900,125	665,000	837,777	655,000
Other	46,522	13,832	9,373	7,602	11,884	10,000	10,000	10,000
Total Revenue	1,092,522	1,382,489	787,391	679,893	912,009	675,000	847,777	665,000
Other Financing Sources	158,000	-	-	-	-	-	-	-
Total Sources of Funds	1,250,522	1,382,489	787,391	679,893	912,009	675,000	847,777	665,000
Uses of Funds								
Expenditures								
Cultural and Recreation	1,224,097	1,391,662	951,153	385,617	759,825	780,000	2,170,586	805,630
Total Expenditures	1,224,097	1,391,662	951,153	385,617	759,825	780,000	2,170,586	805,630
Other Financing Uses	-	81,457	-	-	-	-	-	-
Total Uses of Funds	1,224,097	1,473,119	951,153	385,617	759,825	780,000	2,170,586	805,630
Net Sources (Uses) of Funds	26,425	(90,630)	(163,762)	294,276	152,184	(105,000)	(1,322,809)	(140,630)
Ending Fund Balance	\$ 1,327,371	\$ 1,236,741	\$ 1,072,979	\$ 1,367,255	\$ 1,519,439	\$ 1,003	\$ 196,630	\$ 56,000
Fund Balance Percentage Change	2.03%	-6.83%	-13.24%	27.43%	11.13%	-99.93%	19504.19%	-71.52%
Funds Designated For:								
Project Completion	864,578	939,507	857,254	1,098,493	1,343,374	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 462,793	\$ 297,234	\$ 215,725	\$ 268,762	\$ 176,065	\$ 1,003	\$ 196,630	\$ 56,000



Department Parks and Recreation

Fund Open Space Fund

Revenue Item Arapahoe County Open Space Tax Distribution

Account / Source 10.1301.32567 / Intergovernmental

Authorization Ordinance #48 Series of 2004

Description Share back funds from the Arapahoe County Open Space Tax that was effective as of January 1, 2004 and expires on December 31, 2023.

Fee Schedule The City of Englewood's portion of the .25% sales tax collected on sales in Arapahoe County.

Date Last Changed 2003; Effective 1-1-2004

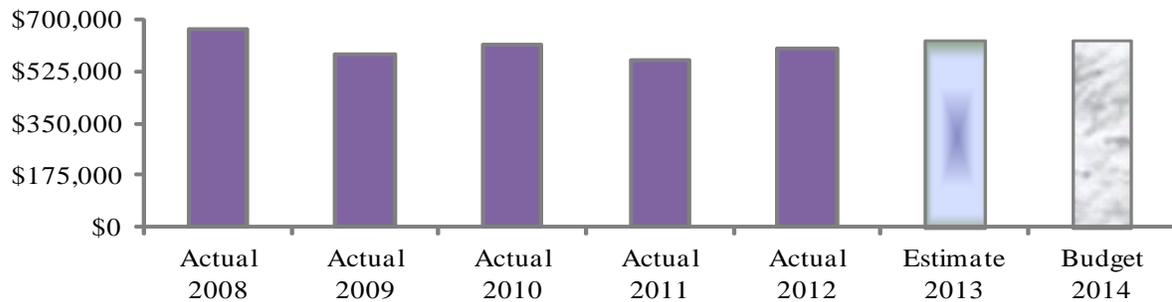
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 663,148	\$ 583,642	\$ 614,153	\$ 564,729	\$ 602,771	\$ 630,073	\$ 630,000
% Change	-9.60%	-11.99%	5.23%	-8.05%	6.74%	4.53%	-0.01%



Department Parks and Recreation

Fund Open Space Fund

Revenue Item Arapahoe County Open Space Tax Distribution

Account / Source 10.1301.32551/ Intergovernmental

Authorization Arapahoe County Grant Program

Description Arapahoe County Local Grants Program for Open Space acquisition, development and maintenance.

Fee Schedule N/A

Date Last Changed N/A

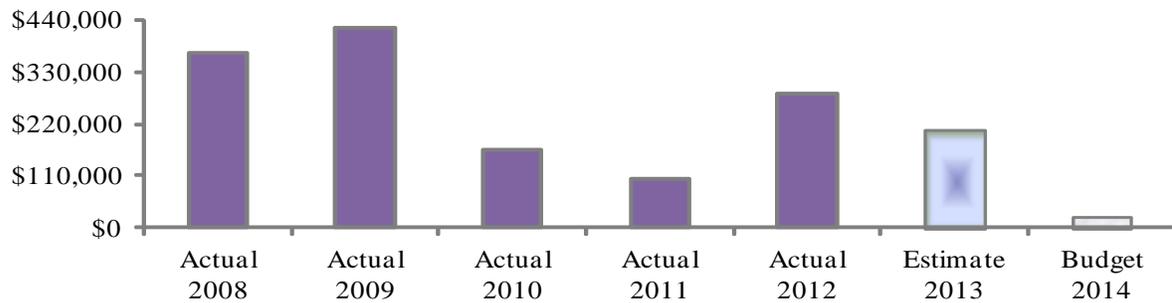
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate

Comments Grants based on available funding, application request, and approval.

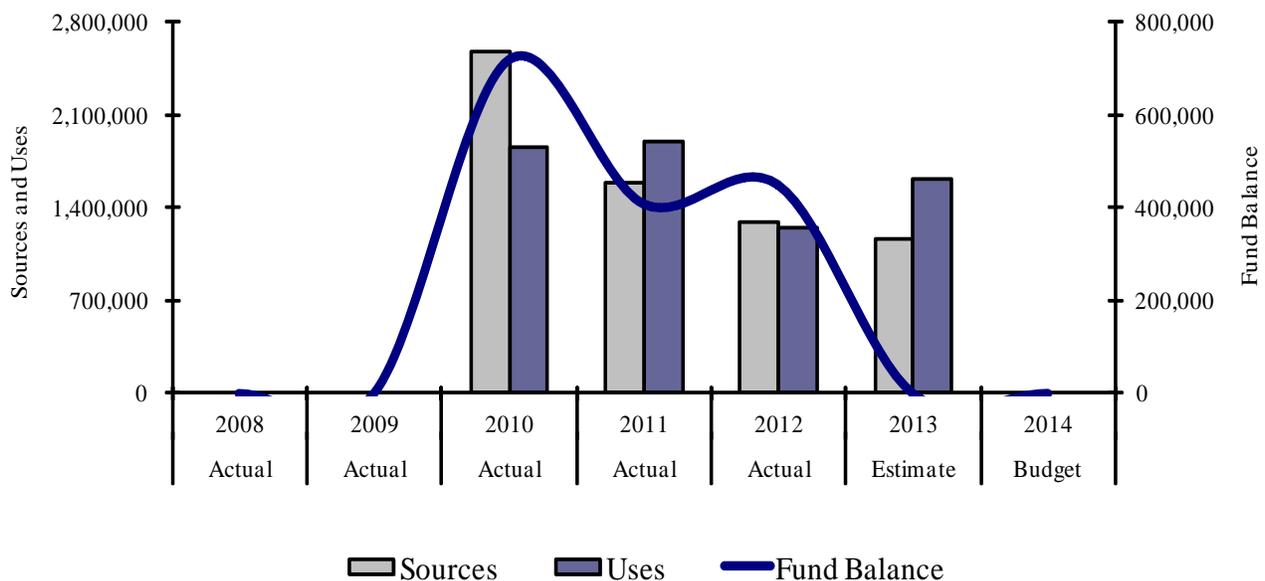
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 369,091	\$ 422,460	\$ 163,864	\$ 101,946	\$ 284,354	\$ 207,704	\$ 25,000
% Change	12.95%	14.46%	-61.21%	-37.79%	178.93%	-26.96%	-87.96%



NEIGHBORHOOD STABILIZATION PROGRAM FUND

Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 718,289	\$ 408,432	\$ 351,983	\$ 448,903	\$ -
Sources of Funds								
Revenue								
Intergovernmental								
Federal Grant Pass Through			1,546,842	179,644	26,893	-	-	-
Total Intergovernmental	-	-	1,546,842	179,644	26,893	-	-	-
Charges for Services			75,600	-	-	-	-	-
Program Revenue			210,000	1,228,352	879,450	1,170,000	1,170,000	-
Net Investment Income			2,264	5,569	1,515	-	-	-
Total Revenue	-	-	1,834,706	1,413,565	907,858	1,170,000	1,170,000	-
Other Financing Sources			750,000	175,361	383,751	-	-	-
Total Sources of Funds	-	-	2,584,706	1,588,926	1,291,609	1,170,000	1,170,000	-
Uses of Funds								
Expenditures								
Program			1,819,365	1,502,653	796,795	1,421,983	1,421,983	-
Total Expenditures	-	-	1,819,365	1,502,653	796,795	1,421,983	1,421,983	-
Other Financing Uses			47,052	396,130	454,343	100,000	196,920	-
Total Uses of Funds	-	-	1,866,417	1,898,783	1,251,138	1,521,983	1,618,903	-
Net Sources (Uses) of Funds	-	-	718,289	(309,857)	40,471	(351,983)	(448,903)	-
Ending Fund Balance	\$ -	\$ -	\$ 718,289	\$ 408,432	\$ 448,903	\$ -	\$ -	\$ -
Fund Balance Percentage Change				-43.14%	9.91%	-100.00%		
Funds Designated For:								
Project Completion						-	-	-
Council approval						-	-	-
Unappropriated Funds	\$ -	\$ -	\$ 718,289	\$ 408,432	\$ 448,903	\$ -	\$ -	\$ -



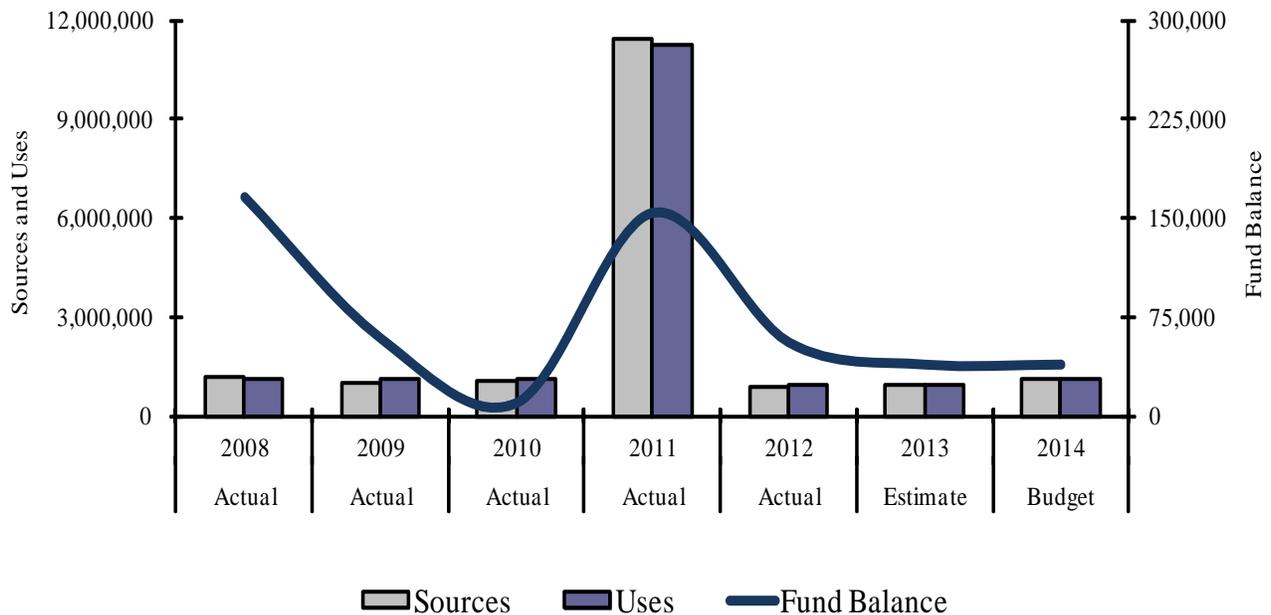
Debt Service Fund

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

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

Debt Service Fund
General Obligation Bond Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

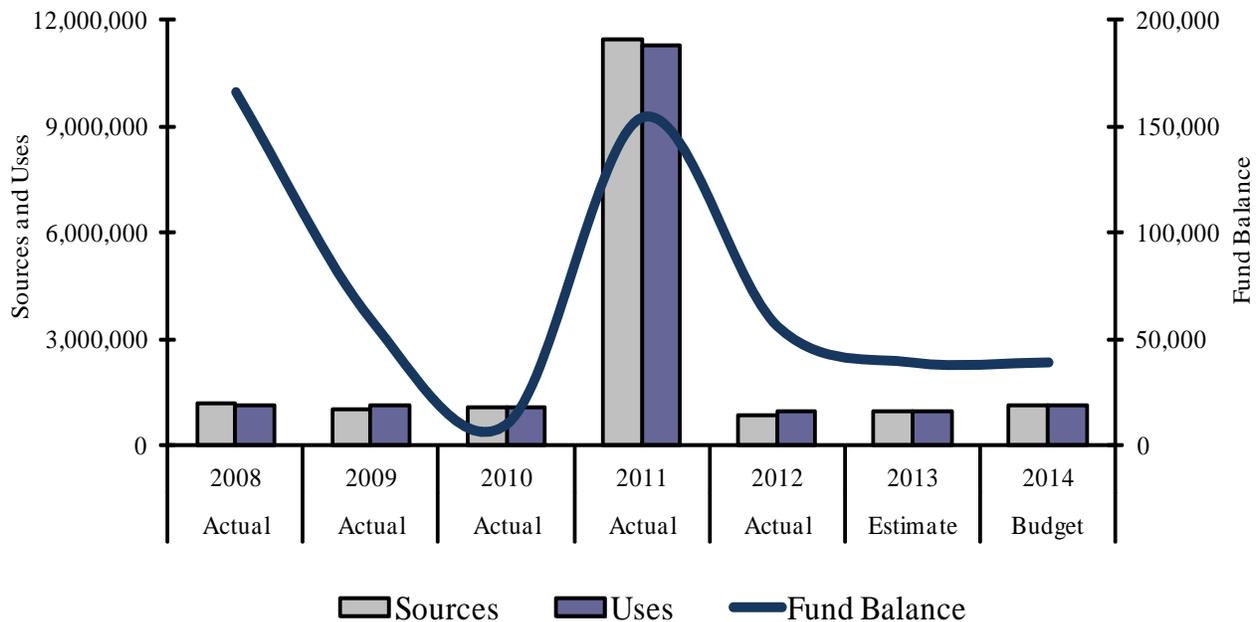
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Fund Balance	\$ 87,630	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 48,967	\$ 55,625	\$ 38,712
Sources of Funds								
Total Revenue	1,187,153	998,102	1,049,772	1,097,174	856,535	942,000	942,000	1,107,000
Other Financing Sources	-	-	-	10,316,477	-	-	-	-
Total Sources of Funds	1,187,153	998,102	1,049,772	11,413,651	856,535	942,000	942,000	1,107,000
Uses of Funds								
Total Expenditures	1,108,646	1,105,574	1,098,821	952,523	955,177	958,913	958,913	1,106,963
Other Financing Uses	-	-	-	10,316,477	-	-	-	-
Total Uses of Funds	1,108,646	1,105,574	1,098,821	11,269,000	955,177	958,913	958,913	1,106,963
Net Sources (Uses) of Funds	78,507	(107,472)	(49,049)	144,651	(98,642)	(16,913)	(16,913)	37
Ending Fund Balance	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 32,054	\$ 38,712	\$ 38,749
Fund Balance Percentage Change	50.35%	-64.69%	-83.61%	1504.27%	-63.94%	233.34%	-74.91%	20.89%



GENERAL OBLIGATION BOND FUND

Statement of Fund Sources, Uses and Changes in Fund Balances

	2008	2009	2010	2011	2012	2013	2013	2014
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted Budget</i>	<i>Estimated Actual</i>	<i>Adopted Budget</i>
Beginning Fund Balance	\$ 87,630	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 48,967	\$ 55,625	\$ 38,712
Sources of Funds								
Revenues								
Property Tax	1,167,492	985,399	1,046,715	1,087,251	852,663	940,000	940,000	1,105,000
Net Investment Income	19,661	12,703	3,057	4,170	3,872	2,000	2,000	2,000
Other	-	-	-	5,753	-	-	-	-
Total Revenues	1,187,153	998,102	1,049,772	1,097,174	856,535	942,000	942,000	1,107,000
Other Financing Sources	-	-	-	10,316,477	-	-	-	-
Total Sources of Funds	1,187,153	998,102	1,049,772	11,413,651	856,535	942,000	942,000	1,107,000
Uses of Funds								
Expenditures								
Debt Service								
Principal	565,000	585,000	780,000	615,000	655,000	675,000	675,000	835,000
Interest	531,335	510,120	308,055	314,913	289,900	270,613	270,613	257,113
Other	12,311	10,454	10,766	22,610	10,277	13,300	13,300	14,850
Total Expenditures	1,108,646	1,105,574	1,098,821	952,523	955,177	958,913	958,913	1,106,963
Other Financing Uses	-	-	-	10,316,477	-	-	-	-
Total Uses of Funds	1,108,646	1,105,574	1,098,821	11,269,000	955,177	958,913	958,913	1,106,963
Net Sources(Uses) of Funds	78,507	(107,472)	(49,049)	144,651	(98,642)	(16,913)	(16,913)	37
Ending Fund Balance	\$ 166,137	\$ 58,665	\$ 9,616	\$ 154,267	\$ 55,625	\$ 32,054	\$ 38,712	\$ 38,749
Fund Balance Percentage Change	89.59%	-64.69%	-83.61%	1504.27%	-63.94%	-42.37%	20.77%	0.10%
Debt Service Mill Levy	2.293	1.947	2.031	2.130	1.741	1.914	1.914	2.244



Department Finance and Administrative Services

Fund General Obligation Bond

Schedules of Debt Service Requirements

Year	Total Debt	General Obligation Refunding Bonds, Series 2010			
	Service	Rate	Principal	Interest	Total
2014	1,092,113	2.000	835,000	257,113	1,092,113
2015	1,095,412	2.000	855,000	240,412	1,095,412
2016	1,093,312	2.000	870,000	223,312	1,093,312
2017	1,095,912	2.250	890,000	205,912	1,095,912
2018	1,090,888	2.750	905,000	185,888	1,090,888
2019	1,096,000	3.000	935,000	161,000	1,096,000
2020	1,097,950	3.000	965,000	132,950	1,097,950
2021	1,089,000	4.000	985,000	104,000	1,089,000
2022	1,089,600	4.000	1,025,000	64,600	1,089,600
2023	613,600	4.000	590,000	23,600	613,600
Totals	<u>\$ 10,453,787</u>		<u>\$ 8,855,000</u>	<u>\$ 1,598,787</u>	<u>\$ 10,453,787</u>

General Obligation Bonds

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

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

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

Department Finance and Administrative Services

Fund General Obligation Bond

Revenue Item General Property Tax – Debt Service Levy

Account / Source 20.1401.31101 / Taxes

Authorization Bond Covenant, Ordinance 73, Series of 2003

Description Property taxes for General Obligation Bonds Levy

Fee Schedule 1.914 Mills

Date Last Changed 2012, Effective 1-1-2013

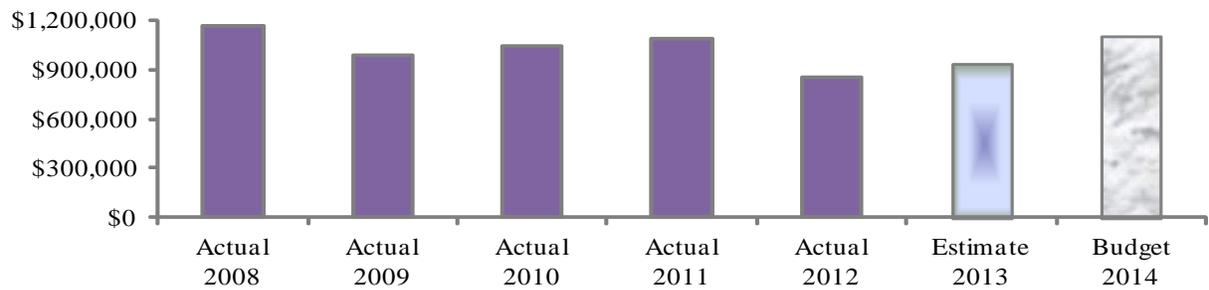
Previous Fee Schedule 1.741 Mills

Formula Method Mill levy set by City Council annually. Certified Assessed Valuation X Mill Levy.

Projection Method Debt service schedule.

Comments Mill levy based on assessed valuation divided by total requirements for payment of bond principal and interest

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,167,492	\$ 983,174	\$ 1,043,229	\$ 1,084,901	\$ 850,691	\$ 940,000	\$ 1,105,000
% Change	5.72%	-15.79%	6.11%	3.99%	-21.59%	10.50%	17.55%



Capital Projects Funds

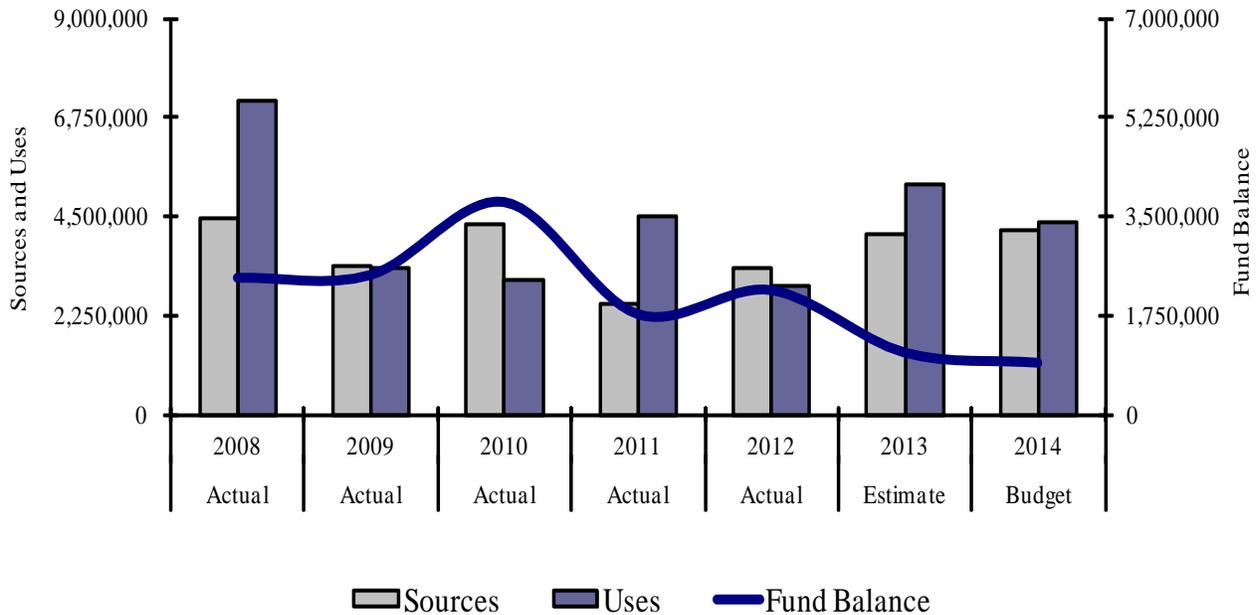
Capital Projects Funds account for financial resources used to acquire and/or construct major capital projects (other than those financed by proprietary funds).

Public Improvement Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes and a share in the Arapahoe County Road and Bridge Mill Levy.

Capital Projects Fund – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

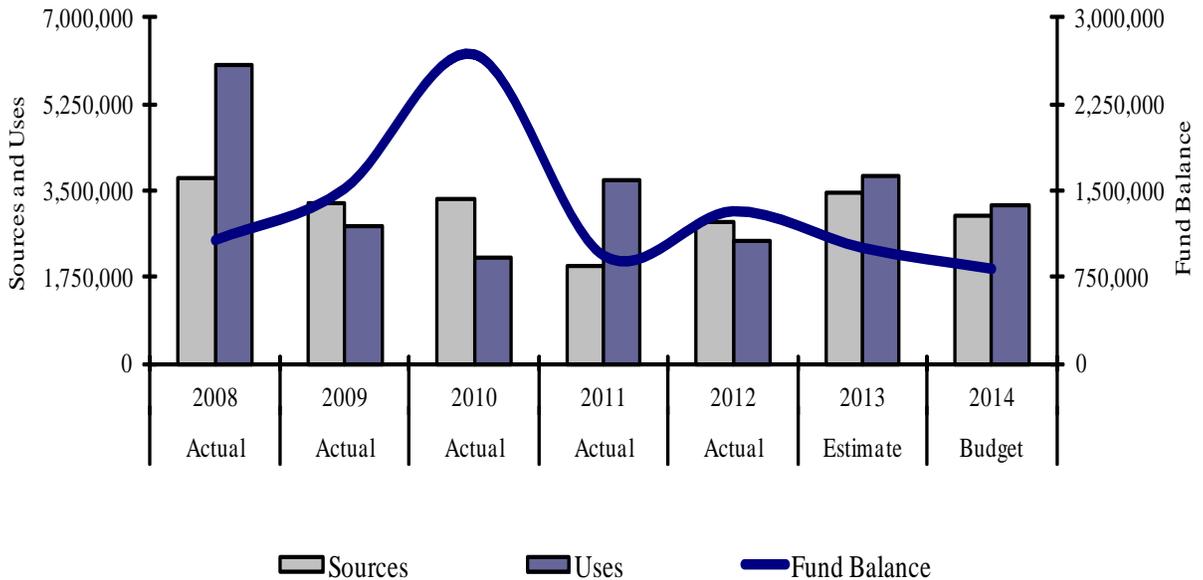
Capital Projects Funds
Public Improvement Fund and Capital Projects Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balances

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Fund Balance	\$ 5,073,662	\$ 2,405,610	\$ 2,456,408	\$ 3,748,195	\$ 1,761,434	\$ 700,554	\$ 2,186,357	\$ 1,079,709
Sources of Funds								
Total Revenue	3,581,164	3,028,361	2,022,462	1,966,125	2,519,808	3,328,475	3,366,003	3,062,000
Other Financing Sources	865,450	337,838	2,311,017	558,507	804,000	600,000	746,212	1,100,000
Total Sources of Funds	4,446,614	3,366,199	4,333,479	2,524,632	3,323,808	3,928,475	4,112,215	4,162,000
Uses of Funds								
Total Expenditures	4,686,342	2,887,575	2,122,616	3,519,113	1,936,368	1,946,617	3,629,289	2,406,975
Other Financing Uses	2,428,324	427,826	919,076	992,280	962,517	1,589,574	1,589,574	1,935,820
Total Uses of Funds	7,114,666	3,315,401	3,041,692	4,511,393	2,898,885	3,536,191	5,218,863	4,342,795
Net Sources (Uses) of Funds	(2,668,052)	50,798	1,291,787	(1,986,761)	424,923	392,284	(1,106,648)	(180,795)
Ending Fund Balance	\$ 2,405,610	\$ 2,456,408	\$ 3,748,195	\$ 1,761,434	\$ 2,186,357	\$ 1,092,838	\$ 1,079,709	\$ 898,914
Fund Balance Percentage Change								
Funds Designated For:								
Project Completion	2,017,325	1,941,867	3,066,775	1,487,254	63,842	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds (Deficit)	\$ 388,285	\$ 514,541	\$ 681,420	\$ 274,180	\$ 2,122,515	\$ 1,092,838	\$ 1,079,709	\$ 898,914



PUBLIC IMPROVEMENT FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2008	2009	2010	2011	2012	2013	2013	2014
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Adopted Budget
Beginning Fund Balance	\$ 3,359,169	\$ 1,067,525	\$ 1,515,399	\$ 2,686,457	\$ 934,251	\$ 681,163	\$ 1,320,371	\$ 1,001,427
Sources of Funds								
<i>Revenue</i>								
Vehicle Use Tax	1,252,178	993,597	926,715	1,030,776	1,294,050	1,200,000	1,300,000	1,300,000
Building Use Tax	769,078	402,273	545,987	605,084	813,826	1,804,475	1,804,475	1,500,000
Road and Bridge	197,943	200,990	192,109	194,067	201,973	197,000	198,528	199,000
Intergovernmental	991,800	1,118,133	56,121	-	126,794	-	-	-
Other	64,325	269,226	12,634	15,413	7,673	74,000	10,000	10,000
Total Revenue	3,275,324	2,984,219	1,733,566	1,845,340	2,444,316	3,275,475	3,313,003	3,009,000
Other Financing Sources	483,915	258,468	1,576,423	133,507	434,000	-	146,212	-
Total Sources of Funds	3,759,239	3,242,687	3,309,989	1,978,847	2,878,316	3,275,475	3,459,215	3,009,000
Uses of Funds								
<i>Expenditures</i>								
Capital Outlay	3,697,559	2,366,987	1,340,975	2,738,773	1,529,679	1,305,000	2,188,585	1,255,000
Other Financing Uses	2,353,324	427,826	797,956	992,280	962,517	1,589,574	1,589,574	1,935,820
Total Uses of Funds	6,050,883	2,794,813	2,138,931	3,731,053	2,492,196	2,894,574	3,778,159	3,190,820
Net Sources (Uses) of Funds	(2,291,644)	447,874	1,171,058	(1,752,206)	386,120	380,901	(318,944)	(181,820)
Ending Fund Balance	\$ 1,067,525	\$ 1,515,399	\$ 2,686,457	\$ 934,251	\$ 1,320,371	\$ 1,062,064	\$ 1,001,427	\$ 819,607
Fund Balance Percentage Change	-68.22%	41.95%	77.28%	-65.22%	41.33%	-19.56%	-5.71%	-18.16%
Funds Designated For:								
Project Completion	1,046,408	1,178,202	2,066,337	660,071	(780,246)	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds (Deficit)	\$ 21,117	\$ 337,197	\$ 620,120	\$ 274,180	\$ 2,100,617	\$ 1,062,064	\$ 1,001,427	\$ 819,607



Department Finance and Administrative Services

Fund Public Improvement Fund

Authorization 43-2-202 & 43-2-203 CRS 1973 as amended

Description Establishment of the Road & Bridge Fund mill levy, collection of tax and disbursement of fund, are by authority of the above noted Colorado Revised Statutes. Englewood’s share equals mill levy X City’s assessed valuation X 50%. Expenditures are restricted to construction and maintenance of streets and roads.

Fee Schedule 0.797 mills

Date Last Changed 2012, Effective 1-1-2013

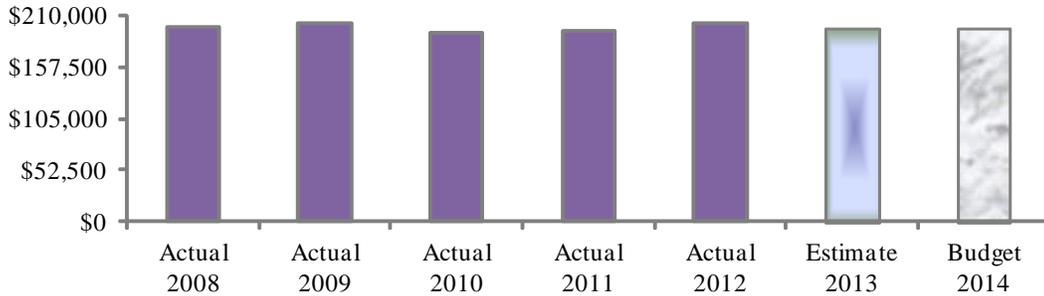
Previous Fee Schedule 0.799 mills

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

Projection Method Estimate based on prior years.

Comments Mill levy established by Arapahoe County for collection the following year.
Tax distributed by the County Treasurer on the 15th of January, April, July and October.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 197,743	\$ 200,990	\$ 192,109	\$ 194,067	\$ 201,973	\$ 198,528	\$ 199,000
% Change	----	1.64%	-4.42%	1.02%	4.07%	-1.71%	0.24%



Department Finance and Administrative Services

Fund Public Improvement

Revenue Item Vehicle Use Tax

Account / Source 30.9999.31303 / Tax

Authorization EMC 4-4-5

Description A tax levied on motor vehicles purchased by Englewood residents from auto dealers.

Fee Schedule 3.5%

Date Last Changed 1987 - Effective 1/1/1988

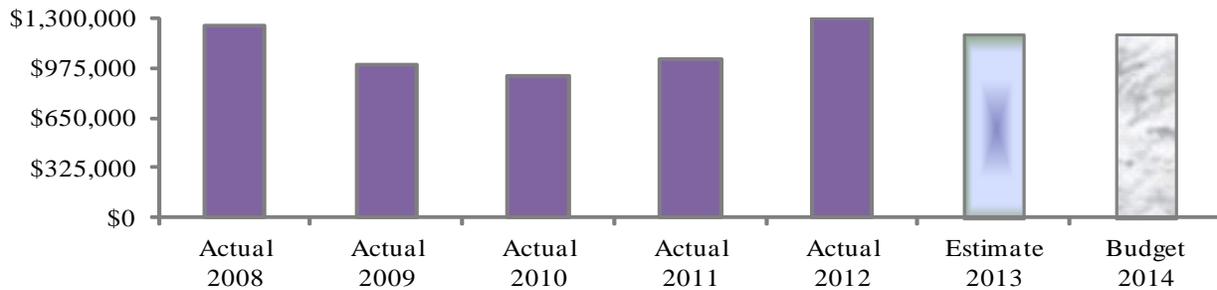
Previous Fee Schedule 3.0%

Formula Method N/A

Projection Method Projection based on a percentage change over the preceding year's collections. The percentage change is determined by evaluating economic conditions and local business conditions.

Comments This tax is collected by the County Clerk and paid to the City monthly about the 15th of each month.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,252,178	\$ 993,597	\$ 926,715	\$ 1,030,776	\$ 1,294,050	\$ 1,300,000	\$ 1,300,000
% Change	-13.05%	-20.65%	-6.73%	11.23%	25.54%	0.46%	0.00%



Department Finance and Administrative Services

Fund Public Improvement

Revenue Item Building Use Tax

Account / Source 30.9999.31304 / Tax

Authorization EMC 4-4-5

Description A tax levied on the value of building materials used in construction projects within the City.

Fee Schedule 3.5%

Date Last Changed 1987 - Effective 1/1/1988

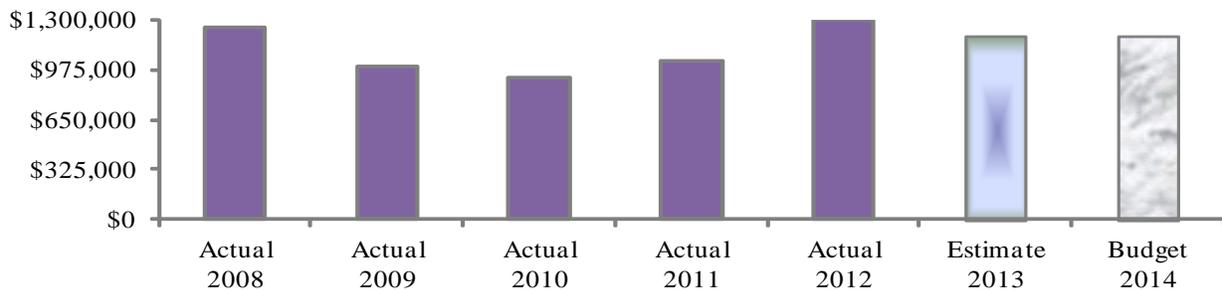
Previous Fee Schedule 3.0%

Formula Method Estimated valuation of projects X 50% X 3.5%

Projection Method Projections are based on an estimate of building activity expected for the budget year.

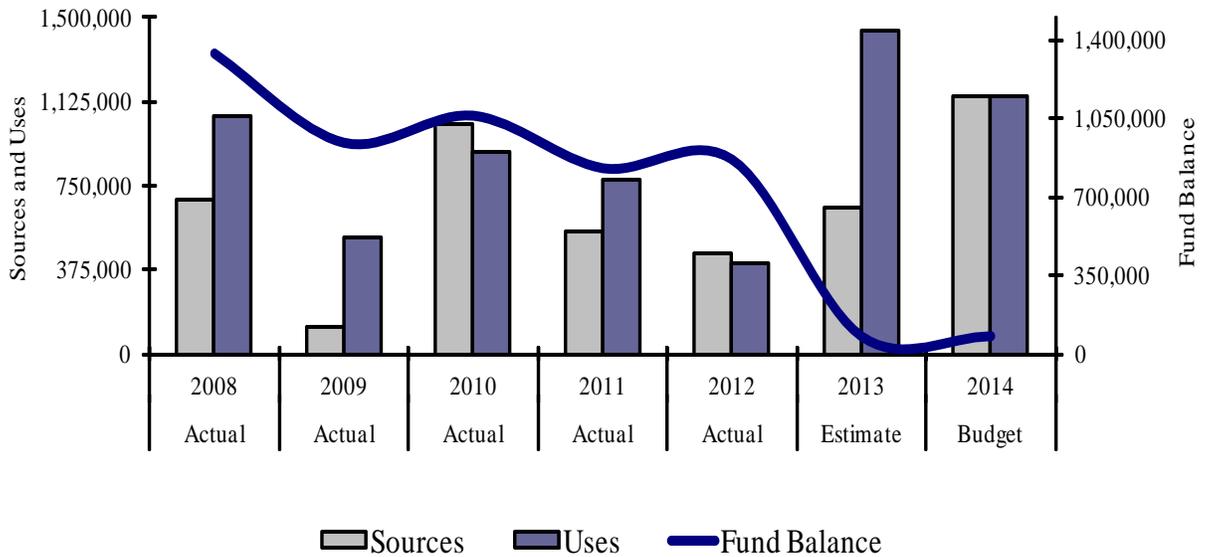
Comments The redevelopment at City Center has not proceeded according to the original schedule.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 769,079	\$ 402,273	\$ 545,987	\$ 605,085	\$ 813,826	\$ 1,804,475	\$ 1,500,000
% Change	-60.93%	-47.69%	35.73%	10.82%	34.50%	121.73%	-16.87%



CAPITAL PROJECTS FUND
Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Fund Balance	\$ 1,714,493	\$ 1,338,085	\$ 941,009	\$ 1,061,738	\$ 827,183	\$ 19,391	\$ 865,986	\$ 78,282
Sources of Funds								
<i>Revenue</i>								
Other	305,840	44,142	288,896	120,785	75,492	53,000	53,000	53,000
Total Revenue	305,840	44,142	288,896	120,785	75,492	53,000	53,000	53,000
Other Financing Sources	381,535	79,370	734,594	425,000	370,000	600,000	600,000	1,100,000
Total Sources of Funds	687,375	123,512	1,023,490	545,785	445,492	653,000	653,000	1,153,000
Uses of Funds								
<i>Expenditures</i>								
Capital Outlay	988,783	520,588	781,641	780,340	406,689	641,617	1,440,704	1,151,975
Other Financing Uses	75,000	-	121,120	-	-	-	-	-
Total Uses of Funds	1,063,783	520,588	902,761	780,340	406,689	641,617	1,440,704	1,151,975
Net Sources (Uses) of Funds	(376,408)	(397,076)	120,729	(234,555)	38,803	11,383	(787,704)	1,025
Ending Fund Balance	\$ 1,338,085	\$ 941,009	\$ 1,061,738	\$ 827,183	\$ 865,986	\$ 30,774	\$ 78,282	\$ 79,307
Fund Balance Percentage Change	-21.95%	-29.67%	12.83%	-22.09%	4.69%	-96.45%	154.38%	1.31%
Funds Designated For:								
Project Completion	970,917	763,665	1,000,438	827,183	844,088	-	-	-
Council approval	-	-	-	-	-	-	-	-
Unappropriated Funds	\$ 367,168	\$ 177,344	\$ 61,300	\$ -	\$ 21,898	\$ 30,774	\$ 78,282	\$ 79,307



Major Revenue Source

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

ENTERPRISE FUNDS

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

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

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

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

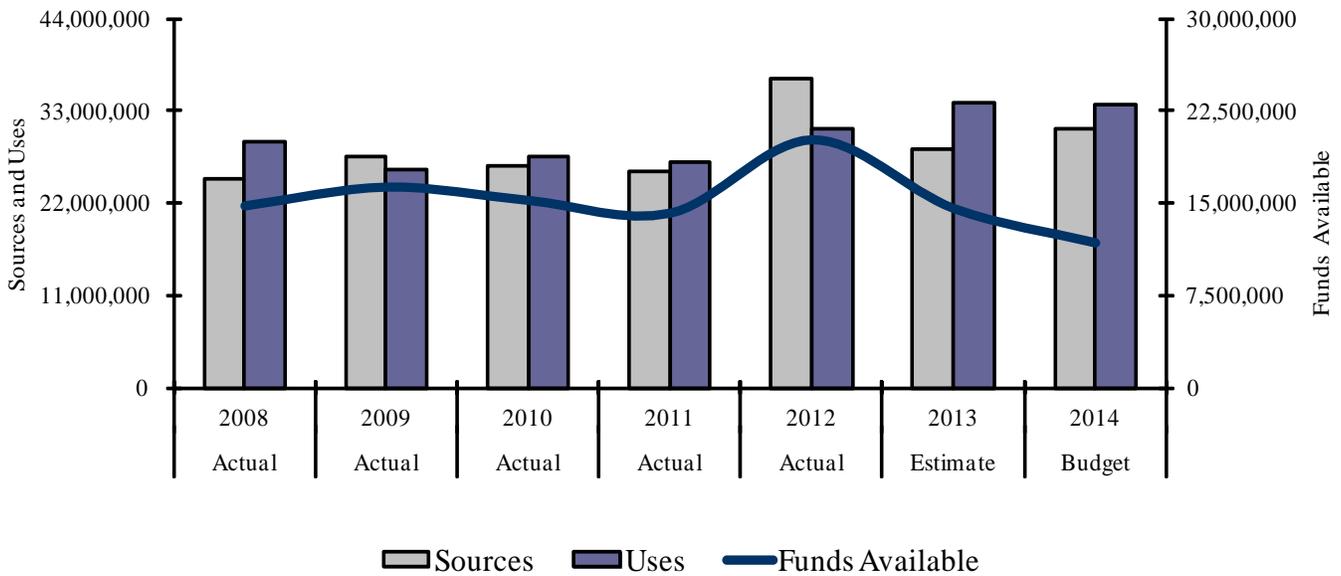
Golf Course Fund – Accounts for revenues and expenses associated with the operations of the Broken Tee Englewood Golf Course.

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

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

Enterprise Funds
 Water Fund, Sewer Fund, Storm Drainage Fund, Golf Course Fund,
 Concrete Utility Fund and Housing Rehabilitation Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balance

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 19,157,633	\$ 14,801,967	\$ 16,312,500	\$ 15,236,543	\$ 14,209,100	\$ 14,857,428	\$ 20,127,357	\$ 14,587,713
Sources of Funds								
Total Revenue	24,285,918	24,605,842	26,429,869	25,781,815	27,114,568	27,750,209	28,309,722	28,948,816
Other Financing Sources	652,805	2,864,774	50,000	-	9,756,617	2,000,000	-	2,000,000
Total Sources of Funds	24,938,723	27,470,616	26,479,869	25,781,815	36,871,185	29,750,209	28,309,722	30,948,816
Uses of Funds								
Total Expenditures	29,294,389	25,860,083	27,555,826	26,809,258	30,952,928	33,013,799	33,849,366	33,660,909
Other Financing Uses	-	100,000	-	-	-	-	-	63,000
Total Uses of Funds	29,294,389	25,960,083	27,555,826	26,809,258	30,952,928	33,013,799	33,849,366	33,723,909
Net Sources (Uses) of Funds	(4,355,666)	1,510,533	(1,075,957)	(1,027,443)	5,918,257	(3,263,590)	(5,539,644)	(2,775,093)
Ending Funds Available	\$ 14,801,967	\$ 16,312,500	\$ 15,236,543	\$ 14,209,100	\$ 20,127,357	\$ 11,593,838	\$ 14,587,713	\$ 11,812,620
Funds Available Percentage Change		10.20%	-6.60%	-6.74%	41.65%	-18.41%	25.82%	-19.02%

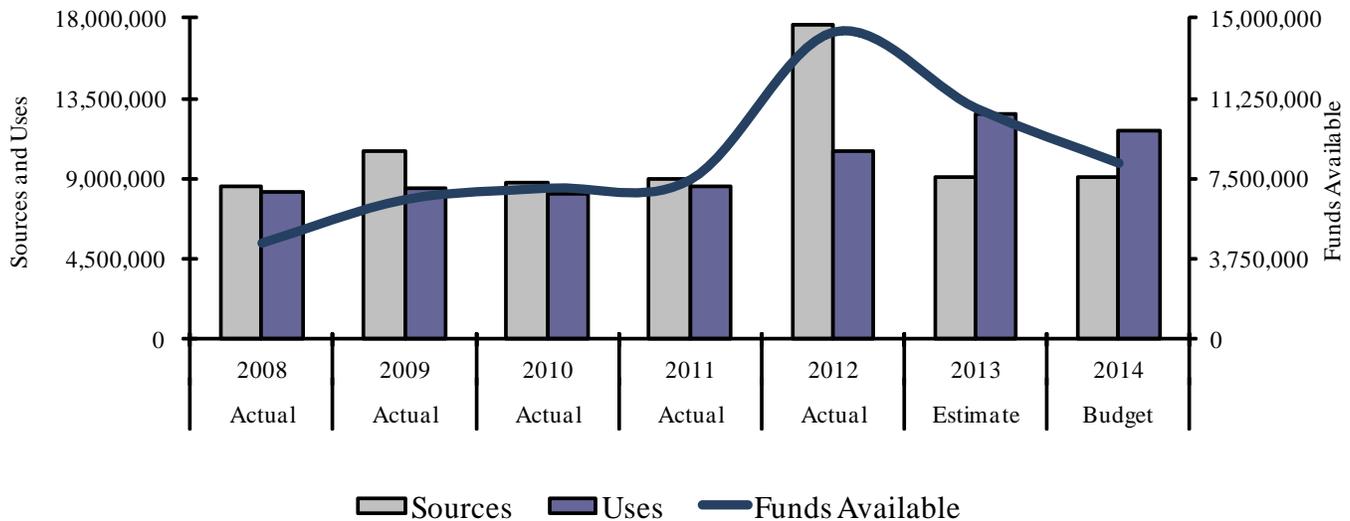


WATER FUND

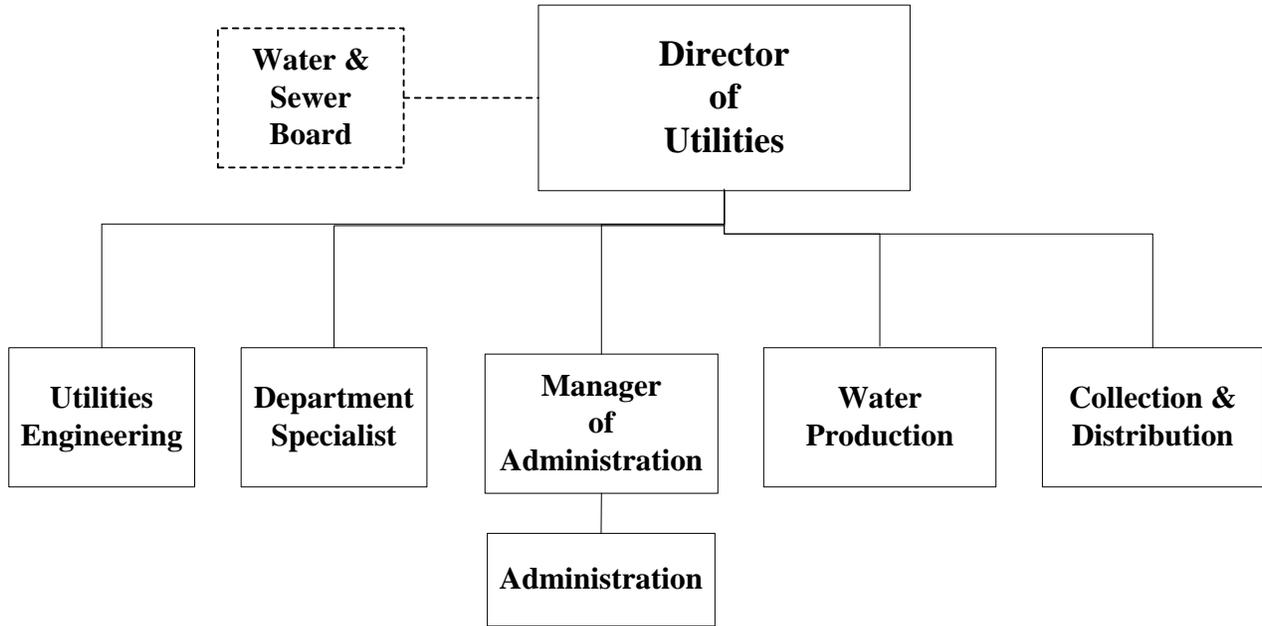
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Funds Available	\$4,224,593	\$4,467,524	\$6,507,421	\$7,045,894	\$7,445,386	\$10,930,946	\$14,364,269	\$10,793,233
Sources of Funds								
Operating Revenues								
Charges for services	5,923,560	5,610,944	6,491,573	6,640,604	6,782,379	6,493,738	6,874,313	6,874,313
Raw water sales	1,969,543	2,074,975	2,024,963	2,088,330	1,859,598	1,850,000	1,850,000	1,850,000
City ditch revenue	51,038	54,465	38,914	34,112	69,288	69,288	69,288	69,288
Water meter sales	25,027	21,190	21,434	27,213	25,295	21,000	23,000	23,000
Total Operating Revenues	7,969,168	7,761,574	8,576,884	8,790,259	8,736,560	8,434,026	8,816,601	8,816,601
Nonoperating revenue	516,725	169,005	150,744	207,666	214,457	252,584	226,129	236,084
System development fees	55,293	9,256	16,960	22,779	54,343	23,400	23,400	23,400
Other Financing Sources	-	2,615,000	-	-	8,590,000	-	-	-
Total Sources of Funds	8,541,186	10,554,835	8,744,588	9,020,704	17,595,360	8,710,010	9,066,130	9,076,085
Uses of Funds								
Operating Expenses								
Operating Costs	6,385,393	6,234,068	6,204,171	6,467,258	6,447,796	6,854,094	6,655,289	6,987,946
Total Operating Expenses	6,385,393	6,234,068	6,204,171	6,467,258	6,447,796	6,854,094	6,655,289	6,987,946
Capital outlay	560,626	874,637	526,935	683,500	660,059	3,300,009	4,322,856	3,005,429
Debt Service - Principal	845,276	865,852	898,686	920,634	948,954	968,954	968,954	995,018
Debt Service - Interest	506,960	540,381	576,323	549,820	507,430	690,067	690,067	666,717
Debt Service - Issue Costs	-	-	-	-	1,970,000	-	-	-
Total Uses of Funds	8,298,255	8,514,938	8,206,115	8,621,212	10,534,239	11,813,124	12,637,166	11,655,110
Net Sources(Uses) of Funds	242,931	2,039,897	538,473	399,492	7,061,121	(3,103,114)	(3,571,036)	(2,579,025)
Prior period restatement	-	-	-	-	(142,238)	-	-	-
Ending Funds Available	\$4,467,524	\$6,507,421	\$7,045,894	\$7,445,386	\$14,364,269	\$7,827,832	\$10,793,233	\$8,214,208

Funds Available Percentage Change 5.75% 45.66% 8.27% 5.67% 92.93% -45.50% 37.88% -23.89%



Department Utilities
Fund Water



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

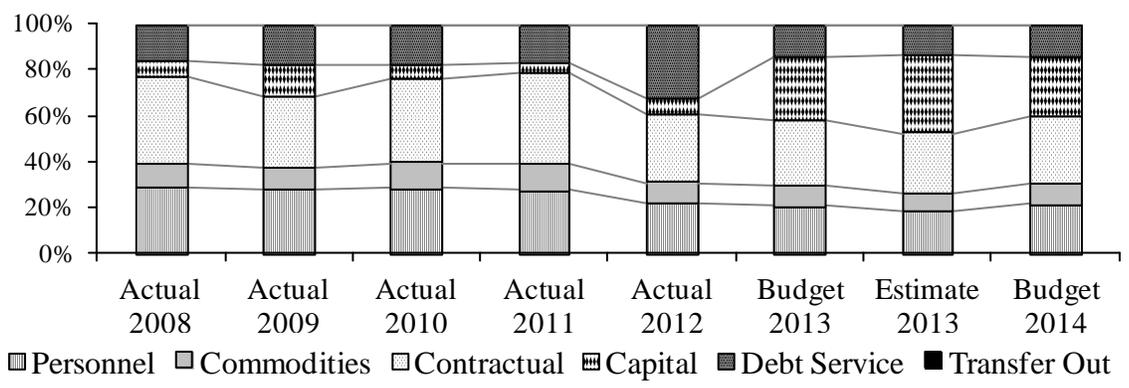
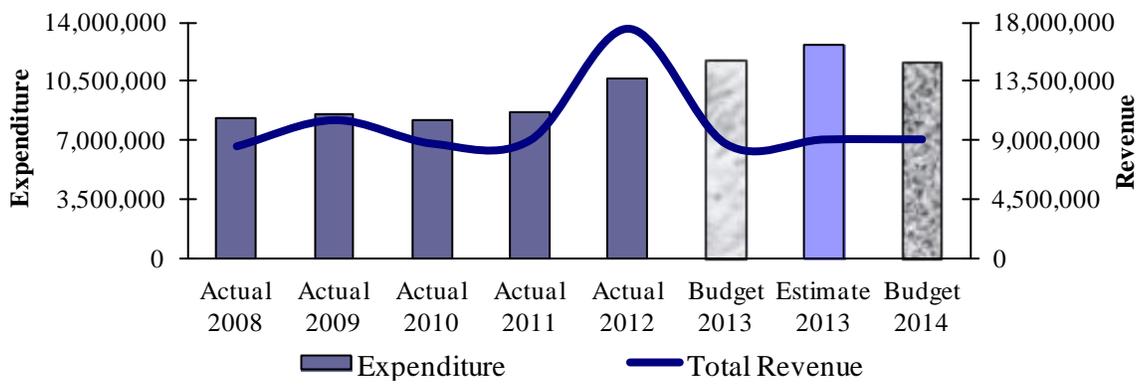
The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission The mission of the Utilities Department regarding the Water Enterprise Fund is to provide the citizens of Englewood an adequate supply of high quality water at the lowest possible price.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • UV Disinfection System Construction • Aging Water Main Replacement 	<ul style="list-style-type: none"> • Repairs of Allen Plant, East and West 3mg Roofs • Aging Water Main Replacement
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • UV Design, Begin construction. • Continue aging water main replacement. 	<ul style="list-style-type: none"> • UV Design • Continue aging water main replacement

Department Utilities
Fund Water
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	(220)	(220)
Intergovernmental	-	-	-	-	12,605	-	-	-
Charges for Services	8,053,147	7,802,035	8,627,274	8,846,393	8,859,761	8,511,926	8,872,501	8,872,501
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	160,610	77,840	47,714	54,760	61,929	142,584	132,629	142,584
Other	46,753	59,959	69,601	119,552	71,065	55,500	61,220	61,220
LT Debt Proceeds	-	2,615,000	-	-	8,590,000	-	-	-
Transfers In	280,675	-	-	-	-	-	-	-
Total Revenue	8,541,185	10,554,834	8,744,589	9,020,705	17,595,360	8,710,010	9,066,130	9,076,085
Percent Change		23.58%	-17.15%	3.16%	95.06%	-50.50%	4.09%	0.11%
Expenditure								
Personnel	2,405,428	2,384,753	2,318,568	2,358,599	2,351,812	2,398,253	2,364,303	2,473,807
Commodities	820,154	835,849	934,474	1,036,928	956,661	1,099,400	975,495	1,099,050
Contractual	3,149,242	2,608,308	2,995,708	3,429,566	3,202,591	3,356,441	3,315,491	3,415,089
Capital	571,194	1,176,716	482,356	325,667	739,029	3,267,009	4,322,856	3,005,429
Debt Service	1,352,236	1,509,312	1,475,008	1,470,454	3,426,384	1,659,021	1,659,021	1,661,735
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	8,298,254	8,514,938	8,206,114	8,621,214	10,676,477	11,780,124	12,637,166	11,655,110
Percent Change		2.61%	-3.63%	5.06%	23.84%	10.34%	7.28%	-7.77%
Employees FTE	30.000	30.400	29.174	29.944	31.100	31.100	31.100	31.100
Percent Change FTE		1.33%	-4.03%	2.64%	3.86%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

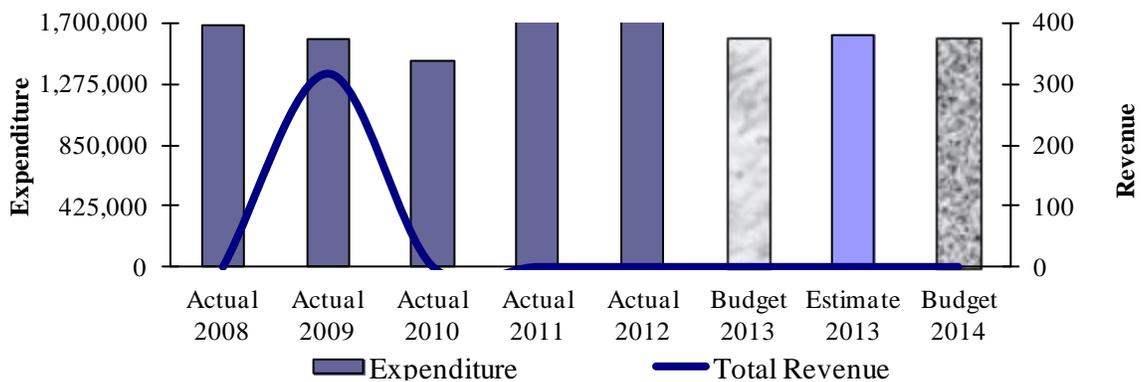
Division Source of Supply

Account 40.1601

Description Responsible for maintaining raw water sources, reservoirs, equipment and the operations and accounting of the Englewood Water Right Portfolio. Among the areas maintained are City Ditch, McBroom Ditch, Boreas Pass Ditch, McLellan Reservoir, McLellan Pump Station, Golf Course Wells and the Union Ave. Pump Station and Reservoir.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	318	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	318	-	-	-	-	-	-
Percent Change		---	-100.00%	---	---	---	---	---
Expenditure								
Personnel	354,324	354,795	354,460	346,103	352,776	363,936	392,313	404,410
Commodities	43,680	50,484	50,635	57,611	30,402	72,350	72,375	69,350
Contractual	1,208,205	852,082	957,334	1,207,854	1,206,723	972,266	971,266	975,697
Capital	76,660	329,253	70,013	194,196	137,660	187,757	178,757	150,174
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,682,869	1,586,614	1,432,442	1,805,764	1,727,561	1,596,309	1,614,711	1,599,631
Percent Change		-5.72%	-9.72%	26.06%	-4.33%	-7.60%	1.15%	-0.93%
Employees FTE	4.200	5.200	4.168	4.137	5.000	5.000	5.000	5.000
Percent Change FTE		23.81%	-19.85%	-0.74%	20.86%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

Division Source of Supply

Account 40.1601

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Acre Feet		11,285	9,530	11,119	10,288	9,364	12,000	12,000
Raw water supplied for treatment and sales. Will vary from year to year depending upon the weather – hot or cool summers.								

Department Utilities

Fund Water

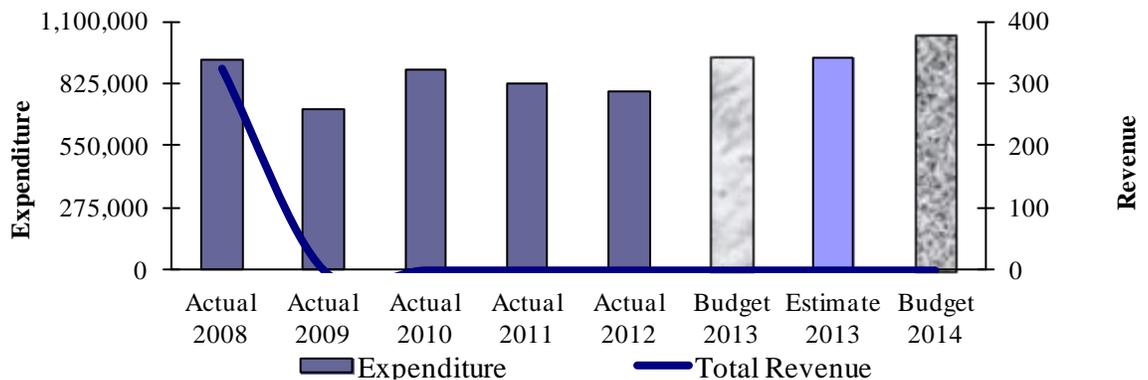
Division Power and Pumping

Account 40.1602

Description Power and Pumping Division is responsible for maintaining 32 pumps and motors throughout the City. These pumps and motors deliver water to storage areas or are used as booster pumps to increase pressure as needed.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	323	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	323	-	-	-	-	-	-	-
Percent Change		-100.00%	----	----	----	----	----	----
Expenditure								
Personnel	313,385	267,354	292,232	289,836	290,447	285,998	281,675	294,645
Commodities	3,361	1,889	25,825	6,622	3,495	11,900	11,900	14,900
Contractual	538,626	426,467	567,245	525,858	496,194	613,570	613,570	663,827
Capital	74,854	18,794	2,055	5,133	2,055	34,055	34,055	67,055
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	930,226	714,504	887,357	827,449	792,191	945,523	941,200	1,040,427
Percent Change		-23.19%	24.19%	-6.75%	-4.26%	19.36%	-0.46%	10.54%
Employees FTE	3.200	3.200	3.175	3.152	3.000	3.000	3.000	3.000
Percent Change FTE		0.00%	-0.77%	-0.74%	-4.82%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

Division Power and Pumping

Account 40.1602

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
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Over all electrical costs. Will reflect rate increases.

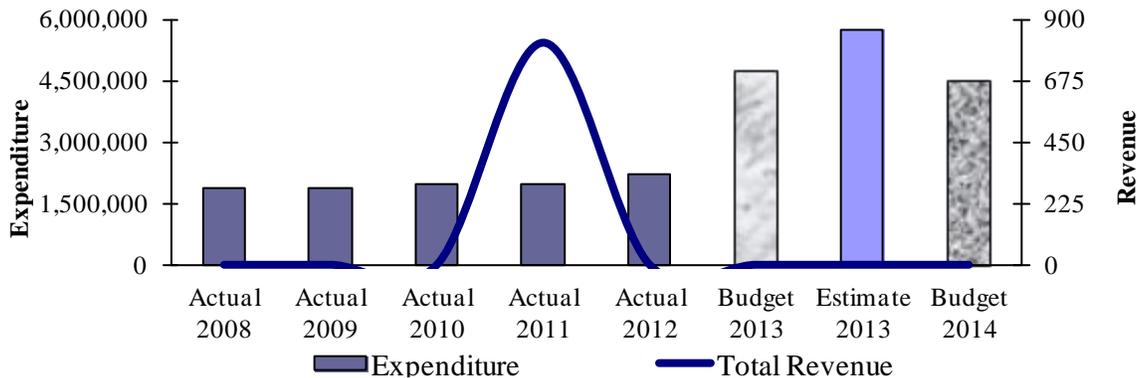
Electrical Costs	2	\$490,789	\$416,391	\$498,912	\$483,970	\$480,465	\$550,000	\$550,000
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Department Utilities
Fund Water
Division Purification
Account 40.1603

Description The Purification Division is responsible for maintaining a safe and pleasant tasting water supply for the citizens of Englewood. It is responsible for treating the raw water pumped from the South Platte River by coagulation, sedimentation, filtration and disinfection. The division is responsible for the operation and maintenance of the equipment, building and grounds.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	-	-	817	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	817	-	-	-	-
Percent Change		----	----	----	-100.00%	----	----	----
Expenditure								
Personnel	667,872	670,929	632,566	652,494	650,907	676,219	620,867	655,982
Commodities	540,333	583,344	645,774	716,864	705,157	693,350	645,050	684,550
Contractual	398,578	328,740	443,634	562,247	362,595	610,228	595,228	604,785
Capital	261,697	284,188	273,160	50,822	506,356	2,797,686	3,871,284	2,565,186
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,868,480	1,867,201	1,995,134	1,982,427	2,225,015	4,777,483	5,732,429	4,510,503
Percent Change		-0.07%	6.85%	-0.64%	12.24%	114.72%	19.99%	-21.32%
Employees FTE	8.700	8.200	8.137	8.077	9.000	9.000	9.000	9.000
Percent Change FTE		-5.75%	-0.77%	-0.74%	11.43%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

Division Purification

Account 40.1603

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, maintains and improves Allen Plant	Ongoing plant maintenance. Optimize plant treatment including chemical feeds & UV System.
A safe, clean, healthy and attractive City	2. Insures safe drinking water that meets all State and Federal rules	Monitor, upgrade plant processes as needed.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Billions of Gallons		1.995	2.500	2.349	2.052	2.026	2.500	2.500

Department Utilities

Fund Water

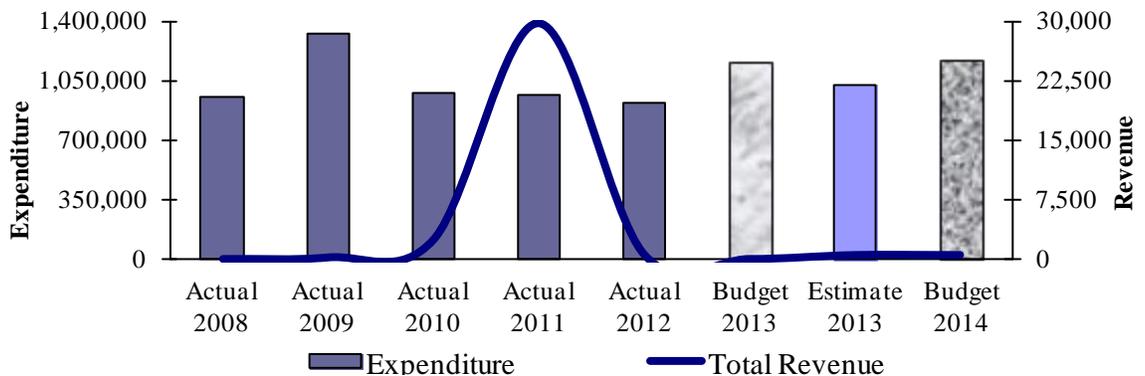
Division Transmission and Distribution

Account 40.1604

Description The Water Distribution Division is responsible for the integrity of the physical system and supplies potable water to the City of Englewood. The Water Distribution System consists of approximately 160 miles of water mains, 2,000 valves, 630 fire hydrants and numerous appurtenances that transmit and distribute water to approximately 10,850 water user accounts. The Division personnel plan, construct, operate and maintain the system to insure that a safe, reliable supply of water is provided for industrial, commercial, domestic and fire-suppression needs of the City of Englewood.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	(220)	(220)
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	-	199	2,454	29,786	571	-	720	720
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	-	199	2,454	29,786	571	-	500	500
Percent Change		---	1133.17%	1113.77%	-98.08%	-100.00%	---	0.00%
Expenditure								
Personnel	616,790	623,892	586,463	599,430	575,503	579,413	542,055	576,632
Commodities	73,765	87,351	133,653	141,891	137,656	184,500	104,320	188,400
Contractual	141,527	114,105	135,428	165,108	144,092	188,195	176,045	188,127
Capital	118,371	498,096	117,525	56,748	57,026	206,748	206,748	211,461
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	950,453	1,323,444	973,069	963,177	914,277	1,158,856	1,029,168	1,164,620
Percent Change		39.24%	-26.47%	-1.02%	-5.08%	26.75%	-11.19%	13.16%
Employees FTE	7.700	7.700	7.641	7.585	7.500	7.500	7.500	7.500
Percent Change FTE		0.00%	-0.77%	-0.74%	-1.11%	0.00%	0.00%	0.00%



Department Utilities

Fund Water

Division Transmission and Distribution

Account 40.1604

Outcome	Goal / Activity Answers the <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains water distribution system	Reline or replace water mains when needed. Valve maintenance, hydrant maintenance.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Water Main Repairs								
Number of repairs	1	36	34	31	44	37	35	35

Department Utilities

Fund Water

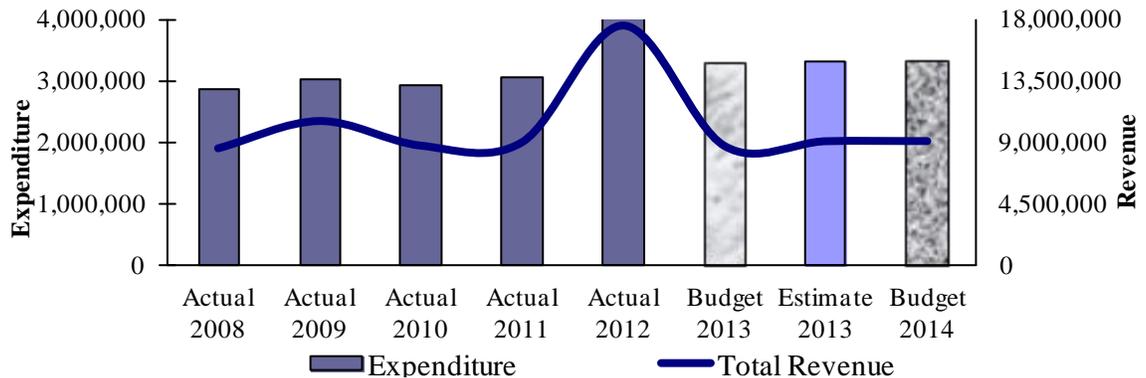
Division Administration

Account 40.1607

Description The Administration Division is responsible for coordinating the efforts of the Water Department and includes such customer services as billing, delinquent account collections, water meter reading and maintenance, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map maintenance.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	12,605	-	-	-
Charges for Services	8,053,147	7,802,035	8,627,274	8,846,393	8,859,761	8,511,926	8,872,501	8,872,501
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	160,610	77,840	47,714	54,760	61,929	142,584	132,629	142,584
Other	46,430	59,442	67,147	88,949	70,494	55,500	60,500	60,500
LT Debt Proceeds	-	2,615,000	-	-	8,590,000	-	-	-
Transfers In	280,675	-	-	-	-	-	-	-
Total Revenue	8,540,862	10,554,317	8,742,135	8,990,102	17,594,789	8,710,010	9,065,630	9,075,585
Percent Change		23.57%	-17.17%	2.84%	95.71%	-50.50%	4.08%	0.11%
Expenditure								
Personnel	453,057	467,783	452,847	470,736	482,179	492,687	527,393	542,138
Commodities	159,015	112,781	78,587	113,940	79,951	137,300	141,850	141,850
Contractual	862,306	886,914	892,067	968,499	992,987	972,182	959,382	982,653
Capital	39,612	46,385	19,603	18,768	35,932	40,763	32,012	11,553
Debt Service	1,352,236	1,509,312	1,475,008	1,470,454	3,426,384	1,659,021	1,659,021	1,661,735
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	2,866,226	3,023,175	2,918,112	3,042,397	5,017,433	3,301,953	3,319,658	3,339,929
Percent Change		5.48%	-3.48%	4.26%	64.92%	-34.19%	0.54%	0.61%
Employees FTE	6.200	6.100	6.053	6.994	6.600	6.600	6.600	6.600
Percent Change FTE		-1.61%	-0.77%	15.54%	-5.63%	0.00%	0.00%	0.00%



Department Utilities
Fund Water
Division Administration
Account 40.1607

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintain and improve water metering system	Continue transition to Itron Automated Reading System.
A progressive City that provides responsive and cost efficient services	2. Provides one of the lowest treated water rates in the metro area. 3. Provides cost efficient customer contact and maintains zero delinquency balance	Efficient management of resources.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Customer contacts (bill, notices, turn offs, etc)	1	78,703	84,438	85,570	81,940	81,980	82,000	82,000
Contacts								

Schedules of Debt Service Requirements

Year	Total Debt Service	General Obligation Water Bonds - 2012 (Refunding)				General Obligation Water Bonds - 2009			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2014	1,590,808	2.000	15,000	261,200	276,200	-	-	117,828	117,828
2015	1,599,385	2.000	165,000	259,400	424,400	-	-	117,828	117,828
2016	1,589,329	2.000	160,000	256,150	416,150	-	-	117,828	117,828
2017	1,579,538	2.000	160,000	252,950	412,950	-	-	117,828	117,828
2018	1,302,642	2.000	165,000	249,700	414,700	-	-	117,828	117,828
2019	534,178	2.000	170,000	246,350	416,350	-	-	117,828	117,828
2020	987,878	4.000	480,000	235,050	715,050	4.150	155,000	117,828	272,828
2021	986,845	4.000	500,000	215,450	715,450	4.250	160,000	111,395	271,395
2022	989,645	4.000	520,000	195,050	715,050	4.300	170,000	104,595	274,595
2023	990,185	2.500	540,000	177,900	717,900	4.400	175,000	97,285	272,285
2024	992,335	3.000	560,000	162,750	722,750	4.500	180,000	89,585	269,585
2025	992,285	3.000	570,000	145,800	715,800	4.500	195,000	81,485	276,485
2026	991,185	3.000	585,000	128,475	713,475	4.500	205,000	72,710	277,710
2027	992,485	3.000	380,000	114,000	494,000	4.600	435,000	63,485	498,485
2028	991,000	3.000	385,000	102,525	487,525	4.625	460,000	43,475	503,475
2029	992,950	3.000	400,000	90,750	490,750	4.625	480,000	22,200	502,200
2030	986,025	3.000	915,000	71,025	986,025				
2031	983,200	3.000	940,000	43,200	983,200				
2032	984,550	3.000	970,000	14,550	984,550				
Totals	21,056,448		8,580,000	3,222,275	11,802,275		2,615,000	1,511,011	4,126,011

Year	State Revolving Loan Fund - October 1, 1997				General Obligation Water Bonds - 2004			
	Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2014	4.141	868,339	188,041	1,056,380	4.000	135,000	5,400	140,400
2015	4.141	895,774	161,383	1,057,157				
2016	4.141	938,300	117,051	1,055,351				
2017	4.141	1,016,491	32,269	1,048,760				
2018	4.141	790,147	(20,033)	770,114				
Totals		4,509,051	478,711	4,987,762		135,000	5,400	140,400

Department Utilities

Fund Water

Division Administration

Account 40.1607

General Obligation Bonds

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

General Obligation Water Bonds, Series 2004 (refunded in 2012), original principal amount of \$3,055,000, dated December 1, 2004. All bonds maturing in years 2015 through 2025 were refunded by the 2012 General Obligation refunding issue. The bonds were issued to finance miscellaneous water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund.

General Obligation Water Bonds, Series 2009, original principal amount of \$2,615,000, dated July 8, 2009. The bonds were issued to finance water system improvement projects. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund. The bonds are rated A2 by Moody's and AA- by Standard and Poor's.

General Obligation Water Bonds, Series 2012 (Refunding), original principal amount of \$8,590,000, dated July 11, 2012. The bonds will be used to finance water system improvement projects and to refund Series 2004 General Obligation Bonds maturing in years 2015-2025. Although there is a general obligation pledge on these bonds, which allows the City to certify a rate of levy for property taxes to pay principal and interest on the bonds, it is the City's intention to service the debt from available moneys in the Water Fund. The bonds are rated Aa3 by Moody's and AA- by Standard and Poor's.

Colorado Water Resources and Power Development Authority – Water Loan to fund water treatment plant and distribution system improvements. The original loan amount of \$15,292,636 was issued on 10/1/1997 with an interest rate of 4.141%.

Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

Authorization Municipal Code 12-1D-1:A and Resolution No. 78 Series of 2008

Description Water usage sales.

Fee Schedule January 1, 2011 a rate increase of 6% is effective.

Date Last Changed January 1, 2010 a rate increase of 7% is effective.

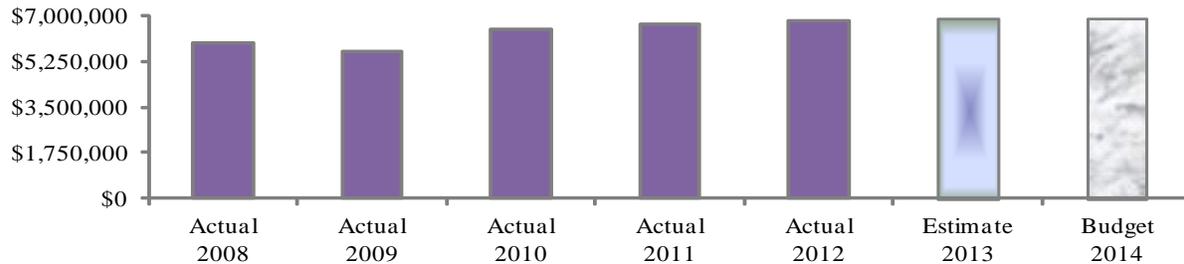
Previous Fee Schedule See following pages.

Formula Method Amount of water utilized X price of water, or by minimum or flat rate.

Projection Method Projection is based on historic revenues, number of accounts transferring from flat rate to metered, number of new accounts, expected weather patterns, and the type of water conservation measures anticipated for the coming irrigation season.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
33209	\$ 24,915	\$ 29,790	\$ 28,105	\$ 28,415	\$ 26,490	\$ 24,000	\$ 24,000
33210	\$ 263,292	\$ 285,133	\$ 305,734	\$ 329,187	\$ 339,646	\$ -	\$ -
33421	\$ 5,635,353	\$ 5,296,021	\$ 6,157,734	\$ 6,283,002	\$ 6,450,672	\$ 6,850,313	\$ 6,850,313
Amount	\$ 5,923,560	\$ 5,610,944	\$ 6,491,573	\$ 6,640,603	\$ 6,816,808	\$ 6,874,313	\$ 6,874,313
% Change	8.57%	-5.28%	15.69%	2.30%	2.65%	0.84%	0.00%



Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

FLAT RATE SERVICE INSIDE CITY OF ENGLEWOOD

RESIDENCE RATES

QUARTERLY RATE

Facility	2012	2013
1-3 Rooms	19.76	19.76
4-5 Rooms	24.71	24.71
6-7 Rooms	28.72	28.72
8-9 Rooms	31.81	31.81
	3.64	3.64
Bath	19.81	19.81
Bath and Shower	19.81	19.81
Separate Shower	19.81	19.81
Water Closet	19.81	19.81
Automatic Washer	9.46	9.46
Dishwasher	10.83	10.83
Garbage Disposal	7.27	7.27
1 or More Automobiles Per Family	9.45	9.45

IRRIGATION RATES:

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

METERED SERVICE INSIDE CITY OF ENGLEWOOD

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

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

Department Utilities

Fund Water

Revenue Item Water Sales

Account / Source 40.1607.33209, 40.1607.33210 and 40.1607.33421 / Charges for Services

METERED QUARTERLY RATES - INSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2012</u>	<u>2013</u>	
FIRST 400,000	3.29	3.29	
OVER 400,000	2.04	2.04	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2012</u>	<u>2013</u>	<u>Minimum Bill</u>
5/8"	8.51	8.51	None
3/4"	9.71	9.71	None
1"	83.10	83.10	22
1.25"	104.25	104.25	28
1.5"	158.81	158.81	45
2"	249.66	249.66	72
3"	461.65	461.65	135
4"	764.65	764.50	225
6"	1,457.92	1,457.92	450

METERED SERVICE OUTSIDE CITY OF ENGLEWOOD

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

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

METERED QUARTERLY RATES - OUTSIDE CITY

<u>QUARTERLY USAGE</u>	<u>Rate per 1000 Gallons</u>		
	<u>2012</u>	<u>2013</u>	
FIRST 400,000	4.61	4.61	
OVER 400,000	3.29	3.29	

<u>Meter Size</u>	<u>Rate per 1000 Gallons</u>		<u>Usage included in</u>
	<u>2012</u>	<u>2013</u>	<u>Minimum Bill</u>
5/8"	8.58	8.58	None
3/4"	9.22	9.22	None
1"	112.80	112.80	22
1.25"	142.26	142.26	28
1.5"	218.12	218.12	45
2"	344.59	344.59	72
3"	639.62	639.62	135
4"	1,057.04	1,057.04	225
6"	2,049.42	2,049.42	450

Department Utilities

Fund Water

Revenue Item Raw Water Sales

Account / Source 40.1607.33431 / Charges for Services

Authorization Charter Section 124

Description Sales of untreated (raw) water to Centennial Water District.

Fee Schedule **Ordinance No. of Series 2003.** Set by contractual negotiations. First 1500 acre-feet charge is \$411.84 per acre-foot of water, the charge drops to \$213.88 per acre-foot, then \$120.99 per acre-foot depending on the water availability.

Date Last Changed 2006

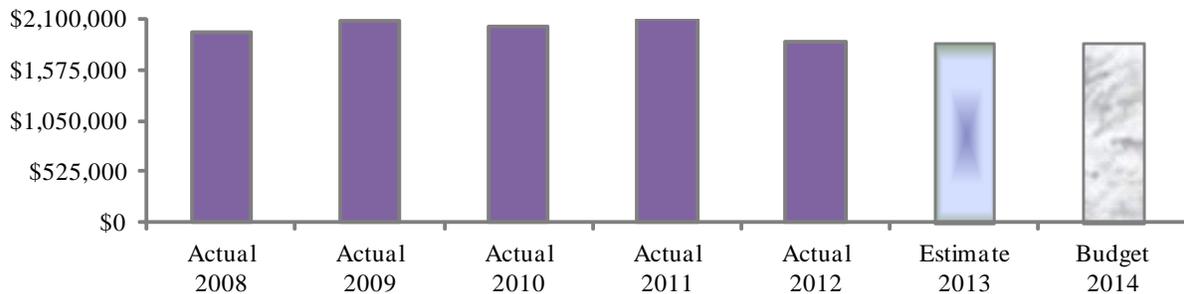
Previous Fee Schedule Set by contractual negotiations. Basic charge is \$381.79 per acre-foot of water.

Formula Method Rate set by contract negotiation with Centennial Water District.

Projection Method Projections based on the terms of the contractual agreements.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,969,543	\$ 2,074,975	\$ 2,024,963	\$ 2,088,330	\$ 1,859,598	\$ 1,850,000	\$ 1,850,000
% Change	4.57%	5.35%	-2.41%	3.13%	-10.95%	-0.52%	0.00%



Department Utilities

Fund Water

Revenue Item City Ditch Revenue

Account / Source 40.1607.33441 / Charges for Services

Authorization Charter Section 125

Description City Ditch fees collected from ditch shareholders. Fees pay for the repair and maintenance of the ditch.

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

Date Last Changed 1998

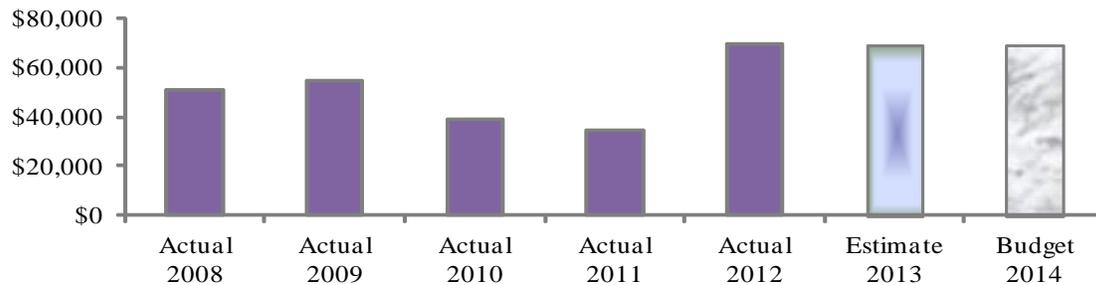
Previous Fee Schedule Shareholder fees are calculated based on annual City Ditch repair and maintenance costs, the number of shares owned.

Formula Method Cost of repair and maintenance multiplied by the number of shares held.

Projection Method Historic costs and revenues and anticipated repair projects.

Comments The large drop from 2002 to 2003 is due to Denver abandoning City Ditch and no longer paying shareholder fees. They didn't want to pay to bring the Ditch under TREX.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 51,038	\$ 54,465	\$ 38,914	\$ 34,112	\$ 69,288	\$ 69,288	\$ 69,288
% Change	44.47%	6.71%	-28.55%	-12.34%	103.12%	0.00%	0.00%



Department Utilities

Fund Water

Revenue Item Meter Sales

Account / Source 40.1607.33451 / Charges for Services

Authorization Charter Section 12-1A-4:A

Description All water tap material and meter sales excluding water tap license connection fees.

Fee Schedule Cost of materials plus markup as approved by Council. See water sales fees schedules.

Date Last Changed N/A

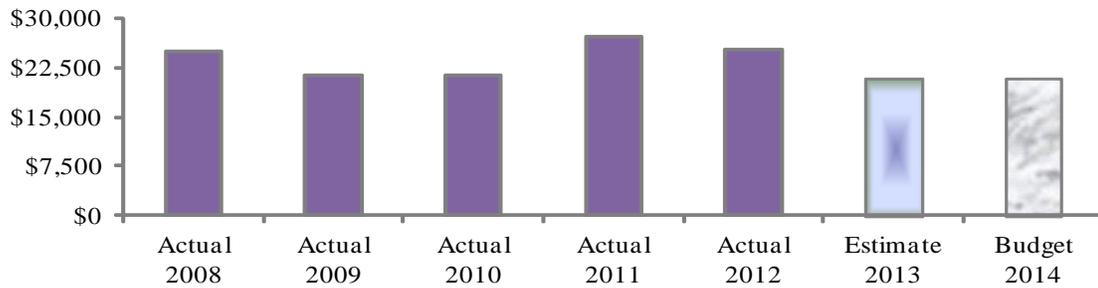
Previous Fee Schedule N/A

Formula Method Cost of materials plus markup as approved by Council. See water sales fees schedules.

Projection Method Projections based on historic information and anticipated new water connection sales and water meter sales.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 25,027	\$ 21,190	\$ 21,434	\$ 27,214	\$ 25,294	\$ 21,000	\$ 21,000
% Change	-10.21%	-15.33%	1.15%	26.96%	-7.05%	-16.98%	0.00%



Department Utilities

Fund Water

Revenue Item Ranch/Cabin Creek Climax O&M Reimbursement

Account / Source 40.1607.36309 / Other

Authorization Charter Section 125

Description The City and Climax Mine jointly own the Ranch Creek Water Diversion Project. Climax Mine pays 55% of the O&M costs. Denver Water Department bills Englewood for O&M, Englewood bills Climax for its 55% share. This account tracks payments of Climax's 55% share.

Fee Schedule Climax reimburses Englewood for 55% of the O&M charges from the Denver Water Department.

Date Last Changed This is the same rate set in the original contract.

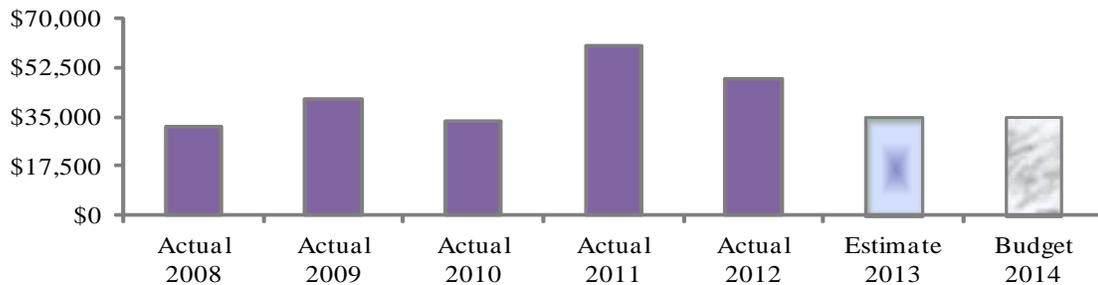
Previous Fee Schedule N/A

Formula Method 55% of O&M charges as billed to Englewood by the Denver Water Department.

Projection Method Historic O&M charges and anticipated construction projects.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 31,400	\$ 41,203	\$ 33,285	\$ 60,337	\$ 48,257	\$ 35,000	\$ 35,000
% Change	-11.51%	31.22%	-19.22%	81.27%	-20.02%	-27.47%	0.00%



Department Utilities

Fund Water

Revenue Item Connection Charge

Account / Source 40.1607.37311 / Other

Authorization Municipal Code 12-1A-1

Description Water tap connection charge

Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	3/4"	\$4,360	\$6,540
	1"	\$7,270	\$10,905
	1-1/2"	\$14,500	\$21,750
	2"	\$23,300	\$34,950
	3"	\$46,500	\$69,750
	4"	\$72,700	\$109,050
	6"	\$174,400	\$261,600

Multi Family: Base fee of \$2,620; \$580 for the first 12 units, \$450 for the next 22 units; \$275 for all units over 34.

Date Last Changed October 2012

Previous Fee Schedule	Water Tap Size	Inside City Charge	Outside City Charge
	5/8"	\$1,000	\$1,500
	3/4"	\$1,800	\$1,500
	1"	\$4,000	\$2,700
	1-1/2"	\$4,000	\$6,000
	2"	\$7,200	\$10,800
	3"	\$16,000	\$24,000
	4"	\$28,800	\$43,200
	6"	\$64,000	\$96,000
	8"	\$115,200	\$172,800

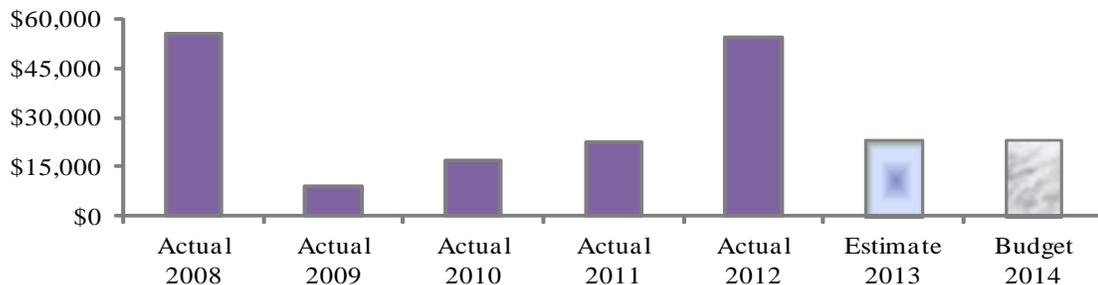
Multi Family: \$1,000.00 for the first unit, \$500.00 of each additional unit.

Formula Method Fee X estimated number of taps.

Projection Method Projections are based on historic information and anticipated new taps for the new year.

Comments Average less than 10 new connections per year.

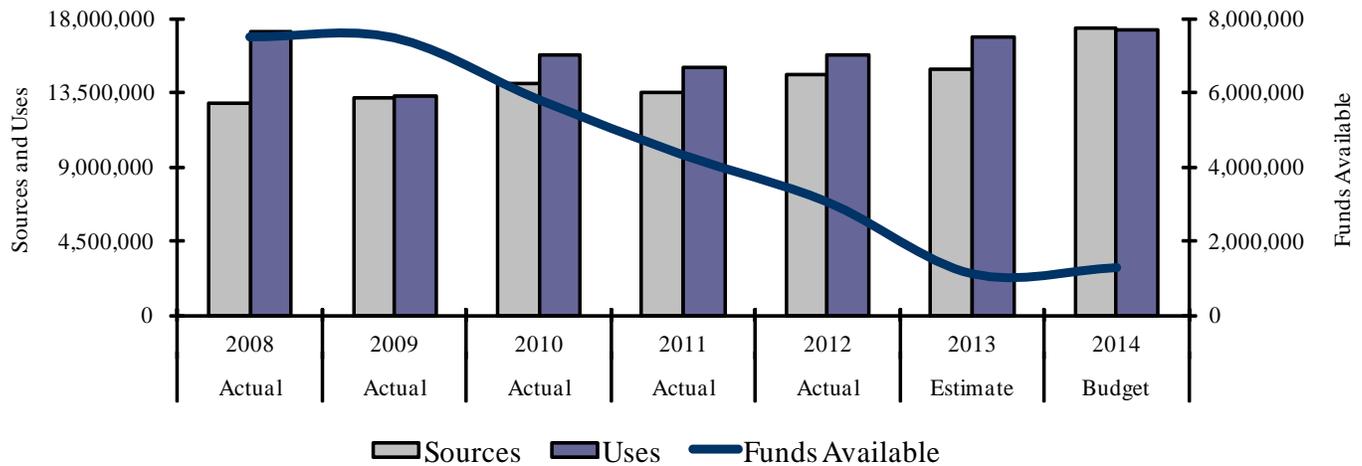
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 55,293	\$ 9,256	\$ 16,960	\$ 22,779	\$ 54,343	\$ 23,400	\$ 23,400
% Change	49.20%	-83.26%	83.23%	34.31%	138.57%	-56.94%	0.00%



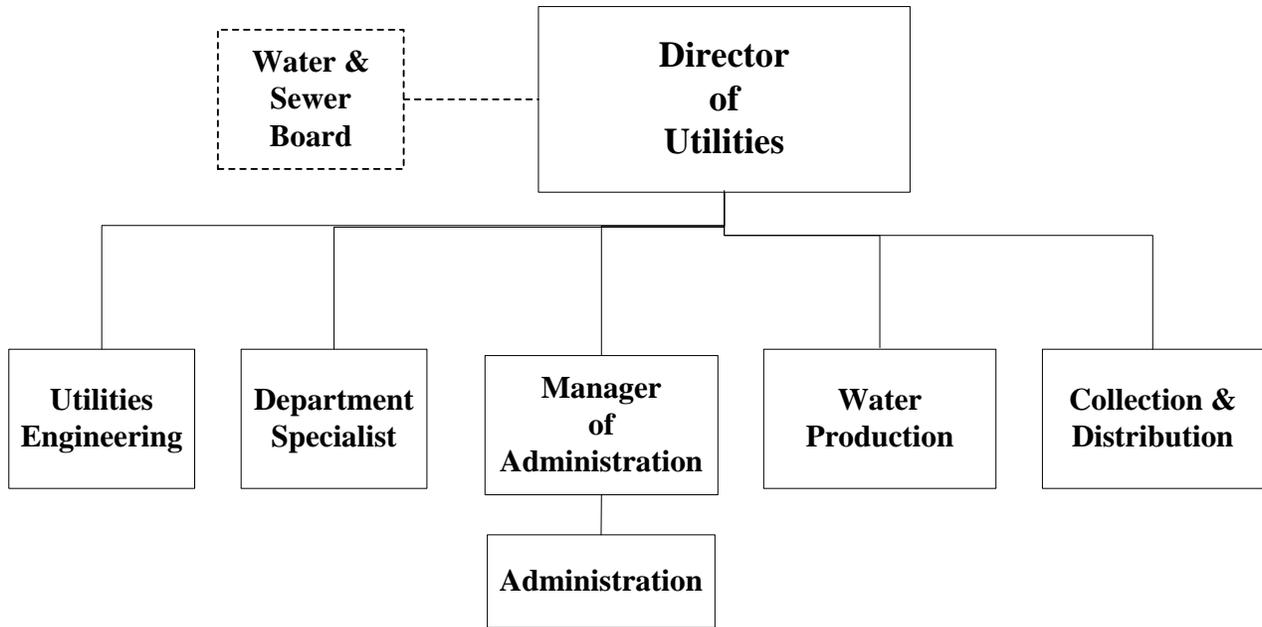
SEWER FUND

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

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 11,867,929	\$ 7,495,965	\$ 7,473,534	\$ 5,811,481	\$ 4,324,852	\$ 1,395,840	\$ 3,060,129	\$ 1,134,620
Sources of Funds								
Operating Revenues								
Charges for Services	10,552,898	12,313,655	13,457,877	12,942,137	13,909,041	14,292,164	14,426,053	15,001,511
Total Operating Revenues	10,552,898	12,313,655	13,457,877	12,942,137	13,909,041	14,292,164	14,426,053	15,001,511
Nonoperating Revenues	977,830	553,525	422,696	352,522	260,787	223,066	255,020	190,000
System development fees	1,282,569	360,218	200,364	231,920	372,488	207,500	222,500	222,500
Loan Proceeds	-	-	-	-	-	2,000,000	-	2,000,000
Total Sources of Funds	12,813,297	13,227,398	14,080,937	13,526,579	14,542,316	16,722,730	14,903,573	17,414,011
Uses of Funds								
Operating Expenses								
Operating Costs	14,556,069	10,218,906	10,530,816	9,817,702	10,816,655	10,937,777	10,946,469	11,524,998
Total Operating Expenses	14,556,069	10,218,906	10,530,816	9,817,702	10,816,655	10,937,777	10,946,469	11,524,998
Capital outlay	54,000	-	-	-	-	1,561,992	1,561,992	1,451,929
Debt Service - Principal	886,755	949,177	3,231,045	3,387,676	3,270,884	2,535,351	2,535,351	2,660,351
Debt Service - Interest	1,688,437	2,081,746	1,981,129	1,807,830	1,646,306	1,787,065	1,785,270	1,609,125
Debt Service - Issue costs	-	-	-	-	-	-	-	-
Total Uses of Funds	17,185,261	13,249,829	15,742,990	15,013,208	15,733,845	16,822,185	16,829,082	17,246,403
Net Sources (Uses) of Funds	(4,371,964)	(22,431)	(1,662,053)	(1,486,629)	(1,191,529)	(99,455)	(1,925,509)	167,608
Prior period restatement	-	-	-	-	(73,194)	-	-	-
Ending Funds Available	\$ 7,495,965	\$ 7,473,534	\$ 5,811,481	\$ 4,324,852	\$ 3,060,129	\$ 1,296,385	\$ 1,134,620	\$ 1,302,228
Funds Available Percentage Change	-36.84%	-0.30%	-22.24%	-25.58%	-29.24%	-57.64%	-12.48%	14.77%



Department Utilities
Fund Sewer



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

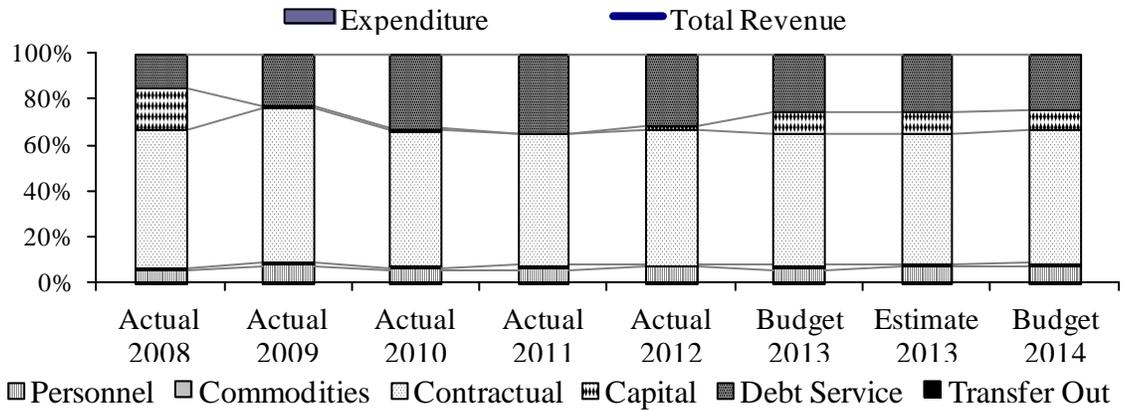
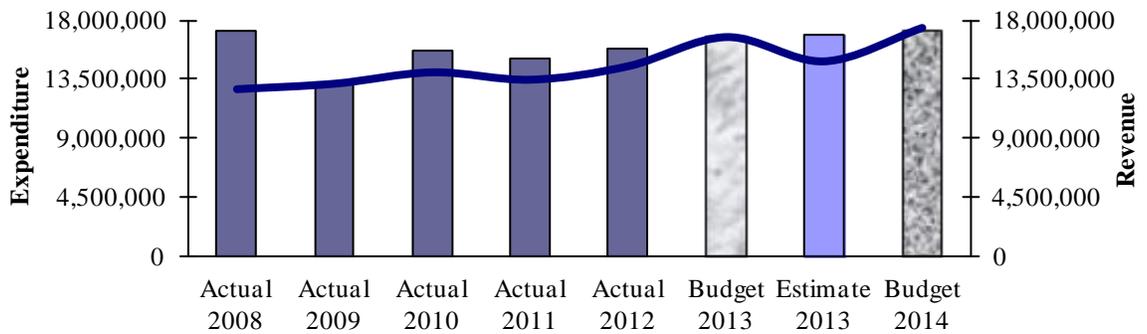
The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission The mission of the Utilities Department regarding the Sewer Fund is to provide citizens within the Englewood service area with an operating wastewater collection system at the lowest possible cost.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Replace work truck crane. • Acquire Work Truck Disinfection System 	<ul style="list-style-type: none"> • Sewer Collection System Replacement
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Acquire new work truck. • Line sewer mains & rehab manholes. • TV system as needed. 	<ul style="list-style-type: none"> • Acquire new work truck. • Line sewer mains & rehab manholes. • TV system as needed.

Department Utilities
Fund Sewer
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	11,946,928	12,790,094	13,786,005	13,326,410	14,431,731	14,610,764	14,744,653	15,319,011
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	865,083	430,738	279,998	200,008	106,578	109,959	156,913	95,000
Other	1,285	6,566	14,934	162	4,007	2,007	2,007	-
LT Debt Proceeds	-	-	-	-	-	2,000,000	-	2,000,000
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	12,813,296	13,227,398	14,080,937	13,526,580	14,542,316	16,722,730	14,903,573	17,414,011
Percent Change		3.23%	6.45%	-3.94%	7.51%	14.99%	-10.88%	16.84%
Expenditure								
Personnel	1,012,264	1,017,208	982,039	1,016,249	1,116,422	1,113,713	1,212,495	1,256,679
Commodities	97,172	146,080	105,936	87,943	90,149	123,700	97,050	114,400
Contractual	10,349,708	8,955,812	9,354,852	8,639,248	9,335,221	9,700,364	9,636,924	10,153,919
Capital	3,150,925	99,807	87,989	74,262	263,324	1,561,992	1,561,992	1,451,929
Debt Service	2,575,192	3,030,922	5,212,174	5,195,506	5,001,923	4,322,416	4,320,621	4,269,476
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	17,185,261	13,249,829	15,742,990	15,013,208	15,807,039	16,822,185	16,829,082	17,246,403
Percent Change		-22.90%	18.82%	-4.64%	5.29%	6.42%	0.04%	2.48%
Employees FTE	14.850	14.45	14.3389	15.2183	13.35	13.35	15.35	15.35
Percent Change FTE		-2.69%	-0.77%	6.13%	-12.28%	0.00%	14.98%	0.00%



Department Utilities

Fund Sewer

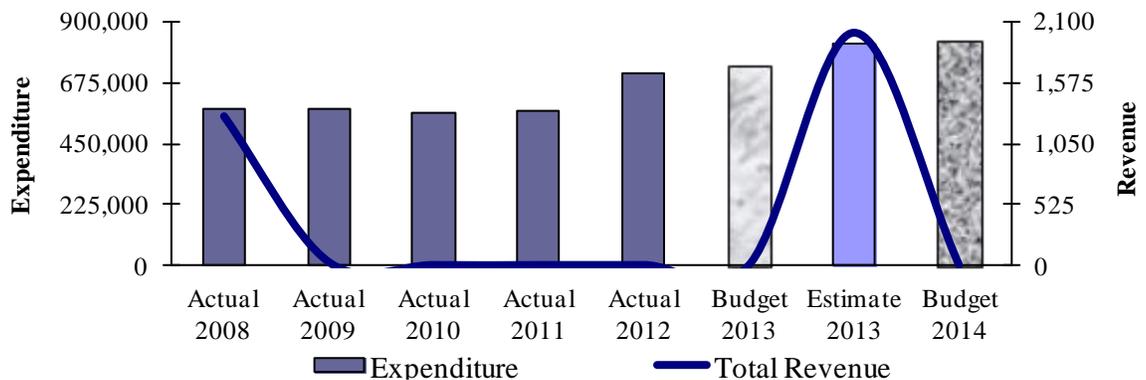
Division Wastewater Collections

Account 41.1605

Description The Wastewater Collection Division is responsible for the installation, operation and maintenance of the wastewater collection system.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	1,285	24	-	-	-	-	2,007	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,285	24	-	-	-	-	2,007	-
Percent Change		-98.13%	-100.00%	----	----	----	----	-100.00%
Expenditure								
Personnel	358,021	378,035	381,999	401,176	402,364	339,635	440,783	467,637
Commodities	33,925	75,872	38,565	39,612	38,815	51,400	34,050	51,400
Contractual	82,015	72,441	92,738	75,872	90,384	141,261	139,061	142,006
Capital	106,806	52,888	52,888	52,888	176,163	205,216	205,216	167,653
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	580,767	579,236	566,190	569,548	707,726	737,512	819,110	828,696
Percent Change		-0.26%	-2.25%	0.59%	24.26%	4.21%	11.06%	1.17%
Employees FTE	5.500	5.500	5.458	5.418	4.400	4.400	6.400	6.400
Percent Change FTE		0.00%	-0.77%	-0.74%	-18.78%	0.00%	45.45%	0.00%



Department Utilities

Fund Sewer

Division Wastewater Collections

Account 41.1605

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Repairs, replaces and maintains sewer collection system	Flush all sewer mains at least annually. Camera problem areas, root cut as needed, repair as needed.

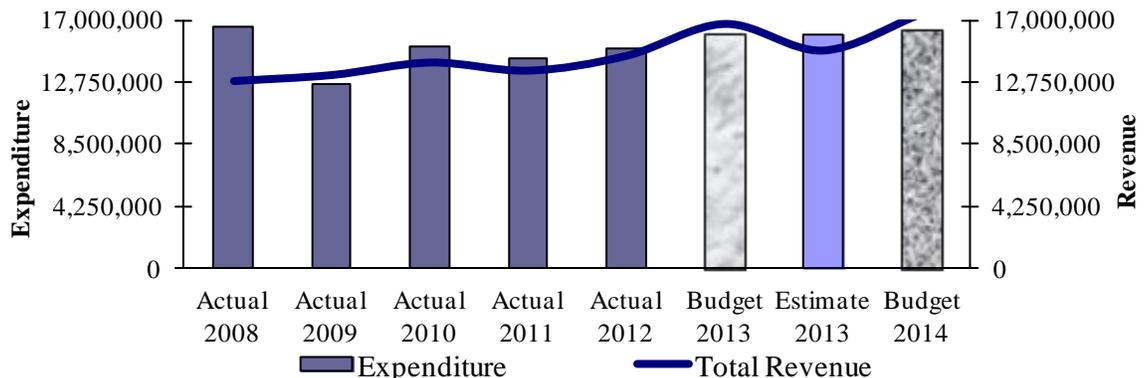
Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Sewer Mains Cleaned								
Feet of Mains Cleaned	1	542,661	652,837	550,180	542,375	518,295	542,000	542,000

Department Utilities
Fund Sewer
Division Administration
Account 41.1607

Description The Administration Division is responsible for coordinating the efforts of the Sewer Department and includes such customer services as billing, delinquent account collections, inspections, response to customer requests and inquiries, issuing permits, record-keeping and map-system maintenance.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	11,946,928	12,790,094	13,786,005	13,326,410	14,431,731	14,610,764	14,744,653	15,319,011
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	865,083	430,738	279,998	200,008	106,578	109,959	156,913	95,000
Other	-	6,542	14,934	162	4,007	2,007	-	-
LT Debt Proceeds	-	-	-	-	-	2,000,000	-	2,000,000
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	12,812,011	13,227,374	14,080,937	13,526,580	14,542,316	16,722,730	14,901,566	17,414,011
Percent Change		3.24%	6.45%	-3.94%	7.51%	14.99%	-10.89%	16.86%
Expenditure								
Personnel	654,243	639,173	600,040	615,073	714,058	774,078	771,712	789,042
Commodities	63,247	70,208	67,371	48,331	51,334	72,300	63,000	63,000
Contractual	10,267,693	8,883,371	9,262,114	8,563,376	9,244,837	9,559,103	9,497,863	10,011,913
Capital	3,044,119	46,919	35,101	21,374	87,161	1,356,776	1,356,776	1,284,276
Debt Service	2,575,192	3,030,922	5,212,174	5,195,506	5,001,923	4,322,416	4,320,621	4,269,476
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	16,604,494	12,670,593	15,176,800	14,443,660	15,099,313	16,084,673	16,009,972	16,417,707
Percent Change		-23.69%	19.78%	-4.83%	4.54%	6.53%	-0.46%	2.55%
Employees FTE	9,350	8,950	8,881	9,801	8,950	8,950	8,950	8,950
Percent Change FTE		-4.28%	-0.77%	10.35%	-8.68%	0.00%	0.00%	0.00%



Department Utilities
Fund Sewer
Division Administration
Account 41.1607

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Provides efficient customer service and a zero delinquency rate. 2. Provides one of the lowest waste water rates in the metro area	1. Timely and accurate billings and past due collections.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Bills and notices sent		74,993	75,316	75,407	75,324	81,980	75,600	75,600

Schedules of Debt Service Requirements

Colorado Water Resources and Power Development Authority									
May 1, 2004									
Year	Total Debt Service	Water Pollution Control Revolving Fund				Water Revenue Bond Program			
		Rate	Principal	Interest	Total	Rate	Principal	Interest	Total
2014	4,269,476	3.870	5,351	1,097,875	1,103,226	4.110	2,655,000	511,250	3,166,250
2015	4,271,726	3.870	5,351	1,097,875	1,103,226	4.110	2,790,000	378,500	3,168,500
2016	4,203,101	3.870	5,351	1,033,750	1,039,101	4.110	2,925,000	239,000	3,164,000
2017	4,072,754	3.870	1,182,571	942,433	2,125,004	4.110	1,855,000	92,750	1,947,750
2018	4,035,283	3.870	3,162,441	872,842	4,035,283	-	-	-	-
2019	4,034,484	3.870	3,258,759	775,725	4,034,484	-	-	-	-
2020	4,030,584	3.870	3,360,428	670,156	4,030,584	-	-	-	-
2021	4,034,075	3.870	3,467,448	566,627	4,034,075	-	-	-	-
2022	4,036,197	3.870	3,574,468	461,729	4,036,197	-	-	-	-
2023	4,023,976	3.870	3,686,839	337,137	4,023,976	-	-	-	-
2024	3,946,093	3.870	3,799,210	146,883	3,946,093	-	-	-	-
2025	4,009,590	3.870	4,007,899	1,691	4,009,590	-	-	-	-
Totals	48,967,339		29,516,116	8,004,723	37,520,839		10,225,000	1,221,500	11,446,500

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

Issue Date	Original Amount	Interest Rate	Last Payment Date
5/1/2004	\$19,715,000	4.110%	8/1/2017
5/1/2004	\$29,564,275	3.870%	8/1/2025

Department Utilities

Fund Sewer

Revenue Item Disposal Service Fee

Account / Source 41.1607.33511 / Charges for Services

Authorization EMS 12-2-3 and Ordinance No. 06 Series 2009

Description Sewer service charge.

Fee Schedule Refer to schedule on the next page.

Date Last Changed January 1, 2013 a rate increase of 4% is effective.

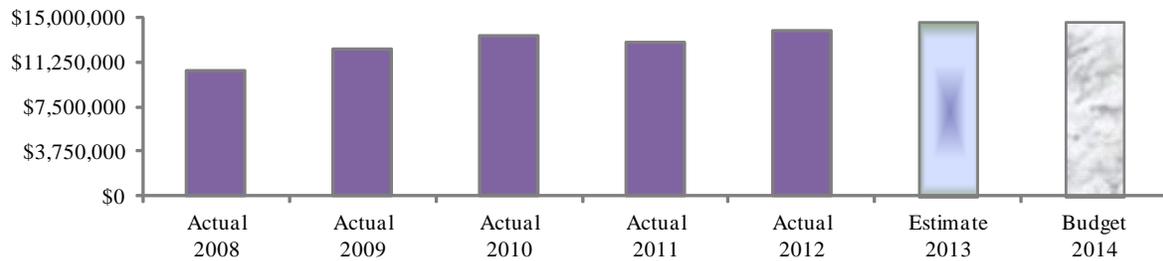
Previous Fee Schedule January 1, 2011 a rate increase of 8% is effective See schedule on next page.

Formula Method Number of accounts X revenue per account.

Projection Method Projections based on historical revenues, rate increases and projected growth in the service area.

Comments As of January, 2011, there are approximately 10,400 inside City sewer accounts and 32,400 outside City accounts. The City maintains wastewater treatment agreements with 15 sanitation districts in Arapahoe County.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 10,552,898	\$ 12,313,655	\$ 13,457,877	\$ 12,942,137	\$ 13,909,041	\$ 14,680,141	\$ 14,680,141
% Change	12.22%	16.69%	9.29%	-3.83%	7.47%	5.54%	0.00%



Department Utilities

Fund Sewer

Revenue Item Disposal Service Fee

Account / Source 41.1607.33511 / Charges for Services

Sewage Treatment Rate Schedule: 2013

Rate per 1000 gallons								
Sewer Treatment Charge	2.6253							
Collection System Charge	0.3497							
TOTAL	2.9749							
	Schedule I	Schedule II	Schedule III	Schedule IV				
	In City City Sewers Billed Qrtly	In City District Sewers Billed Qrtly	Outside City District Sewers Billed Annually	Outside City District Sewers Billed Qrtly				
Customer Class	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum	Flat Rate	Minimum
Single-Family Dwell	62.60	56.94	55.22	50.19	231.36	210.68	57.89	52.72
Multi-Fam. Unit	38.77	35.29	34.21	31.09	143.63	130.45	35.94	32.63
Mobile Unit	23.87	21.68	21.04	19.17	88.43	80.27	22.13	20.11
Com & Ind (by meter size)								
5/8"	86.23	78.55	76.22	69.32	319.77	290.95	76.89	72.78
3/4"	130.94	119.14	115.56	105.20	485.31	441.39	116.69	110.38
1"	217.11	197.51	191.72	174.47	805.00	732.28	193.53	183.10
1.5"	434.16	395.14	383.24	348.76	1,609.97	1,464.54	387.05	366.16
2"	695.92	633.38	614.28	558.94	2,579.81	2,347.86	620.19	587.01
3"	1,388.99	1,263.92	1,225.98	1,115.5	5,148.31	4,685.64	1,237.60	1,171.44
4"	2,171.06	1,975.79	1,916.23	1,743.82	8,047.83	7,323.73	1,934.62	1,830.96
6"	4,342.24	3,951.51	3,832.40	3,487.43	16,096.19	14,647.41	3,869.31	3,661.87
8"	6,899.59	6,278.65	6,071.60	5,525.07	25,577.57	23,275.53	6,148.40	5,818.97
10"	9,918.21	9,025.66	8,728.19	7,942.48	36,767.94	33,458.73	8,838.39	8,364.84

Sewage Treatment Rate Schedule: 2012

Rate Per 1,000 Gallons								
Sewage Treatment Charge	2.52							
Collection System Charge	0.4							
TOTAL	2.86							
	SCHEDULE I		SCHEDULE II		SCHEDULE III		SCHEDULE IV	
Customer Class	In City City Sewers Billed Quarterly		In City District Sewers Billed Quarterly		Outside City District Billed Annually		Outside City District Billed Quarterly	
	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.	Flat Rate	Min.
Single-fam. dwg.	60.19	54.75	53.10	48.26	222.47	202.57	55.67	50.69
Multi-fam. unit	37.28	33.94	32.89	29.89	138.10	125.43	34.55	31.38
Mobile home	22.95	20.85	20.23	18.43	85.03	77.18	21.28	19.34
Com. & Ind. (by meter size)								
5/8"	82.91	75.53	73.29	66.65	307.47	279.76	76.89	69.98
3/4"	125.90	114.56	111.12	101.15	466.64	424.41	116.69	106.13
1"	208.76	189.91	184.35	167.76	774.04	704.12	193.53	176.06
1 1/2"	417.46	379.94	368.50	335.35	1,548.05	1,408.21	387.05	352.08
2"	669.15	609.02	590.65	537.44	2,480.59	2,257.56	620.19	564.43
3"	1,335.57	1,215.31	1,178.83	1,072.61	4,950.30	4,505.42	1,237.60	1,126.38
4"	2,087.56	1,899.80	1,842.53	1,676.75	7,738.30	7,042.05	1,934.62	1,760.54
6"	4,175.23	3,799.53	3,685.00	3,353.30	15,477.11	14,084.05	3,869.31	3,521.03
8"	6,634.22	6,037.16	5,838.08	5,312.57	24,593.82	22,380.32	6,148.40	5,595.16
10"	9,536.74	8,678.52	8,392.49	7,637.00	35,353.79	32,171.86	8,838.39	8,043.12

Department Utilities

Fund Sewer

Revenue Item South Englewood Maintenance Fee

Account / Source 41.1607.33512 / Charges for Services

Authorization Ordinance 40, Series of 1997

Description Fees collected from South Englewood Sanitation District for the maintenance of their sanitary sewer lines inside the City of Englewood.

Fee Schedule \$39,600 per year

Date Last Changed 1997

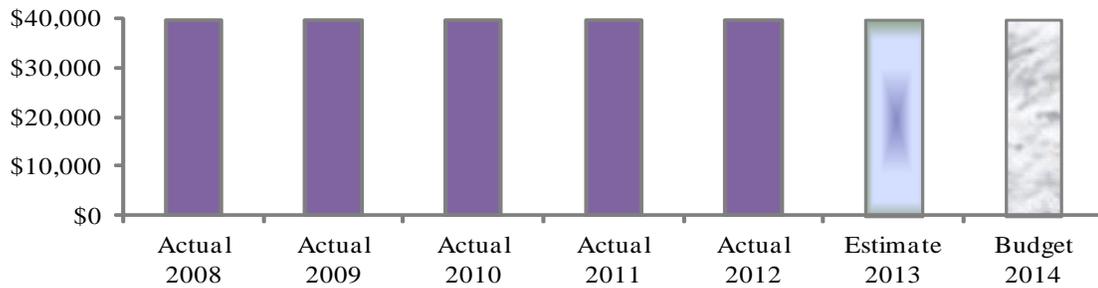
Previous Fee Schedule \$36,000 per year

Formula Method By contract

Projection Method By contract and consumer price index.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600	\$ 39,600
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



Department Utilities

Fund Sewer

Revenue Item Administrative Penalty, Interest and Late Fee

Account / Source 41.1607.33701 and 41.1607.33702 / Charges for Services

Authorization EMC 12-2-3H.1

Description Overdue penalty charge to delinquent accounts.

Fee Schedule 5% per month of past due amount up to 25%.

Date Last Changed 1999

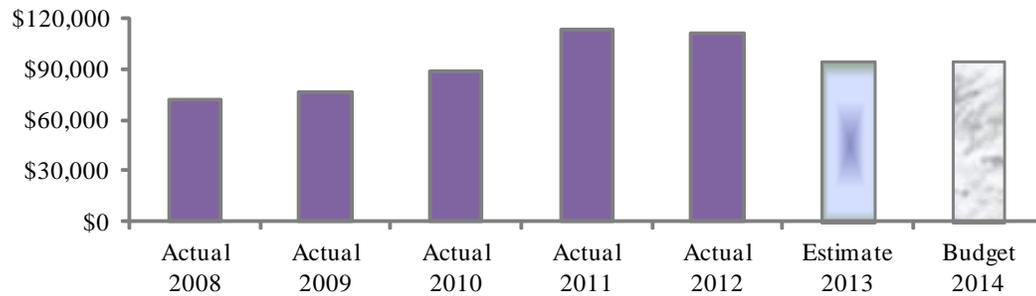
Previous Fee Schedule Flat 25% plus 100% if certified to county for collection.

Formula Method 5% per month of past due amount.

Projection Method Historic revenues.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
33701	\$ 70,722	\$ 75,394	\$ 86,438	\$ 111,246	\$ 108,976	\$ 95,000	\$ 95,000
33702	\$ 1,140	\$ 1,227	\$ 1,726	\$ 1,507	\$ 1,626	\$ -	\$ -
Amount	\$ 71,862	\$ 76,621	\$ 88,164	\$ 112,753	\$ 110,602	\$ 95,000	\$ 95,000
% Change	3.59%	6.62%	15.06%	27.89%	-1.91%	-14.11%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Charge – Inside City

Account / Source 41.1607.37312 / Other

Authorization EMC 12-2-5 & 12-2-8

Description Fee charged to inside city users to connect and/or discharge to the wastewater system.

Water Meter Size	Sewer Tap Fee
3/4"	\$1,400
1"	\$2,333
1-1/2"	\$4,667
2"	\$7,467
3"	\$14,932
4"	\$23,332
6"	\$46,667
8"	\$74,667
10"	\$107,332

Multi Family = Base charge of \$845, first 12 units \$185, next 22 units & \$150, and all units over 34 \$85.

Date Last Changed 2011

Water Meter Size	Sewer Tap Fee
3/4"	\$800
1"	\$1,333
1-1/2"	\$2,667
2"	\$4,267
3"	\$8,533
4"	\$13,333
6"	\$26,667
8"	\$42,667
10"	\$61,333

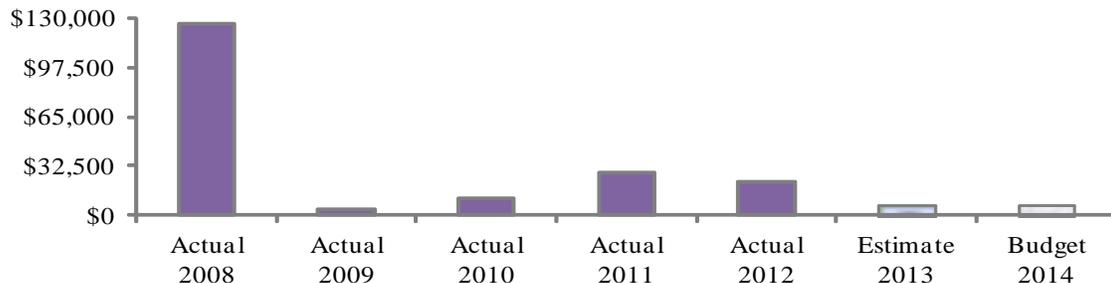
Multi Family = \$1,400 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments Average less than 10 new taps per year.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 126,245	\$ 4,605	\$ 11,425	\$ 28,403	\$ 21,557	\$ 7,500	\$ 7,500
% Change	362.81%	-96.35%	148.11%	148.60%	-24.10%	-65.21%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Charge – Outside City

Account / Source 41.1607.37313 / Other

Authorization EMC 12-2-5 & 12-2-8

Description Fee charged to users outside City limits to connect and/or discharge to the wastewater system.

Water Meter Size	Sewer Tap Fee
3/4"	\$1,400
1"	\$2,333
1-1/2"	\$4,667
2"	\$7,467
3"	\$14,932
4"	\$23,332
6"	\$46,667
8"	\$74,667
10"	\$107,332

Multi Family = Base charge of \$845, first 12 units \$185, next 22 units \$150, and all units over 34 \$85.

Date Last Changed 2011

Water Meter Size	Sewer Tap Fee
3/4"	\$800
1"	\$1,333
1-1/2"	\$2,667
2"	\$4,267
3"	\$8,533
4"	\$13,333
6"	\$26,667
8"	\$42,667
10"	\$61,333

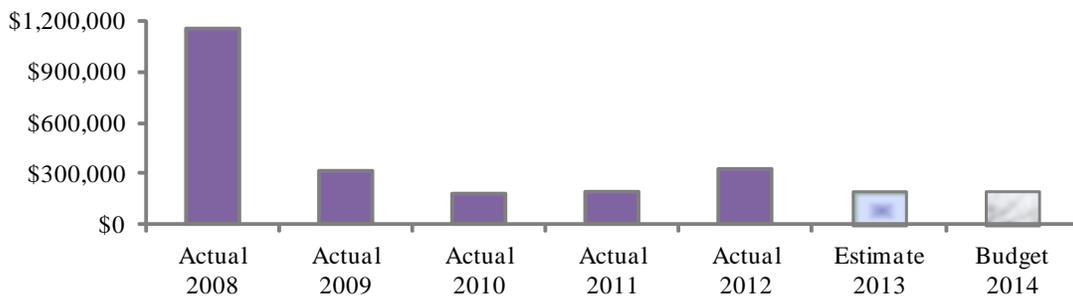
Multi Family = \$1,400 per unit.

Formula Method Number of taps X fee.

Projection Method 1% growth.

Comments 270 new accounts per year.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 1,149,851	\$ 319,485	\$ 182,272	\$ 195,316	\$ 330,564	\$ 200,000	\$ 200,000
% Change	119.39%	-72.22%	-42.95%	7.16%	69.25%	-39.50%	0.00%



Department Utilities

Fund Sewer

Revenue Item Connection Surcharge (Collection System)

Account / Source 41.1607.37314 / Other

Authorization EMC 12-2-8

Description Surcharge of sewer tap fee to fund Northeast Englewood Relief Sewer System infrastructure.

Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$1,200
	1"	\$2,000
	1-1/2"	\$4,000
	2"	\$6,400
	3"	\$12,800
	4"	\$20,000
	6"	\$48,000

Multi Family = Base charge of \$720, first 12 units \$160, next 22 units \$125, and all units over 34 \$75.

Date Last Changed 2011

Previous Fee Schedule	Water Meter Size	Sewer Tap Fee
	3/4"	\$500
	1"	\$833
	1-1/2"	\$1,667
	2"	\$2,667
	3"	\$5,333
	4"	\$8,333
	6"	\$16,667
	8"	\$26,667
	10"	\$38,333

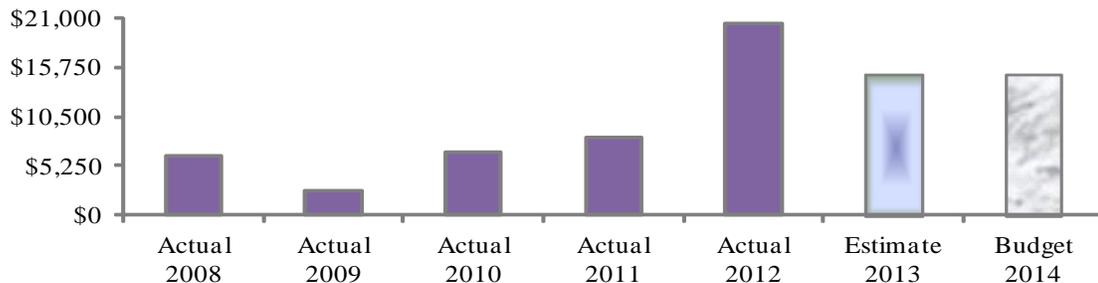
Multi Family = \$500 per unit

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

Projection Method 1% growth.

Comments 15 new accounts per year.

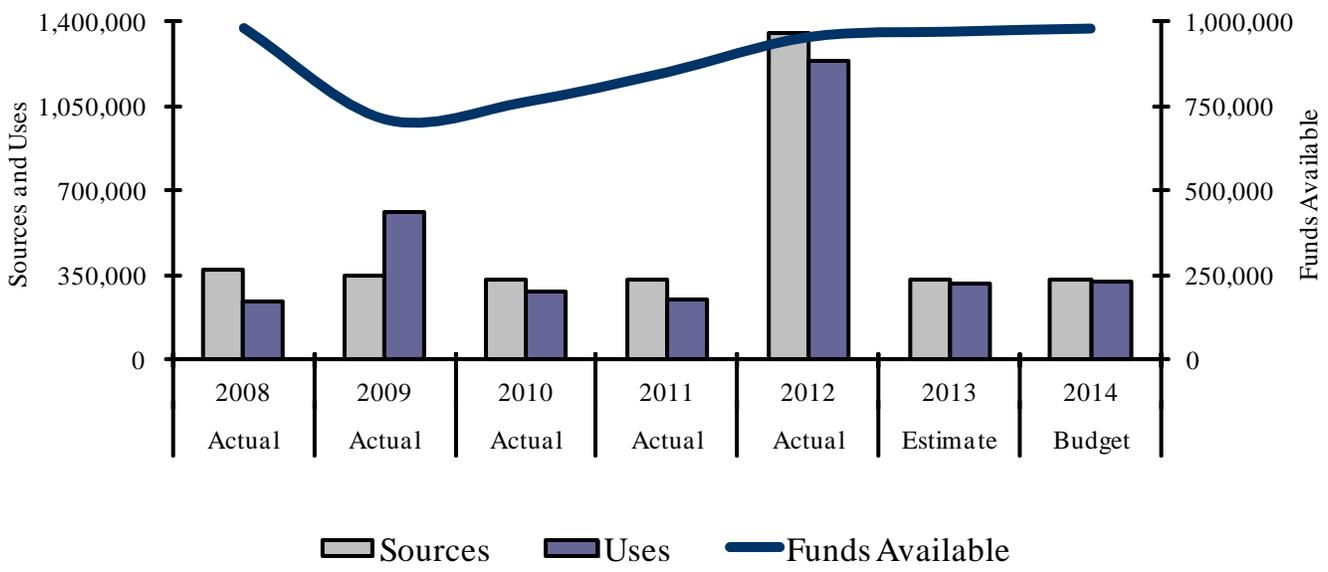
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 6,332	\$ 2,667	\$ 6,667	\$ 8,201	\$ 20,367	\$ 15,000	\$ 15,000
% Change	-54.22%	-57.88%	149.98%	23.01%	148.35%	-26.35%	0.00%



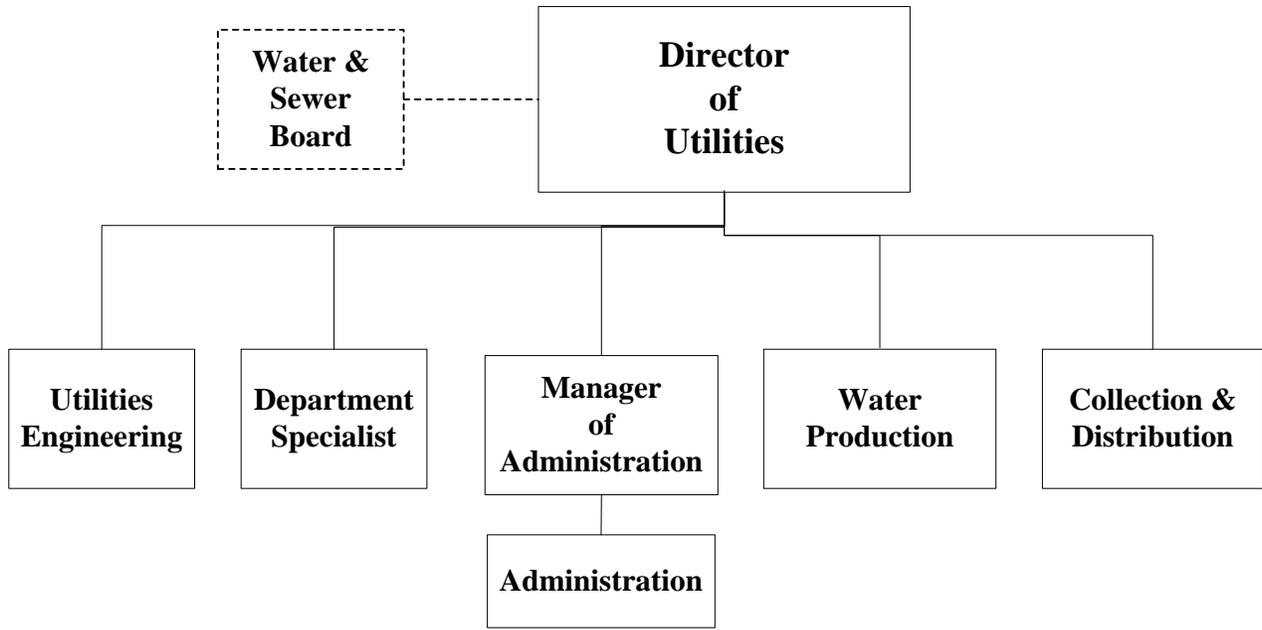
STORM DRAINAGE FUND

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

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 847,584	\$ 982,564	\$ 714,435	\$ 765,997	\$ 852,983	\$ 842,611	\$ 956,580	\$ 972,029
Sources of Funds								
Operating Revenues								
Charges for Services	320,720	320,781	318,981	319,211	316,244	319,347	320,450	320,450
Interest and other	57,579	26,722	12,734	18,106	16,424	12,338	11,690	12,672
Total Operating Revenues	378,299	347,503	331,715	337,317	332,668	331,685	332,140	333,122
Other financing sources	-	-	-	-	1,025,000	-	-	-
Total Sources of Funds	378,299	347,503	331,715	337,317	1,357,668	331,685	332,140	333,122
Uses of Funds								
Operating Expenses								
Operating Costs	105,869	121,774	144,104	112,833	133,066	103,956	104,011	107,956
Total Operating Expenses	105,869	121,774	144,104	112,833	133,066	103,956	104,011	107,956
Capital outlay	-	359,564	-	-	-	100,000	100,000	100,000
Debt Service - Principal	70,000	70,000	75,000	80,000	90,000	95,000	95,000	100,000
Debt Service - Interest	67,450	64,294	61,049	57,498	75,239	17,680	17,680	15,780
Debt Service - Issue Costs	-	-	-	-	940,000	-	-	-
Total Uses of Funds	243,319	615,632	280,153	250,331	1,238,305	316,636	316,691	323,736
Net Sources(Uses) of Funds	134,980	(268,129)	51,562	86,986	119,363	15,049	15,449	9,386
Prior period restatement	-	-	-	-	(15,766)	-	-	-
Ending Funds Available	\$ 982,564	\$ 714,435	\$ 765,997	\$ 852,983	\$ 956,580	\$ 857,660	\$ 972,029	\$ 981,415
Funds Available Percentage Change	15.93%	-27.29%	7.22%	11.36%	12.15%	-10.34%	13.34%	0.97%



Department Utilities
Fund Storm Drainage



Description The Utilities Department is committed to providing the citizens of Englewood an adequate supply of high quality water, and operational wastewater and storm water collection systems at the lowest possible cost. Water Quality Tests are conducted regularly to ensure compliance with all state and federal regulatory guidelines.

The Utilities Department handles every aspect of water supply and treatment, including administration, supply, power and pumping, purification, transmission and distribution, wastewater collection, and storm water quality.

Mission **Responsible for maintaining the storm water catch basins and mains in the City. Functions include: main flushing and cleaning, catch basin cleaning, point repair and installation, emergency response and locating responsibilities.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
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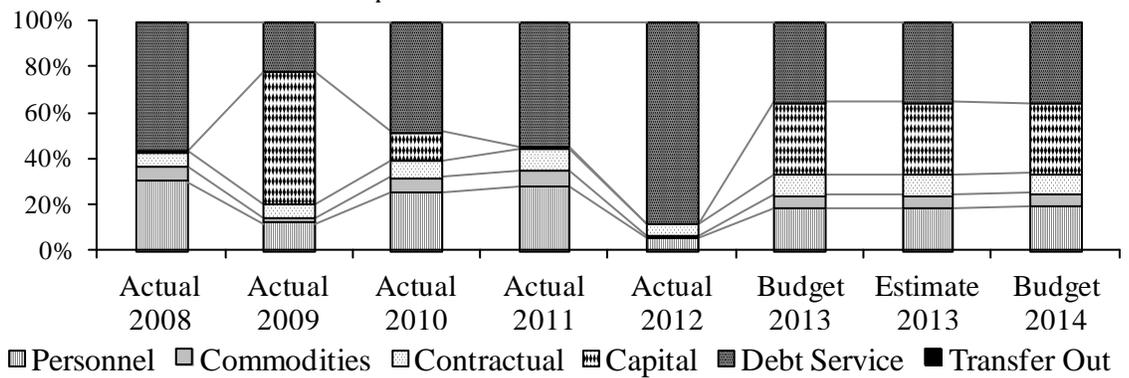
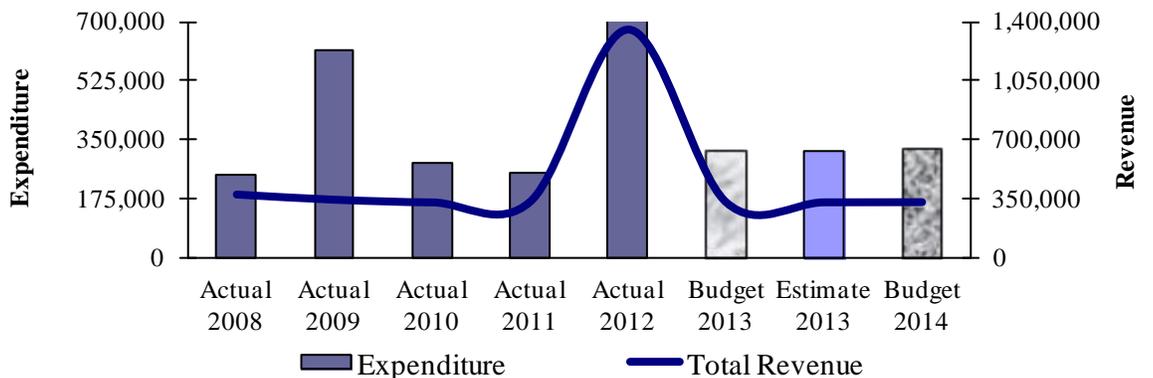
- | | |
|--|--|
| <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. | <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. |
|--|--|

2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
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- | | |
|--|--|
| <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. | <ul style="list-style-type: none"> Inspect and repair/clean storm drains as needed. |
|--|--|

Department Utilities
Fund Storm Drainage
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	6,337	3,114	3,551	8,372	7,236	3,653	4,000	4,000
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	321,717	321,910	320,140	320,321	317,282	319,347	319,450	319,450
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	50,245	22,479	8,025	8,624	8,151	8,685	8,690	9,672
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	1,025,000	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	378,299	347,503	331,716	337,317	1,357,669	331,685	332,140	333,122
Percent Change		-8.14%	-4.54%	1.69%	302.49%	-75.57%	0.14%	0.30%
Expenditure								
Personnel	73,420	73,733	71,910	70,162	66,525	59,112	59,153	62,998
Commodities	16,017	12,731	16,778	15,986	15,182	16,900	16,914	16,914
Contractual	15,119	37,227	20,677	25,301	67,125	27,944	27,944	28,044
Capital	1,313	357,648	34,740	1,383	-	100,000	100,000	100,000
Debt Service	137,450	134,294	136,049	137,498	1,105,240	112,680	112,680	115,780
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	243,319	615,633	280,154	250,330	1,254,072	316,636	316,691	323,736
Percent Change		153.01%	-54.49%	-10.65%	400.97%	-74.75%	0.02%	2.22%
Employees FTE	0.650	0.650	0.645	0.640	0.550	0.550	0.550	0.550
Percent Change FTE		0.00%	-0.77%	-0.73%	-14.10%	0.00%	0.00%	0.00%



Department Utilities
Fund Storm Drainage
Division Field Maintenance, Administration and Special Projects
Account 42.1606, 42.1607 and 42.1608

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Maintains, repairs and improves storm drainage system	1. Inspect, flush and repair as needed.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Schedule of Debt Service Requirements

Storm Water Revenue Refunding Bonds - 2012				
Year	Total	Rate	Principal	Interest
2014	115,780	1.00	100,000	15,780
2015	114,780	1.25	100,000	14,780
2016	113,530	1.50	100,000	13,530
2017	117,030	1.75	105,000	12,030
2018	115,192	2.00	105,000	10,192
2019	113,093	2.25	105,000	8,093
2020	110,730	2.50	105,000	5,730
2021	118,105	2.70	115,000	3,105
Totals	918,240		835,000	83,240

Revenue Bonds

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

Storm Water Enterprise Revenue Bonds, Series 2001 (refunded in 2012), original principal amount of \$1,675,000, dated October 1, 2001, consisting of serial bonds due annually from December 1, 2002 through December 1, 2021. Interest is payable semi-annually at rates ranging from 4.10% to 5.50% on the outstanding bonds. Bonds maturing on or after December 1, 2012 are callable at par in any order of maturity on December 1, 2012. The bonds were issued to finance miscellaneous storm drainage system improvement projects. The bonds are non-rated.

Storm Water Enterprise Revenue Bonds, Series 2012 (Refunding), original principal amount of \$930,000, dated May 11, 2012 consisting of serial bonds due annually from December 1, 2012 through December 1, 2021. Interest is payable semi-annually at rates ranging from 1.00% to 2.70% on the outstanding bonds. The bonds were issued to refinance the 2001 Storm Water Enterprise Revenue Bonds issued to finance miscellaneous storm drainage system improvement projects.

Department Utilities

Fund Storm Drainage

Revenue Item Storm Water Maintenance Fee

Account / Source 42.1607.33513 / Charges for Services

Authorization EMC 12-5-4:A

Description Fees collected from all properties for the operation, repair and maintenance of the storm water collection system.

Fee Schedule \$16.66 per year for residential, all other customer classes is billed at \$0.00554 per square foot of impervious area within their property.

Date Last Changed 2001

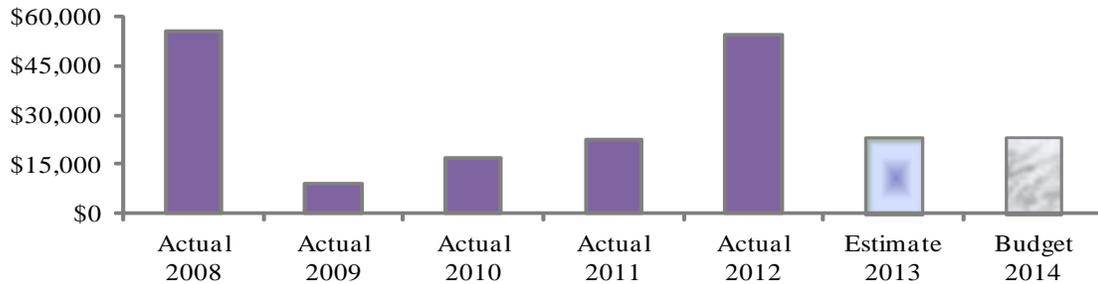
Previous Fee Schedule \$6.80 per year for residential, all other customer classes is billed at \$0.00226 per square foot of impervious area within their property.

Formula Method N/A

Projection Method Historic revenues.

Comments N/A

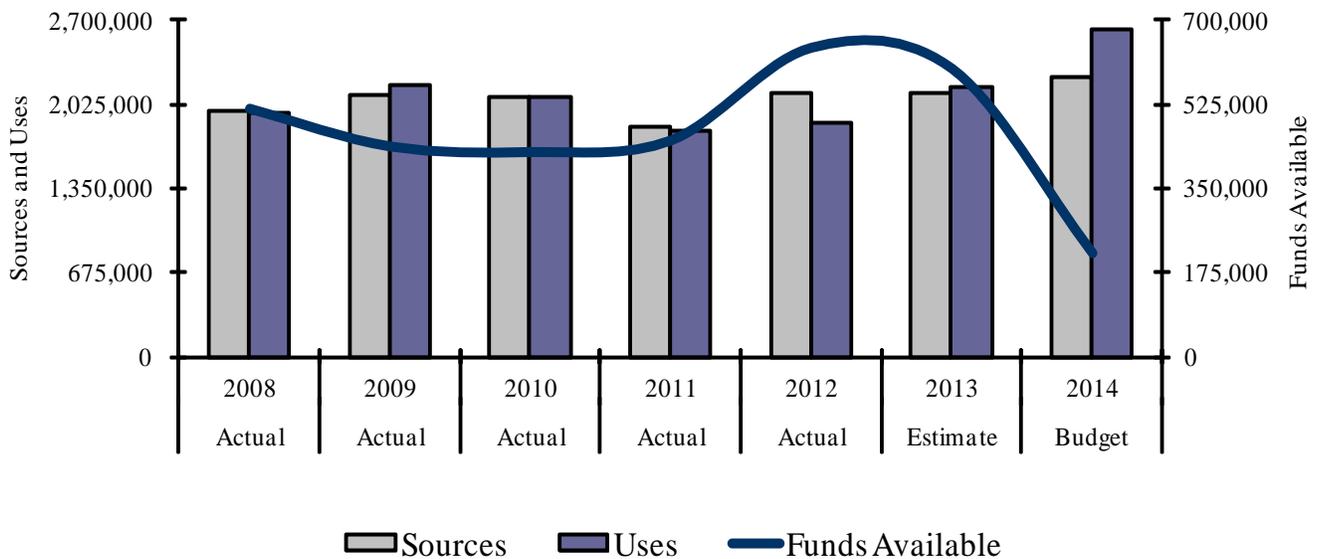
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 55,293	\$ 9,256	\$ 16,960	\$ 22,779	\$ 54,343	\$ 23,400	\$ 23,400
% Change	49.20%	-83.26%	83.23%	34.31%	138.57%	-56.94%	0.00%



GOLF COURSE FUND

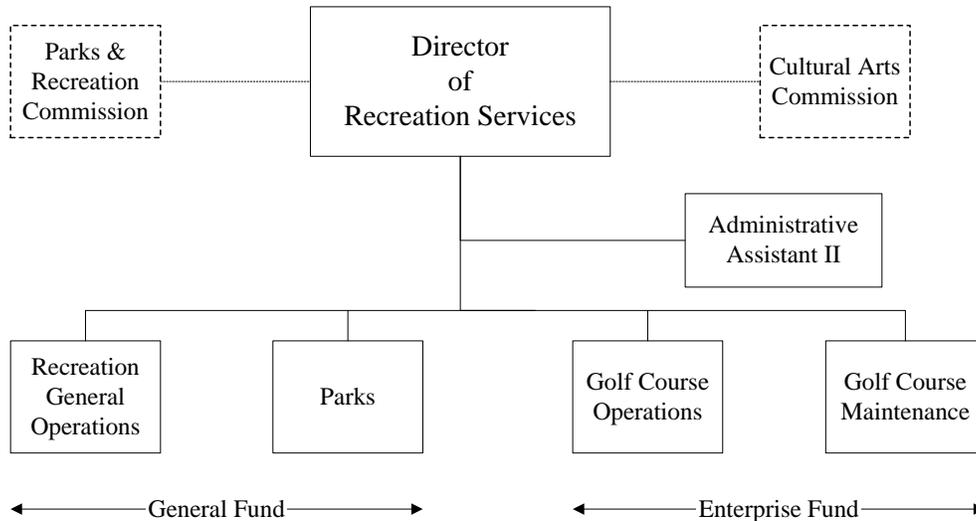
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Funds Available	\$ 494,055	\$ 515,864	\$ 436,975	\$ 425,376	\$ 449,897	\$ 538,560	\$ 643,376	\$ 599,441
Sources of Funds								
Revenues								
Charges for Services	1,229,770	1,737,808	2,008,788	1,825,599	2,101,572	2,070,433	2,092,528	2,210,247
Interest and other	91,374	109,607	20,494	14,793	11,822	31,151	31,151	31,151
Revenues	1,321,144	1,847,415	2,029,282	1,840,392	2,113,394	2,101,584	2,123,679	2,241,398
Other Financing Sources	652,805	249,774	50,000	-	-	-	-	-
Total Sources of Funds	1,973,949	2,097,189	2,079,282	1,840,392	2,113,394	2,101,584	2,123,679	2,241,398
Uses of Funds								
Operating Expenses								
Operating Costs	1,671,065	1,797,159	1,670,866	1,586,028	1,708,577	1,604,009	1,585,138	1,698,371
Total Operating Expenses	1,671,065	1,797,159	1,670,866	1,586,028	1,708,577	1,604,009	1,585,138	1,698,371
Debt Service-Principal	55,000	55,000	60,000	60,000	65,000	70,000	70,000	53,985
Debt Service-Interest	159,494	157,338	155,025	152,372	97,303	146,371	146,371	143,985
Capital Acquisitions	66,581	66,581	204,990	17,471	-	366,105	366,105	667,157
Total Expenses	1,952,140	2,076,078	2,090,881	1,815,871	1,870,880	2,186,485	2,167,614	2,563,498
Other Financing Uses	-	100,000	-	-	-	-	-	63,000
Total Uses of Funds	1,952,140	2,176,078	2,090,881	1,815,871	1,870,880	2,186,485	2,167,614	2,626,498
Net Sources(Uses) of Funds	21,809	(78,889)	(11,599)	24,521	242,514	(84,901)	(43,935)	(385,100)
Prior period restatement	-	-	-	-	(49,035)	-	-	-
Ending Funds Available	\$ 515,864	\$ 436,975	\$ 425,376	\$ 449,897	\$ 643,376	\$ 453,659	\$ 599,441	\$ 214,341
Funds Available Percentage Change	4.41%	-15.29%	-2.65%	5.76%	43.01%	-29.49%	32.13%	-64.24%



Department Parks and Recreation

Fund Golf Course



Description Broken Tee Englewood is one of the finest public golf facilities in the Rocky Mountain region. The award-winning golf course is operated by Englewood's Parks and Recreation Department.

The golf course features:

- Complete 18-hole Championship Course, including a Dye Design front nine
- Dye Design Par 3 Course
- Driving Range
- Practice Area
- MetaGolf Learning Center
- Pro Shop
- Restaurant and Bar

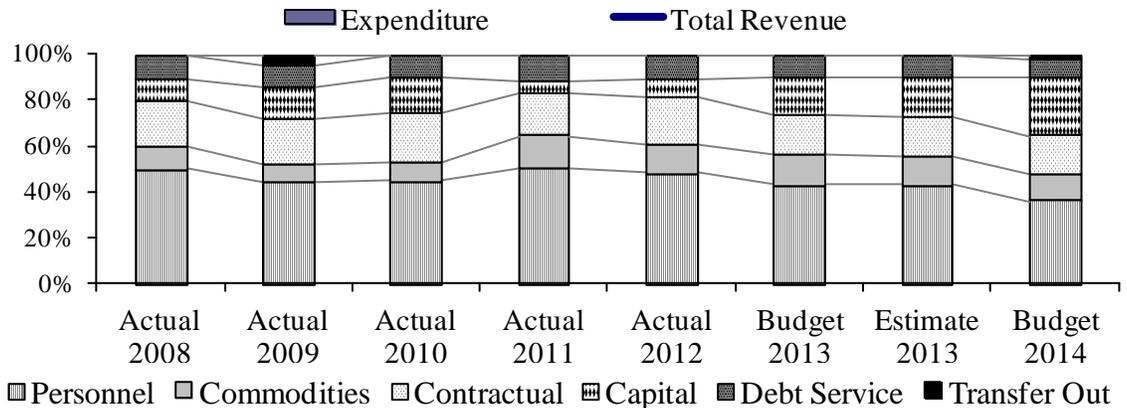
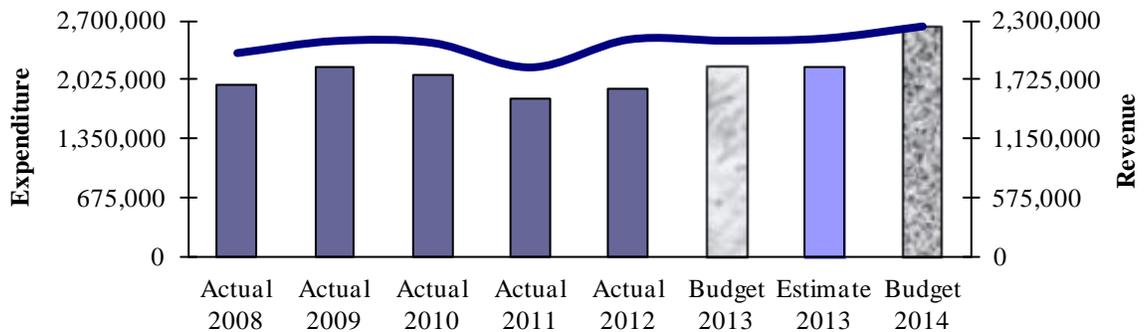
Mission To provide an enjoyable and satisfying golfing experience for the residents of Englewood and all golfers from around the metro area. With profits generated from revenue over expenses, the total operational mission of staff is to continually maintain an attractive clubhouse and practice facility and continue the upkeep of a challenging 18-hole golf course and Par 3 course.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> • Install improved surveillance system • Replace wet well on front nine irrigation station • Create Golf Cart Storage plan • Evaluate short and long term capital items • New contract for restaurant concessionaire • Complete Driving Range drainage 	<ul style="list-style-type: none"> • Install improved surveillance system • Replace wet well • Complete golf cart storage plan • Refinance existing golf course bonds • Pro Shop renovation
2013 Major Department Initiatives Planned	2013 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Install improved surveillance system • Review Back 9 Master plan – add forward tees • Create Golf Cart Storage plan • Evaluate short and long term capital items • RFP for restaurant concessionaire 	<ul style="list-style-type: none"> • Master Plan reviewed • Completed long term capital needs • New restaurant concession • Clubhouse painting complete

Department Parks and Recreation
Fund Golf Course

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,928,427	2,070,514	2,008,788	1,825,599	2,101,572	2,070,433	2,092,528	2,210,247
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	42,467	22,105	8,864	6,495	7,312	16,151	16,151	16,151
Other	9,657	6,248	11,630	8,299	4,511	15,000	15,000	15,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	50,000	-	-	-	-	-
Total Revenue	1,980,551	2,098,867	2,079,282	1,840,393	2,113,395	2,101,584	2,123,679	2,241,398
Percent Change		5.97%	-0.93%	-11.49%	14.83%	-0.56%	1.05%	5.54%
Expenditure								
Personnel	977,575	960,732	931,766	913,576	916,513	930,203	931,853	949,087
Commodities	192,811	179,319	171,284	260,273	244,336	300,888	278,388	315,050
Contractual	391,181	434,536	463,275	343,314	396,353	372,918	374,897	434,234
Capital	182,681	290,832	309,531	86,336	148,162	366,105	366,105	667,157
Debt Service	214,494	212,337	215,025	212,373	214,552	216,371	216,371	197,970
Transfer Out	-	100,000	-	-	-	-	-	63,000
Total Expenditure	1,958,742	2,177,756	2,090,881	1,815,872	1,919,916	2,186,485	2,167,614	2,626,498
Percent Change		11.18%	-3.99%	-13.15%	5.73%	13.88%	-0.86%	21.17%
Employees FTE	9,000	8,500	7,442	7,269	7,380	7,380	7,380	7,380
Percent Change FTE		-5.56%	-12.44%	-2.32%	1.52%	0.00%	0.00%	0.00%



Department Parks and Recreation

Fund Golf Course

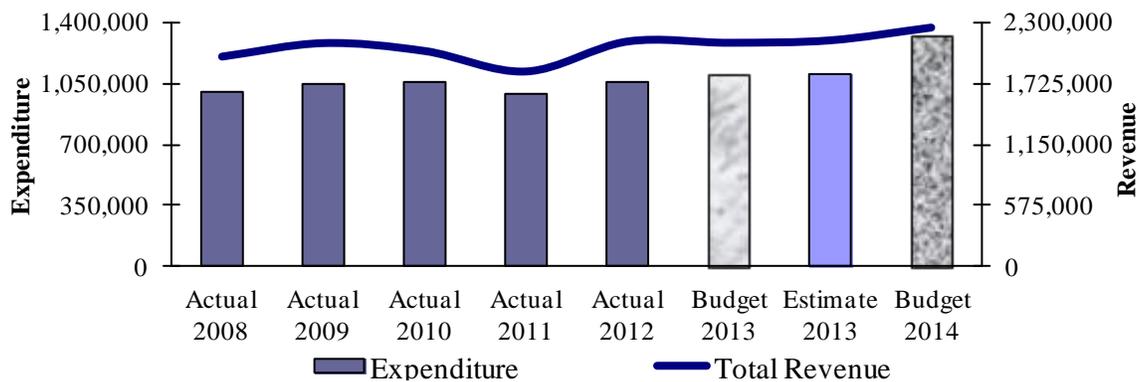
Division Golf Course Operations

Account 43.1306

Description The golf operations division is responsible for administering and managing the general operations of the Golf Course. Functions included in this division are general administration, 18 hole and Par 3 golf course, merchandising, driving range, cart rental, senior and adult lesson program, junior and family golf programs and restaurant concessions contract with outside vendor.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,928,427	2,070,514	2,008,788	1,825,599	2,101,572	2,070,433	2,092,528	2,210,247
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	42,467	22,105	8,864	6,495	7,312	16,151	16,151	16,151
Other	3,057	5,603	8,042	4,725	4,129	15,000	15,000	15,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,973,951	2,098,222	2,025,694	1,836,819	2,113,013	2,101,584	2,123,679	2,241,398
Percent Change		6.30%	-3.46%	-9.32%	15.04%	-0.54%	1.05%	5.54%
Expenditure								
Personnel	374,431	403,365	395,855	391,279	411,560	415,602	418,809	418,735
Commodities	77,595	61,814	53,032	101,229	103,955	117,200	117,200	154,500
Contractual	332,579	333,185	380,273	272,166	322,085	308,633	310,612	362,996
Capital	-	38,556	16,597	18,292	2,675	40,000	40,000	193,000
Debt Service	214,494	212,337	215,025	212,373	214,552	216,371	216,371	197,970
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	999,099	1,049,257	1,060,782	995,339	1,054,827	1,097,806	1,102,992	1,327,201
Percent Change		5.02%	1.10%	-6.17%	5.98%	4.07%	0.47%	20.33%
Employees FTE	3.000	3.000	1.985	2.837	2.880	2.880	2.880	2.880
Percent Change FTE		0.00%	-33.85%	42.94%	1.52%	0.00%	0.00%	0.00%



Department Parks and Recreation

Fund Golf Course

Division Golf Course Operations

Account 43.1306

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Asset Management includes the golf course clubhouse, the driving range shed, restaurant equipment, utilities, bond repayment, capital improvements/equipment and repair. 2. IT Equipment- Golf Trac, Upgrade computers	1. Maintain equipment properly, train staff proper use of equipment. 2. Computers were upgraded in 2008 along with new computers for starters/cashiers
A safe, clean, healthy and attractive City	3. Provide a championship and par 3 course for all citizens. 4. Provide a program for disabled golfers (Golf4Fun) 5. Offer affordable golf.	3. Golfers can walk 18 holes or Par 3 Course 4. Three carts are available for disabled golfers. 5. Provide discounts for seniors and youth and residents.
A progressive City that provides responsive and cost efficient services	6. Balance the golf budget. 7. Provide proper staffing levels for proper guest services 8. Productive staff Guest services training and development. 9. Provide benefits for Englewood residents 10. Maximize revenues. 11. Security/Alarm System-	6. The Englewood Golf Course operates as an enterprise fund. 7. Use of volunteers for junior golf program 8. Through training programs, first aid/CPR. 9. Early tee time registration and discounted rates for Englewood citizens. 10. Special pricing for clubs, groups, tournaments, etc. 11. Consolidate accounts for cost savings.
A City that is business-friendly and economically diverse.	12. Offer discounted golf for the community 13. Create relationships with vendors and the business community. 14. The golf course supports local business and community groups 15. Provide attractive services for area businesses.	12. The golf course provides discount fees for Englewood business owners. Discounts are provided to City of Sheridan residents. 13. Partnerships/sponsorships have been coordinated with the restaurant operation, vendors and the business community. 14. . Provide golf round donations for local fundraising efforts. 15. Coordination of golf tournaments for local businesses and business organizations.
A City that provides diverse cultural, recreational and entertainment opportunities.	16. Provides golf as a life long leisure service. 17. Provide a large junior program that attracts both juniors and families. 18. Offer programs for troubled youth.	16. The golf course has facilities and programs to accommodate different age groups – 18 hole regulation course, Par 3 course for youth, adults, beginners, etc., individual group, senior and family lessons and play, youth development programs, scheduled classes and instruction, host city sponsored events, support of high school golf program, etc. 17. Hole-N-One Jr program, family nights, etc 18. Provide a location and instruction for groups such as Golf 4 the Disabled to promote health, good conduct and life learning lessons.

Department Parks and Recreation
Fund Golf Course
Division Golf Course Operations
Account 43.1306

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Schedule of Debt Service Requirements

Golf Course Revenue Refunding Bonds - 2003

Year	Total	Rate	Principal	Interest
2014	293,162	5.10	150,000	143,162
2015	290,512	5.75	155,000	135,512
2016	291,600	5.75	165,000	126,600
2017	292,112	5.75	175,000	117,112
2018	292,050	5.75	185,000	107,050
2019	291,413	5.75	195,000	96,413
2020	290,200	6.00	205,000	85,200
2021	292,900	6.00	220,000	72,900
2022	294,700	6.00	235,000	59,700
2023	290,600	6.00	245,000	45,600
2024	545,900	6.00	515,000	30,900
Totals	<u>3,465,149</u>		<u>2,445,000</u>	<u>1,020,149</u>

Revenue Bonds

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

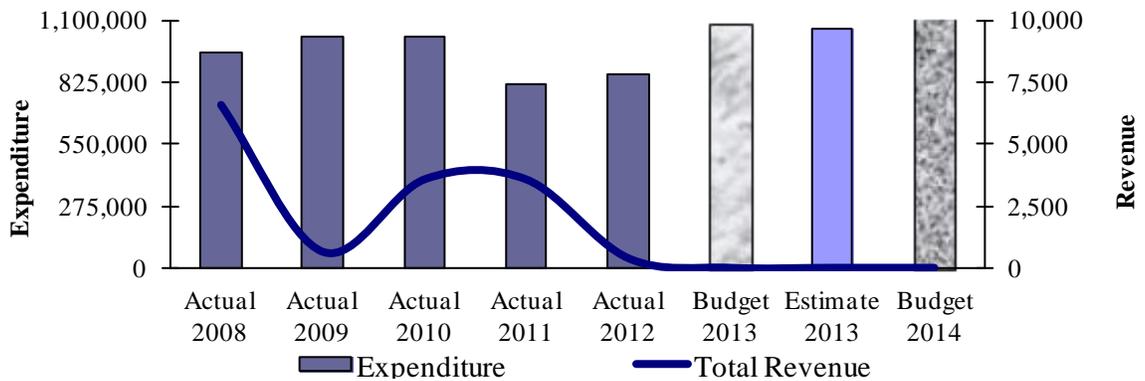
Golf Course Revenue Refunding Bonds, Series 2003, original principal amount of \$2,935,000, dated December 15, 2003, consisting of serial bonds in the original amount of \$640,000 due annually in varying amounts through December 1, 2014, and term bonds in the original amount of \$875,000 due on December 1, 2019 and term bonds in the original amount of \$1,420,000 due on December 1, 2024. The term bonds maturing on December 1, 2019 are subject to mandatory sinking fund redemption commencing on December 1, 2015. The term bonds maturing on December 1, 2024 are subject to mandatory sinking fund redemption commencing on December 1, 2020. Interest is payable semiannually at rates ranging from 2.50% to 6.00%. Bonds maturing on or after December 1, 2014 are callable at par in any order of maturity on December 1, 2013. The bonds are non-rated. The original 1994 bonds that were refunded by this issue were utilized for the construction of the golf course improvements.

Department Parks and Recreation
Fund Golf Course
Division Golf Course Maintenance
Account 43.1307

Description The Golf Maintenance Division is responsible for long term strategic planning and maintaining and improving course conditions for long term success of the golf course. Functions in this division include administration, irrigation, equipment repair and maintenance and course maintenance.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	6,600	645	3,588	3,574	382	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	6,600	645	3,588	3,574	382	-	-	-
Percent Change		-90.23%	456.28%	-0.39%	-89.31%	-100.00%	----	----
Expenditure								
Personnel	603,144	557,367	535,911	522,297	504,953	514,601	513,044	530,352
Commodities	115,216	117,505	118,252	159,044	140,381	183,688	161,188	160,550
Contractual	58,602	101,351	83,002	71,148	74,268	64,285	64,285	71,238
Capital	182,681	252,276	292,934	68,044	145,487	326,105	326,105	474,157
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	959,643	1,028,499	1,030,099	820,533	865,089	1,088,679	1,064,622	1,236,297
Percent Change		7.18%	0.16%	-20.34%	5.43%	25.85%	-2.21%	16.13%
Employees FTE	6.000	5.500	5.458	4.433	4.500	4.500	4.500	4.500
Percent Change FTE		-8.33%	-0.77%	-18.78%	1.52%	0.00%	0.00%	0.00%



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none"> 1. Provide daily and long term maintenance to the golf course. 2. Irrigation – Installs, maintains repairs system for quality course conditions. 3. Provides maintenance, repairs and improvements to all maintenance and support 	Maintain infrastructure thru appropriate staffing levels and capital expenditures. (1. – 5.)

Department Parks and Recreation
Fund Golf Course
Division Golf Course Maintenance
Account 43.1307

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	buildings. 4. Service and maintain all equipment necessary for maintenance operation. 5. Implementation and monitoring of the Golf Course Redevelopment Plan.	
A safe, clean, healthy and attractive City	6. Provides an attractive, inviting, and clean environment for public use. 7. Responsible for all landscaping on course, around clubhouse, entrance, and Oxford corridor. 8. Provides snow removal and appropriate access to golf course, restaurant, and teaching facility year round. 9. Monitors ground water and methane levels related to landfill conditions.	Maintain areas thru proper staffing levels. (6. – 9.)
A progressive City that provides responsive and cost efficient services	10. Provides outlet for citizen, school and community groups to contribute to community welfare – Platte River Clean Up, ecological education, community service requirements, and youth work programs, etc. 11. Support to other departments/divisions in equipment sharing and support staff. 12. Computerize irrigation system/weather station for efficient use of water consumption.	Community service workers, efficient use of water resources thru weather station and computerized irrigation system. (10. – 12.)

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Parks and Recreation

Fund Golf Course

Revenue Item Green Fee – 9 or 18 Holes

Account / Source 43.1306.33611 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Green fees.

Fee Schedule

<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>	
-----------------	-----------------	---------------------	---------------------------------	--

9 holes: \$14 \$16 \$11 \$ 9

18 holes: \$24 \$26 \$18 \$15

<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>	
-----------------	-----------------	---------------------	-------------------------------	--

9 holes: \$16 \$18 \$14

18 holes: \$28 \$33 \$26

Date Last Changed 2014

Previous Fee Schedule

<u>Week Day</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior / Junior Resident</u>	
-----------------	-----------------	---------------------	---------------------------------	--

9 holes: \$14 \$16 \$11 \$ 9

18 holes: \$24 \$26 \$18 \$15

<u>Week End</u>	<u>Resident</u>	<u>Non-Resident</u>	<u>Senior/Junior Resident</u>	
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9 holes: \$15 \$17 \$14

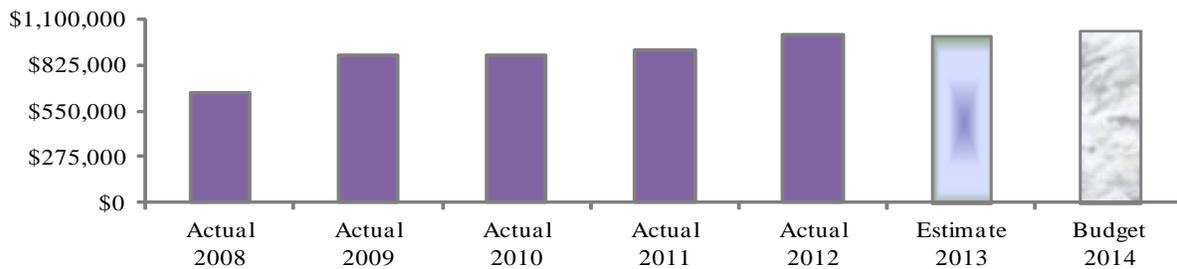
18 holes: \$26 \$29 \$24

Formula Method Type of green fee and cost of fee based on previous year's rounds of play and projected increase.

Projection Method 5 – 10% increase bi-annually.

Comments Revenues from Green fees are dictated by weather, playing condition of the course, and general economic conditions.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 660,876	\$ 882,612	\$ 881,401	\$ 917,834	\$ 1,007,769	\$ 1,006,000	\$ 1,035,000
% Change	91.61%	33.55%	-0.14%	4.13%	9.80%	-0.18%	2.88%



Department Parks and Recreation

Fund Golf Course

Revenue Item Par 3 Green Fee

Account / Source 43.1306.33612 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Par 3 green fees.

Fee Schedule Par 3 Resident \$8, Non-Resident \$10, Senior/Junior \$6

Date Last Changed 2009

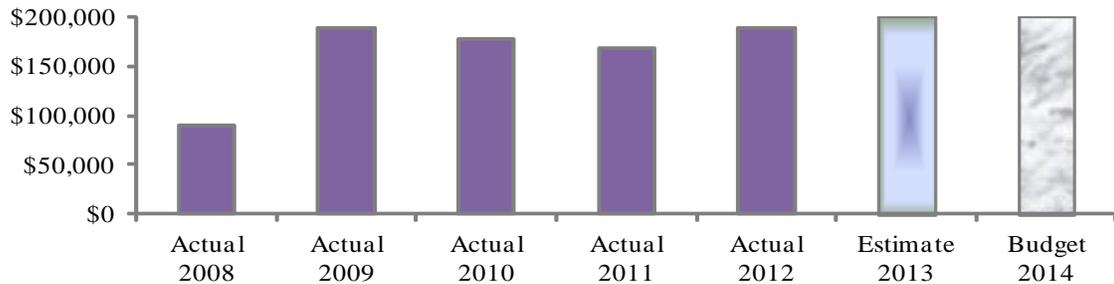
Previous Fee Schedule Par 3 Resident \$7, Non-Resident \$9, Senior/Junior \$5

Formula Method Number of rounds X \$1

Projection Method

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 90,306	\$ 188,824	\$ 177,015	\$ 168,582	\$ 187,931	\$ 200,000	\$ 200,000
% Change	----	109.09%	-6.25%	-4.76%	11.48%	6.42%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Golf Cart Rental

Account / Source 43.1306.33621 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Cart Rentals

Fee Schedule 9 holes \$16

18 holes \$30

Date Last Changed 2014

Previous Fee Schedule 9 holes \$14

18 holes \$24

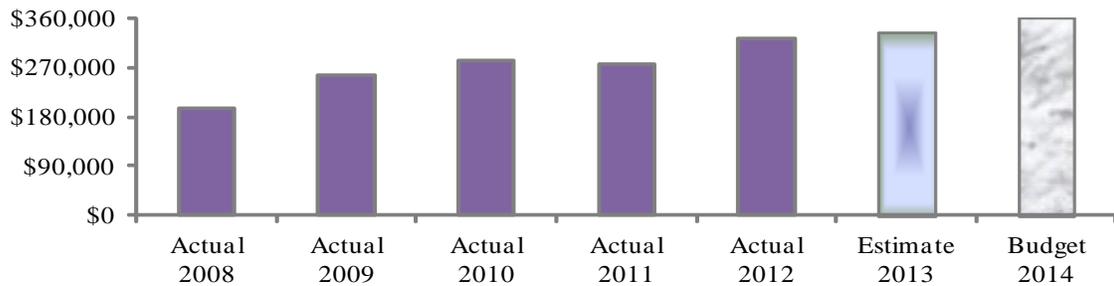
Formula Method Projected number of 18 hole rounds X \$28 X 65%

Projected number of 9 hole rounds X \$14 X 55%

Projection Method 2% increase annually

Comments Use of carts affected by weather and number of players

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 196,706	\$ 257,108	\$ 282,496	\$ 275,213	\$ 323,803	\$ 332,802	\$ 361,521
% Change	105.06%	30.71%	9.87%	-2.58%	17.66%	2.78%	8.63%



Department Parks and Recreation

Fund Golf Course

Revenue Item Driving Range Fee

Account / Source 43.1306.33631 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Golf Range fees.

Fee Schedule

XLarge Bucket of balls	\$8
Large bucket of balls	\$6
Small bucket of balls	\$4

Date Last Changed 2014

Previous Fee Schedule

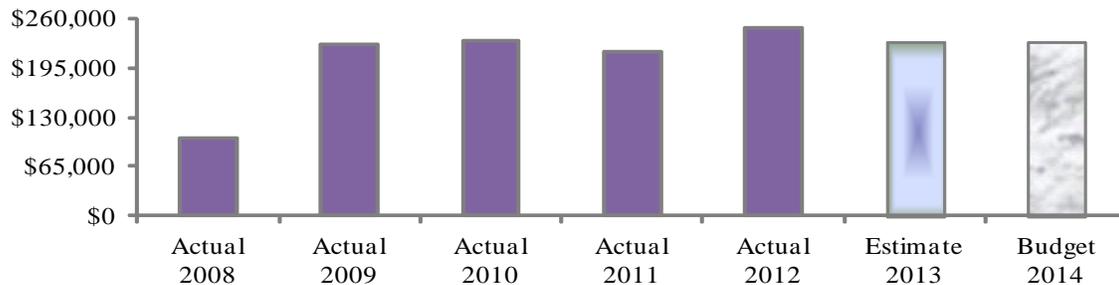
XLarge Bucket of balls	\$7
Large bucket of balls	\$5
Small bucket of balls	\$3

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

Projection Method Estimate based on previous years.

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 101,493	\$ 226,408	\$ 230,257	\$ 215,713	\$ 247,032	\$ 230,000	\$ 230,000
% Change	-84677.50%	123.08%	1.70%	-6.32%	14.52%	-6.89%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Merchandise Sales

Account / Source 43.1306.33641 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Clothing, hats, balls, etc. sold in the Pro Shop.

Fee Schedule Cost X 1.6 on most items.

Date Last Changed N/A

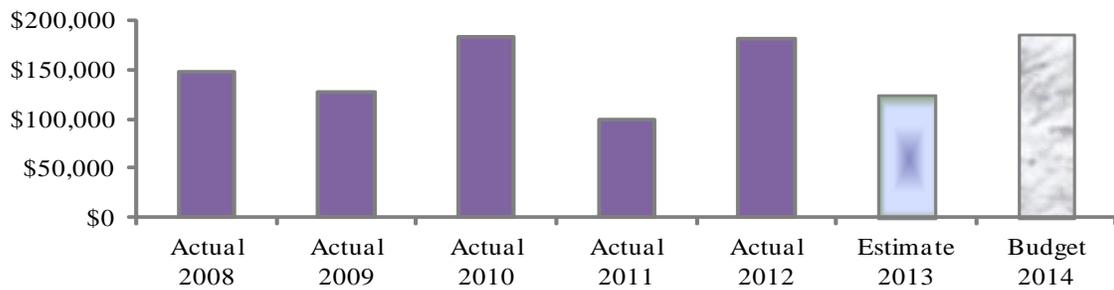
Previous Fee Schedule Cost X 1.6 on most items

Formula Method N/A

Projection Method Previous sales, economy.

Comments Many leagues and clubs have gift certificates that expire every other year. This accounts for the fluctuation in revenues.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 147,284	\$ 126,905	\$ 182,971	\$ 99,244	\$ 180,520	\$ 125,000	\$ 185,000
% Change	109.91%	-13.84%	44.18%	-45.76%	81.90%	-30.76%	48.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Food Concessions

Account / Source 43.1306.33651 / Charges for Services

Authorization Contract

Description Concession Sales; Bar and Restaurant

Fee Schedule \$36,000 rental per year.

Date Last Changed 2006

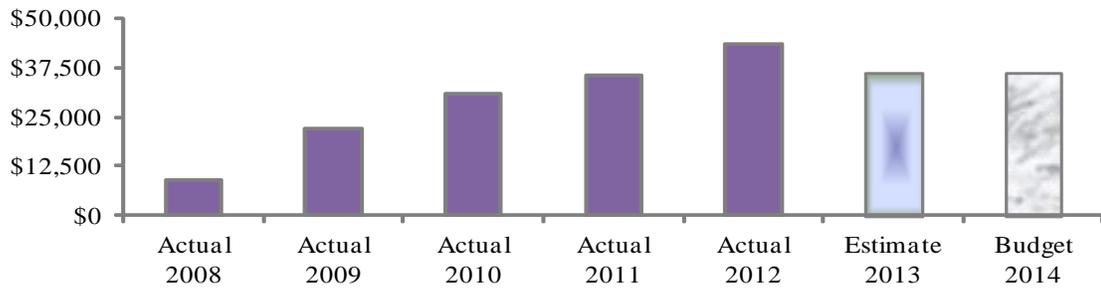
Previous Fee Schedule \$36,000 rental per year.

Formula Method Rental based on comparable restaurant and bar facilities of similar size within service area.

Projection Method 2% every contract.

Comments Due to construction, no rent will be charged to the restaurant until May 2008.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 9,000	\$ 22,000	\$ 30,691	\$ 35,599	\$ 43,215	\$ 36,000	\$ 36,000
% Change	----	144.44%	39.50%	15.99%	21.39%	-16.70%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Golf Course Annual Pass

Account / Source 43.1306.33661 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Annual passes (available only to residents of Englewood, Sheridan and grandfathered non-residents.)

Fee Schedule Five Day Play M-F Only \$450, Seniors \$350, Seven Day Play \$650.
Token Fee \$2 par 3 course, \$3 per nine holes, \$5 per 18 holes.

Date Last Changed 2009

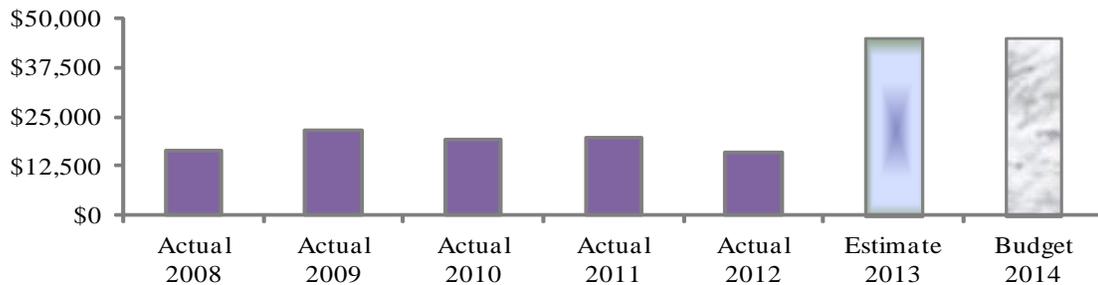
Previous Fee Schedule Five Day Play M-F Only \$400, Seniors \$325, Seven Day Play \$600.
Token Fee \$1 per three holes, \$2 per nine holes, \$4 per 18 holes.

Formula Method Various passes X fee.

Projection Method 1% increase yearly

Comments Approximately 100 passes issued per year. As of 1/1/04; **No** new Seven Day passes will be issued except to those grandfathered.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 16,513	\$ 21,752	\$ 19,018	\$ 19,460	\$ 15,971	\$ 45,000	\$ 45,000
% Change	146.94%	31.73%	-12.57%	2.32%	-17.93%	181.77%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Learning Station Center Rental

Account / Source 43.1306.33671 / Charges for Services

Authorization Five Year Contract with Renewal Option

Description Lease of Learning Center Station located at Broken Tee Golf Course.

Fee Schedule Fixed Fee as adjusted for share in operation and maintenance costs

Date Last Changed 2008

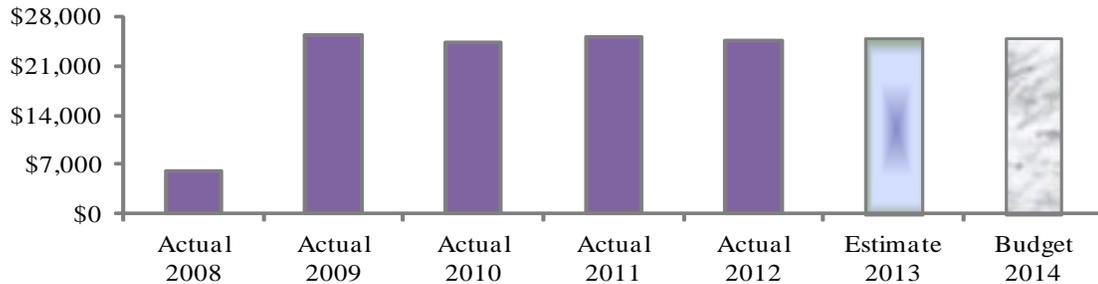
Previous Fee Schedule N/A

Formula Method Fixed Fee as adjusted for operation and maintenance costs

Projection Method As negotiated.

Comments

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 5,959	\$ 25,341	\$ 24,428	\$ 25,045	\$ 24,700	\$ 25,000	\$ 25,000
% Change	----	325.26%	-3.60%	2.53%	-1.38%	1.21%	0.00%



Department Parks and Recreation

Fund Golf Course

Revenue Item Junior Golf Program

Account / Source 43.1306.33683 / Charges for Services

Authorization Ordinance 73, Series of 2000

Description Fee for golf program for juniors aged 5 through 17.

Fee Schedule Resident - \$69, Non-Resident - \$74

Date Last Changed 2011

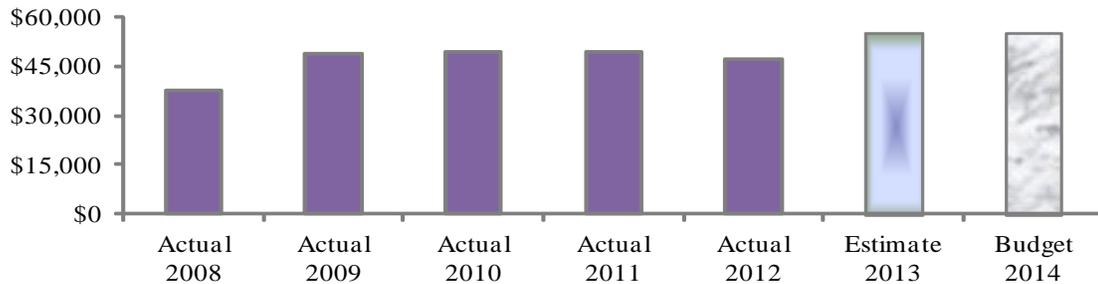
Previous Fee Schedule Resident - \$64, Non-Resident - \$69

Formula Method Number of students X fee.

Projection Method Estimate based on previous years.

Comments

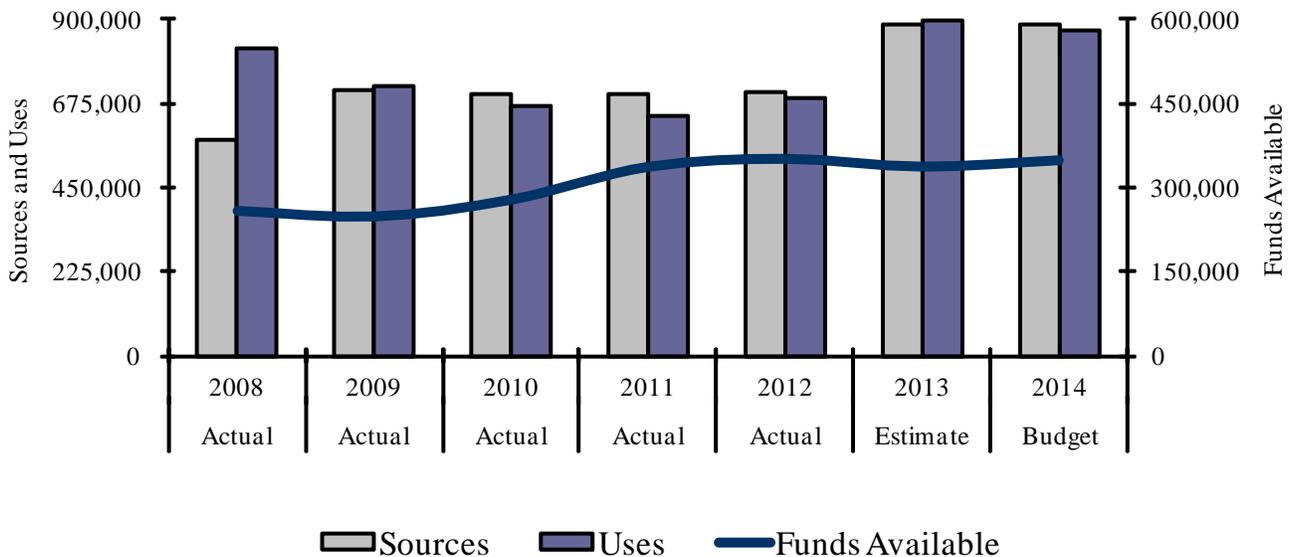
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 37,805	\$ 48,500	\$ 49,404	\$ 49,197	\$ 47,091	\$ 55,000	\$ 55,000
% Change	31.04%	28.29%	1.86%	-0.42%	-4.28%	16.79%	0.00%



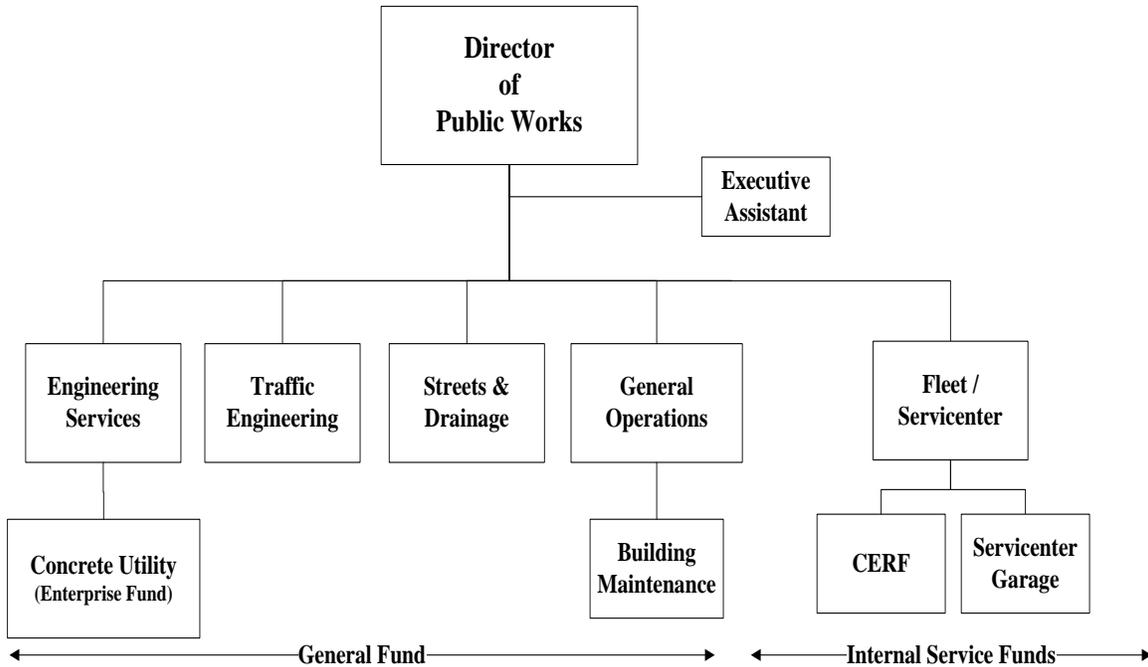
CONCRETE UTILITY FUND

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

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Funds Available	\$ 504,046	\$ 257,217	\$ 246,705	\$ 277,906	\$ 338,297	\$ 351,786	\$ 352,984	\$ 338,371
Sources of Funds								
Operating Revenues								
Charges for Services	552,154	699,546	692,774	693,921	695,466	863,000	863,000	863,000
Interest and other	23,386	12,446	6,449	7,059	7,758	21,200	21,200	21,200
Total Operating Revenues	575,540	711,992	699,223	700,980	703,224	884,200	884,200	884,200
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	575,540	711,992	699,223	700,980	703,224	884,200	884,200	884,200
Uses of Funds								
Operating Expenses								
Operating Costs	297,339	356,316	345,640	366,275	359,755	372,540	395,984	369,333
Total Operating Expenses	297,339	356,316	345,640	366,275	359,755	372,540	395,984	369,333
Capital outlay	525,030	366,188	322,382	274,314	328,782	502,829	502,829	502,829
Total Uses of Funds	822,369	722,504	668,022	640,589	688,537	875,369	898,813	872,162
Net Sources(Uses) of Funds	(246,829)	(10,512)	31,201	60,391	14,687	8,831	(14,613)	12,038
Ending Funds Available	\$ 257,217	\$ 246,705	\$ 277,906	\$ 338,297	\$ 352,984	\$ 360,617	\$ 338,371	\$ 350,409
Funds Available Percentage Change	-48.97%	-4.09%	12.65%	21.73%	4.34%	2.16%	-6.17%	3.56%



Department Public Works
Fund Concrete Utility



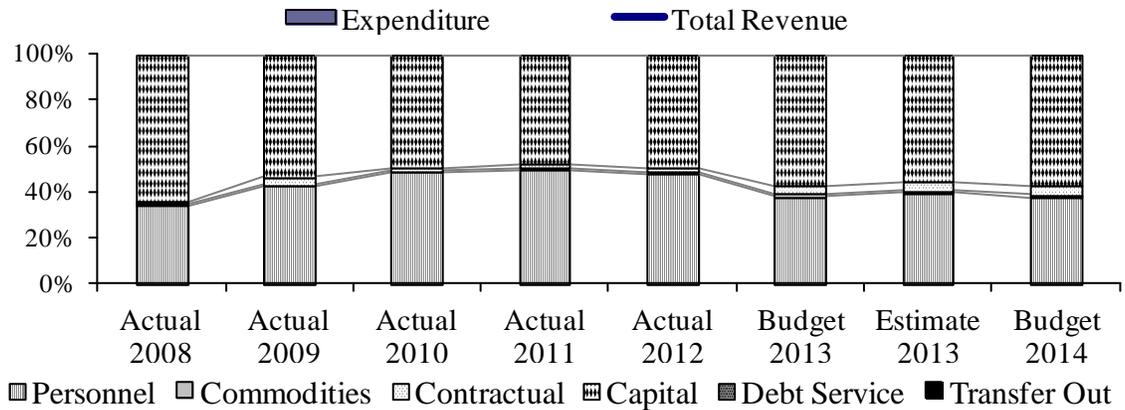
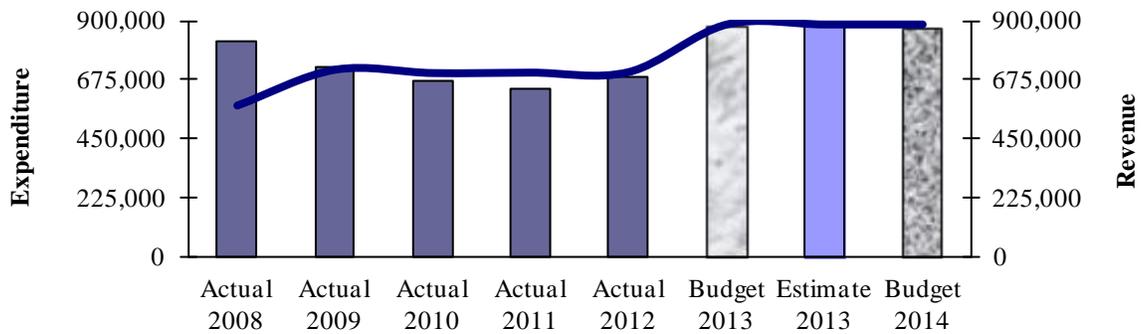
Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
•	•
•	•
•	•
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
•	•
•	•
•	•

Department Public Works
Fund Concrete Utility
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	554,117	702,142	695,175	695,799	698,946	864,200	864,200	864,200
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	21,424	9,852	4,048	5,181	4,278	20,000	20,000	20,000
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	575,541	711,994	699,223	700,980	703,224	884,200	884,200	884,200
Percent Change		23.71%	-1.79%	0.25%	0.32%	25.74%	0.00%	0.00%
Expenditure								
Personnel	278,663	305,531	322,321	318,788	329,003	330,388	354,394	327,649
Commodities	7,818	2,265	2,436	3,304	3,541	9,607	9,045	9,166
Contractual	9,312	26,603	11,612	12,622	14,222	32,545	32,545	32,518
Capital	526,575	388,106	331,654	305,877	341,771	502,829	502,829	502,829
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	822,368	722,505	668,023	640,591	688,537	875,369	898,813	872,162
Percent Change		-12.14%	-7.54%	-4.11%	7.48%	27.13%	2.68%	-2.97%
Employees FTE								
Percent Change FTE								



Department Public Works

Fund Concrete Utility

Division Administration and Concrete Replacement

Account 44.1001 and 44.1006

Description The Concrete Utility is responsible for maintenance of the concrete infrastructure providing for the safe movement of vehicles and pedestrians in the City.

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

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
Concrete Utility Full time employees		3.53	3.53	3.92	3.92	3.92	2.92	2.92
Square feet of concrete removed and replaced.		43,944	54,276	44,303	37,426	40,000	45,000	45,000

Department Public Works

Fund Concrete Utility

Revenue Item Sidewalk / Curb Concrete Maintenance Fee

Account / Source 44.1006.33357 / Charges for Services

Authorization EMC 12-8-6-C

Description Fee for the repair, installation and maintenance of public concrete walks and curbs.

Fee Schedule \$.1225 per square foot per year.

Date Last Changed 2012, Effective January 1, 2013

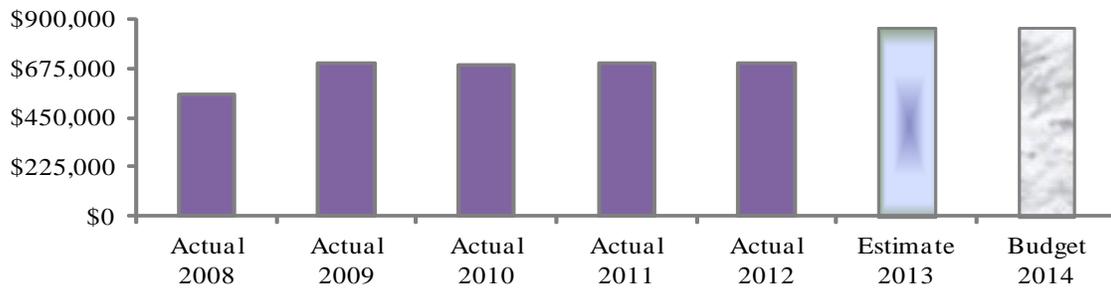
Previous Fee Schedule \$.098 per square foot per year.

Formula Method Number of square feet of applicable concrete X fee.

Projection Method Estimate based on previous participation.

Comments Established in May, 1997. Billings began in August, 1997. This utility allows property owners the option of participating in the fund instead of having to cover the costs of curb and gutter replacement in a single year.

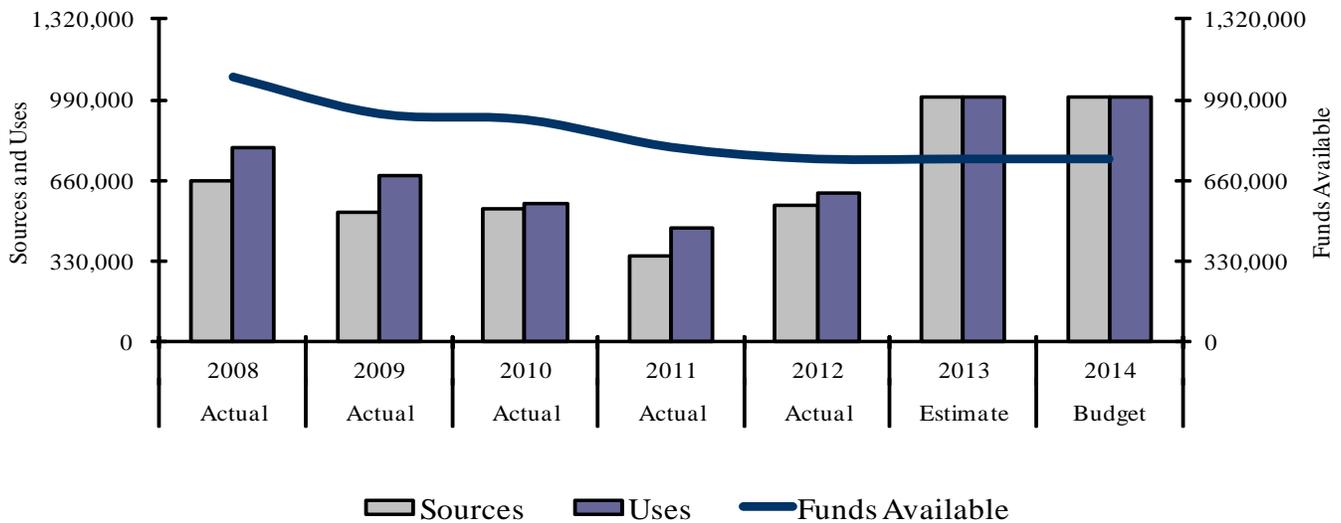
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 552,154	\$ 699,546	\$ 692,774	\$ 693,921	\$ 695,466	\$ 863,000	\$ 863,000
% Change	0.23%	26.69%	-0.97%	0.17%	0.22%	24.09%	0.00%



HOUSING REHABILITATION FUND

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

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 1,219,426	\$ 1,082,833	\$ 933,430	\$ 909,889	\$ 797,685	\$ 797,685	\$ 750,019	\$ 750,019
Sources of Funds								
Operating Revenues								
Program revenues	502,163	467,426	480,248	204,036	220,893	855,000	855,000	855,000
Grant income	132,763	54,502	57,855	144,978	149,000	120,000	120,000	120,000
Other	21,526	9,771	6,021	6,829	47,713	25,000	25,000	25,000
Total Operating Revenues	656,452	531,699	544,124	355,843	417,606	1,000,000	1,000,000	1,000,000
Other Financing Sources	-	-	-	-	141,617	-	-	-
Total Sources of Funds	656,452	531,699	544,124	355,843	559,223	1,000,000	1,000,000	1,000,000
Uses of Funds								
Operating Expenses								
Program expenses	717,225	629,506	511,889	373,887	280,597	940,000	940,000	940,000
Interest expense	54,015	51,596	55,776	51,538	52,870	60,000	60,000	60,000
Total Operating Expenses	771,240	681,102	567,665	425,425	333,467	1,000,000	1,000,000	1,000,000
Capital outlay	21,805	-	-	-	-	-	-	-
Transfers Out	-	-	-	42,622	273,422	-	-	-
Total Uses of Funds	793,045	681,102	567,665	468,047	606,889	1,000,000	1,000,000	1,000,000
Net Sources(Uses) of Funds	(136,593)	(149,403)	(23,541)	(112,204)	(47,666)	-	-	-
Ending Funds Available	\$ 1,082,833	\$ 933,430	\$ 909,889	\$ 797,685	\$ 750,019	\$ 797,685	\$ 750,019	\$ 750,019
Funds Available Percentage Change	-11.20%	-13.80%	-2.52%	-12.33%	-5.98%	6.36%	-5.98%	0.00%



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

Vectra and US Bank – Lines of credit at various interest rates ranging from 3.85% to 7.00% are used to provide interim financing for the Housing Rehabilitation Fund program. The funds from the City’s loans with local banks are subsequently loaned to homeowners to finance their home improvements. Repayments are made when payments are received on the corresponding notes receivable. The lines of credit are retired from the proceeds of long-term notes secured by individual homeowners’ notes to the City. The repayments of these notes are based on the repayment of the corresponding notes receivable. The balance of these notes at December 31, 2012 for Vectra and US Bank is \$465,264 and \$1,091,394, respectively.

Department Community Development

Fund Housing Rehabilitation

Revenue Item Arapahoe County Community Development Block Grant

Account 45.0803.32512

Authorization EMC 4-3-13

Description This fund shall be used to provide for housing rehabilitation activities in the City of Englewood, Colorado.

Fee Schedule N/A

Date Last Changed N/A

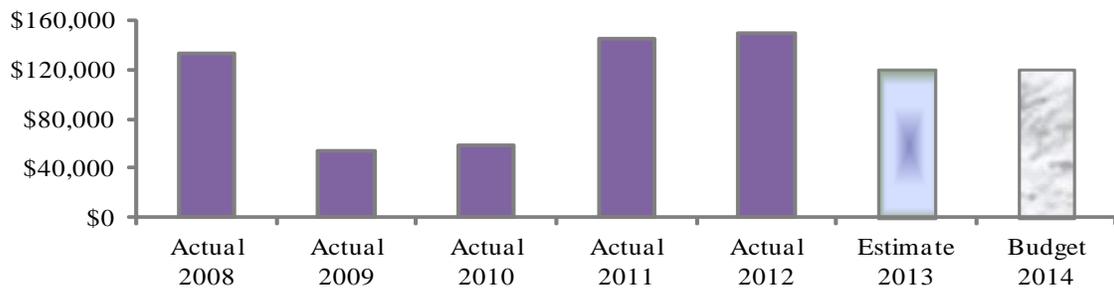
Previous Fee Schedule N/A

Formula Method Federal Operating Grant passed through by Arapahoe County

Projection Method N/A

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 132,763	\$ 54,502	\$ 57,855	\$ 144,978	\$ 149,000	\$ 120,000	\$ 120,000
% Change	51.42%	-58.95%	6.15%	150.59%	2.77%	-19.46%	0.00%



Department Community Development
Fund 45 Arapahoe County CDBG and 46 Housing Rehabilitation

Revenue Item Interest on Rehabilitation Loans

Account 45.0803.35301, 46.0803.35301, 45.0803.35302 and 46.0803.35302

Authorization Ordinance 26, Series of 1999

Description Interest on loans to citizens for rehabilitation of existing housing.

Fee Schedule Varies from 0% to 7.75% depending on income.

Date Last Changed N/A

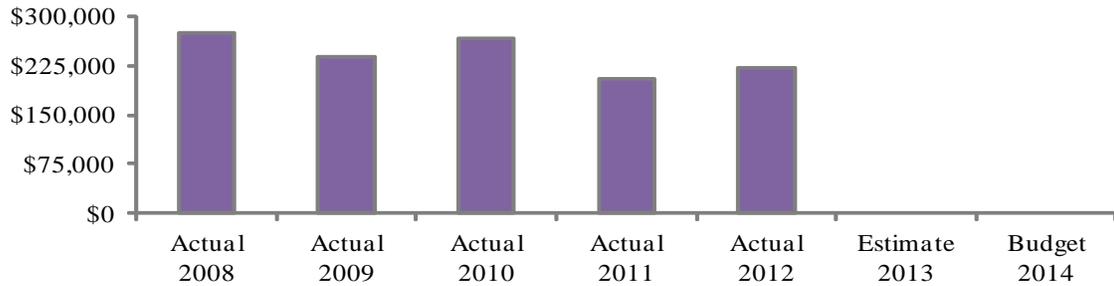
Previous Fee Schedule N/A

Formula Method Number of loans X interest rate.

Projection Method N/A

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
45...35301	\$ 690	\$ 1,610	\$ 3,559	\$ 3,703	\$ 2,495	\$ -	\$ -
45...35302	\$ 9,794	\$ 1,278	\$ 21,066	\$ 2,482	\$ 4,219	\$ -	\$ -
46...35301	\$ 240,251	\$ 227,458	\$ 241,249	\$ 197,811	\$ 213,179	\$ -	\$ -
46...35302	\$ 22,429	\$ 7,080	\$ 1,374	\$ 40	\$ 1,000	\$ -	\$ -
Amount	\$ 273,163	\$ 237,426	\$ 267,248	\$ 204,036	\$ 220,893	\$ -	\$ -
% Change	211.56%	-13.08%	12.56%	-23.65%	8.26%	-100.00%	----





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Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City as well as other governmental organizations on a cost-reimbursement basis.

Central Services Fund – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City on a cost reimbursement basis.

Servicenter Fund – Accounts for the financing of automotive repairs and services provided by the Servicenter to other departments of the City, or to other governmental units, on a cost reimbursement basis.

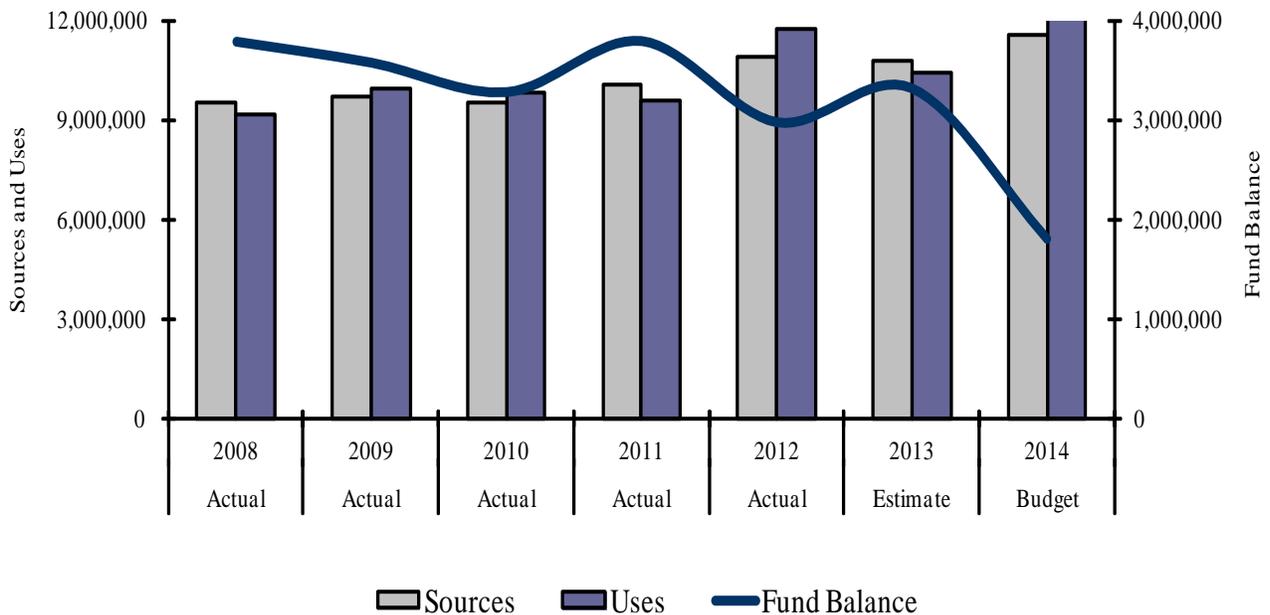
Capital Equipment Replacement Fund – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

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

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

Internal Service Funds
 Central Services Fund, Servicenter Fund, Capital Equipment Replacement Fund,
 Risk Management Fund, and Employee Benefits Fund
Combined Statement of Fund Sources, Uses and Changes in Fund Balance

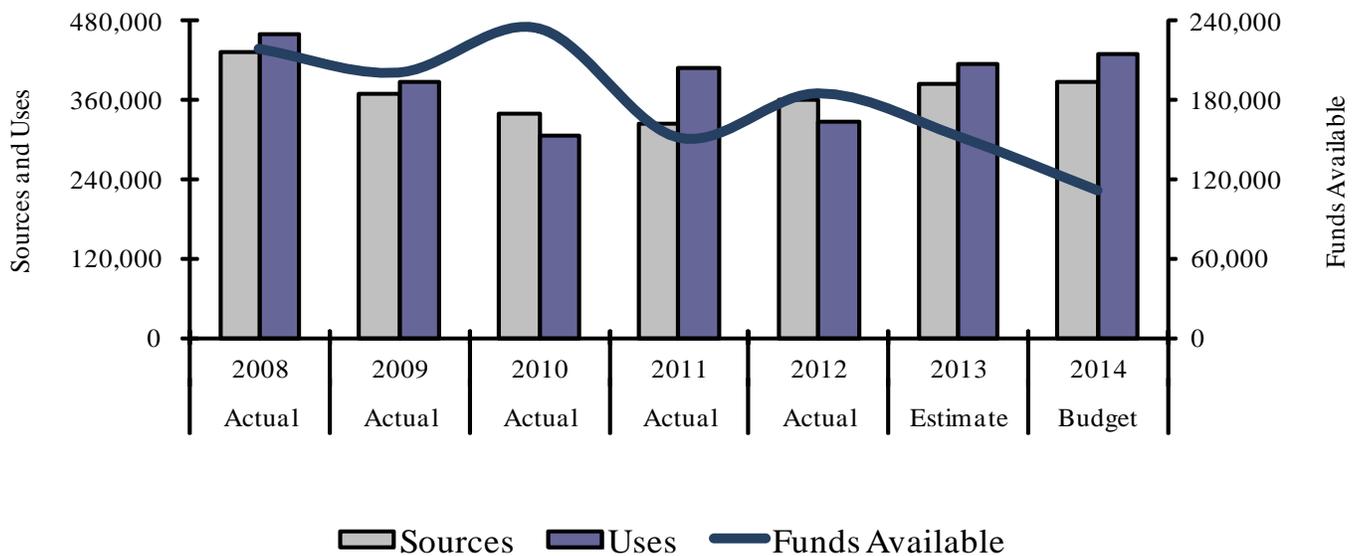
	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 3,404,577	\$ 3,783,004	\$ 3,572,508	\$ 3,277,944	\$ 3,789,485	\$ 2,672,185	\$ 2,977,858	\$ 3,316,540
Sources of Funds								
Total Revenue	9,534,198	9,716,548	9,507,772	9,747,869	10,106,278	10,496,080	10,680,620	11,434,405
Other Financing Sources	-	-	-	330,465	795,000	100,000	100,000	100,000
Total Sources of Funds	9,534,198	9,716,548	9,507,772	10,078,334	10,901,278	10,596,080	10,780,620	11,534,405
Uses of Funds								
Total Expenditures	8,995,771	9,377,044	8,505,859	8,520,793	10,649,905	10,940,910	10,191,938	12,589,717
Other Financing Uses	160,000	550,000	1,296,477	1,046,000	1,063,000	250,000	250,000	450,000
Total Uses of Funds	9,155,771	9,927,044	9,802,336	9,566,793	11,712,905	11,190,910	10,441,938	13,039,717
Net Sources (Uses) of Funds	378,427	(210,496)	(294,564)	511,541	(811,627)	(594,830)	338,682	(1,505,312)
Ending Funds Available	\$ 3,783,004	\$ 3,572,508	\$ 3,277,944	\$ 3,789,485	\$ 2,977,858	\$ 2,077,355	\$ 3,316,540	\$ 1,811,228
Funds Available Percentage Change		-5.56%	-8.25%	15.61%	-21.42%	-45.18%	59.65%	-45.39%



CENTRAL SERVICES FUND

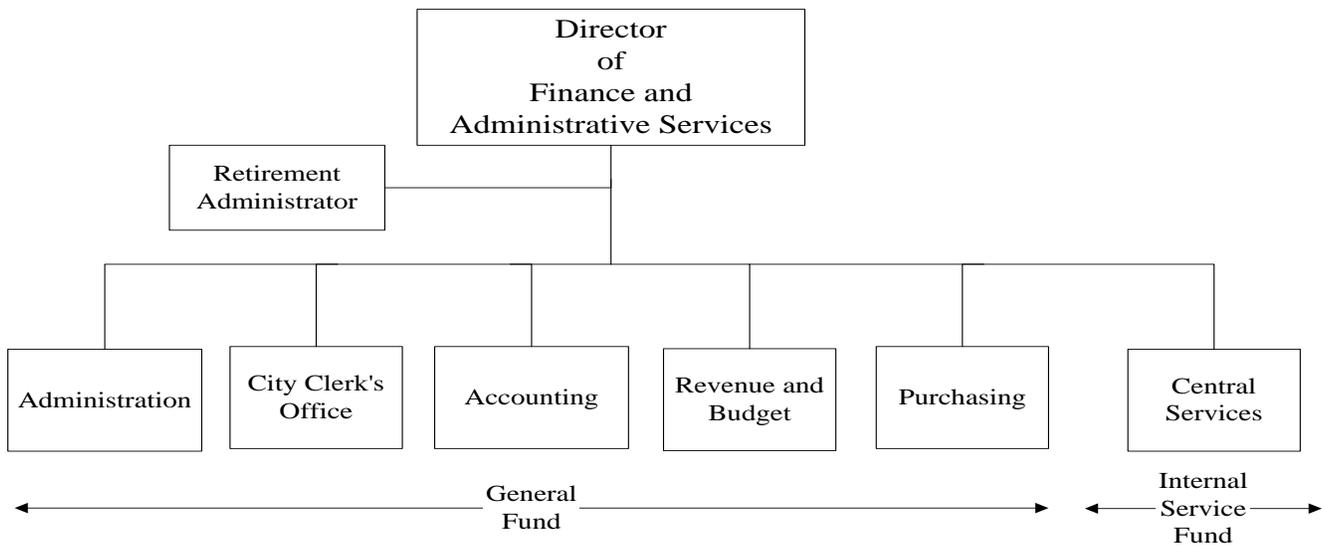
Combined Statement of Fund Sources, Uses and Changes in Funds Available Balance

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 247,456	\$ 218,674	\$ 200,630	\$ 234,309	\$ 151,323	\$ 154,874	\$ 184,905	\$ 152,509
Sources of Funds								
Operating Revenues								
Interdepartmental Charges	422,846	364,860	337,724	324,137	359,560	348,400	379,900	384,900
Interest and Other	9,845	4,203	2,237	1,545	1,475	5,000	3,500	3,500
Total Operating Revenues	432,691	369,063	339,961	325,682	361,035	353,400	383,400	388,400
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	432,691	369,063	339,961	325,682	361,035	353,400	383,400	388,400
Uses of Funds								
Operating Expenses								
Operating Costs	361,473	337,107	306,282	408,668	327,453	334,058	344,530	365,933
Total Operating Expenses	361,473	337,107	306,282	408,668	327,453	334,058	344,530	365,933
Capital outlay	-	-	-	-	-	11,266	21,266	13,766
Other Financing Uses	100,000	50,000	-	-	-	50,000	50,000	50,000
Total Uses of Funds	461,473	387,107	306,282	408,668	327,453	395,324	415,796	429,699
Net Sources(Uses) of Funds	(28,782)	(18,044)	33,679	(82,986)	33,582	(41,924)	(32,396)	(41,299)
Ending Funds Available	\$ 218,674	\$ 200,630	\$ 234,309	\$ 151,323	\$ 184,905	\$ 112,950	\$ 152,509	\$ 111,210
Funds Available Percentage Change	-11.63%	-8.25%	16.79%	-35.42%	22.19%	-38.91%	35.02%	-27.08%



Department Finance and Administrative Services

Fund Central Services



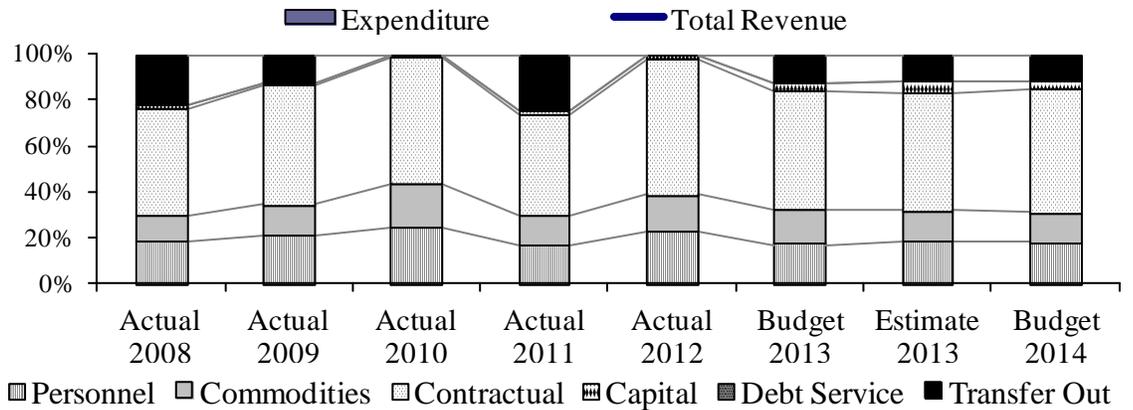
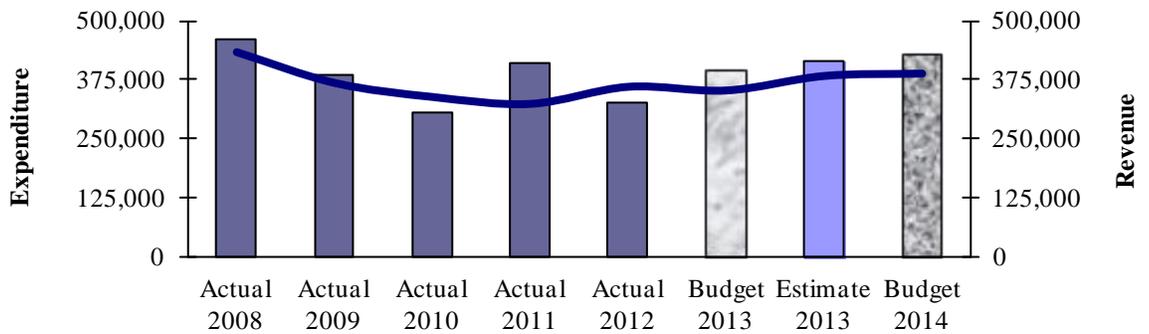
Mission Meet the needs of staff, legislative bodies, public, and creditors by providing timely, accurate, and useful financial information. Preserve and protect the City's public records and capital resources to ensure legal compliance and maximization of resources.

2013 Major Department Initiatives Planned		2014 Major Department Initiatives Planned	
•		•	
•		•	
•		•	
2012 Major Department Initiatives Planned		2012 Major Department Initiatives Accomplished	
•		•	
•		•	
•		•	

Department Finance and Administrative Services
Fund Central Services

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	422,847	364,853	336,460	323,053	359,390	349,900	379,900	384,900
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	9,845	4,203	2,237	1,545	1,475	3,000	3,000	3,000
Other	-	6	1,264	1,084	170	500	500	500
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	432,692	369,062	339,961	325,682	361,035	353,400	383,400	388,400
Percent Change		-14.71%	-7.89%	-4.20%	10.86%	-2.11%	8.49%	1.30%
Expenditure								
Personnel	83,079	81,608	75,608	69,459	74,596	70,048	75,020	76,422
Commodities	54,115	50,413	57,550	53,391	51,245	56,494	56,494	56,459
Contractual	216,666	202,744	170,658	179,107	193,726	207,516	213,016	233,052
Capital	7,613	2,342	2,465	6,713	7,888	11,266	21,266	13,766
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	100,000	50,000	-	100,000	-	50,000	50,000	50,000
Total Expenditure	461,473	387,107	306,281	408,670	327,455	395,324	415,796	429,699
Percent Change		-16.11%	-20.88%	33.43%	-19.87%	20.73%	5.18%	3.34%
Employees FTE	1.100	1.100	1.092	1.084	1.100	1.100	1.100	1.100
Percent Change FTE		0.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Finance and Administrative Services

Fund Central Services

Division Postage, Inside Printing, Copiers, Supplies and Administration

Account 60.0606 Postage, 60.0608 Copiers/Printers,

Description Excellent communication is one of the most important goals of the City. As part of that goal, Central Services is responsible for printing, mailing, and maintaining an inventory of forms and supplies for user departments. This division of the Finance and Administrative Services Department operates high-speed copier/printers, printing press and other print shop equipment.

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
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A progressive City that provides responsive and cost efficient services	<ol style="list-style-type: none">1. Ongoing competitive analysis of products and services2. Continued addition and application of computer graphics and desktop publishing technologies3. Continued outsourcing of services when they are cost effective4. Continue to implement printer plan and to complete in 2009.	
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Performance Measure	Goals / Activities Measured	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
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Department Finance and Administrative Services

Fund Central Services

Revenue Item Postage Charges

Account / Source 60.0606.39501 / Charges for Services

Authorization Policy

Description Departmental charges for postage.

Fee Schedule Cost + 65%

Date Last Changed 1996

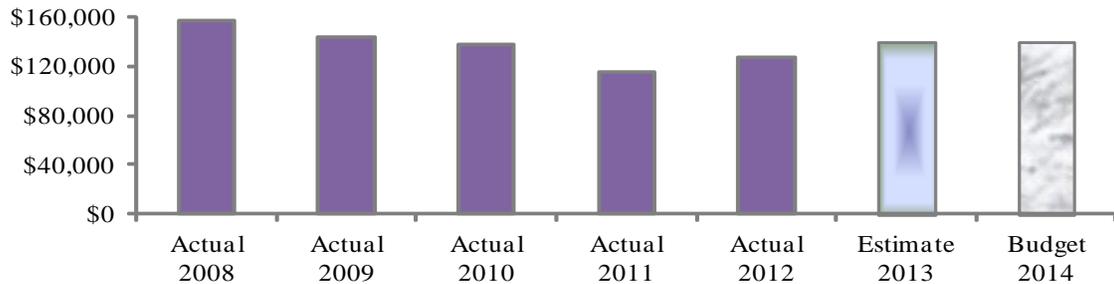
Previous Fee Schedule Cost + 30%

Formula Method N/A

Projection Method Estimate based on previous usage.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 157,434	\$ 143,883	\$ 136,725	\$ 115,387	\$ 127,172	\$ 140,000	\$ 140,000
% Change	9.39%	-8.61%	-4.97%	-15.61%	10.21%	10.09%	0.00%



Department Finance and Administrative Services

Fund Central Services

Revenue Item Printing

Account / Source 60.0607.39502 / Charges for Services

Authorization Policy

Description Charges for departmental printing.

Fee Schedule Cost varies with job.

Date Last Changed N/A

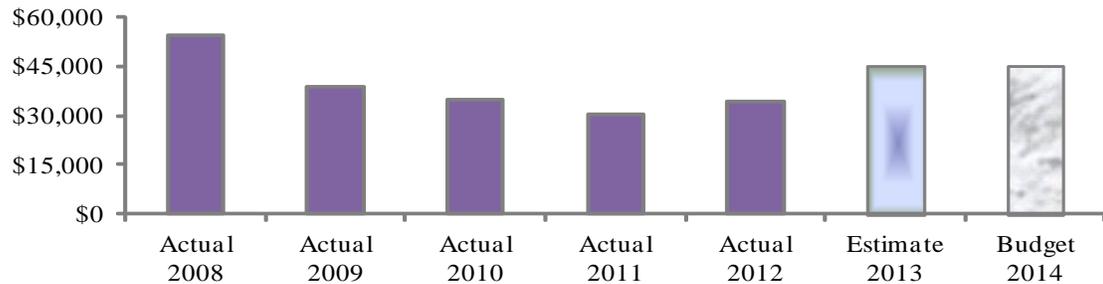
Previous Fee Schedule N/A

Formula Method Number of jobs X estimated costs = revenue

Projection Method Estimate based on previous usage.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 54,225	\$ 38,527	\$ 35,018	\$ 30,146	\$ 34,346	\$ 45,000	\$ 45,000
% Change	-6.28%	-28.95%	-9.11%	-13.91%	13.93%	31.02%	0.00%



Department Finance and Administrative Services

Fund Central Services

Revenue Item Copier and Printing Charges

Account / Source 60.0608.39503 / Charges for Services

Authorization Policy

Description Departmental copier charges.

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

Date Last Changed 2010

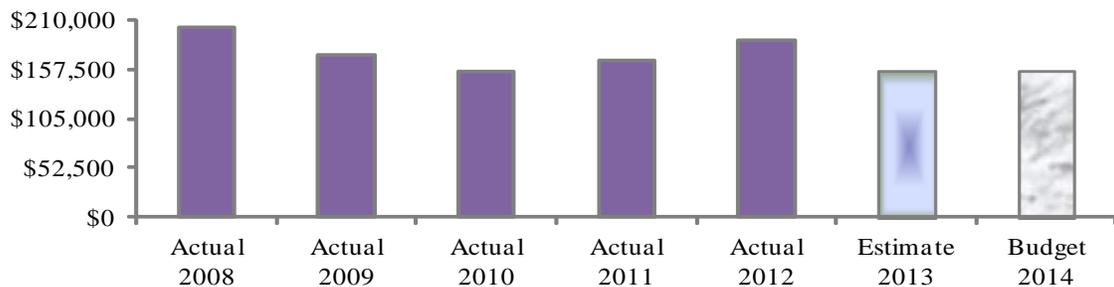
Previous Fee Schedule Copiers: \$.06 per copy Black & White
\$.30 per copy Color
Printers: \$.08 per copy Black & White
\$.35 per copy Color

Formula Method Fee X number of copies

Projection Method Estimate based on previous usage.

Comments N/A

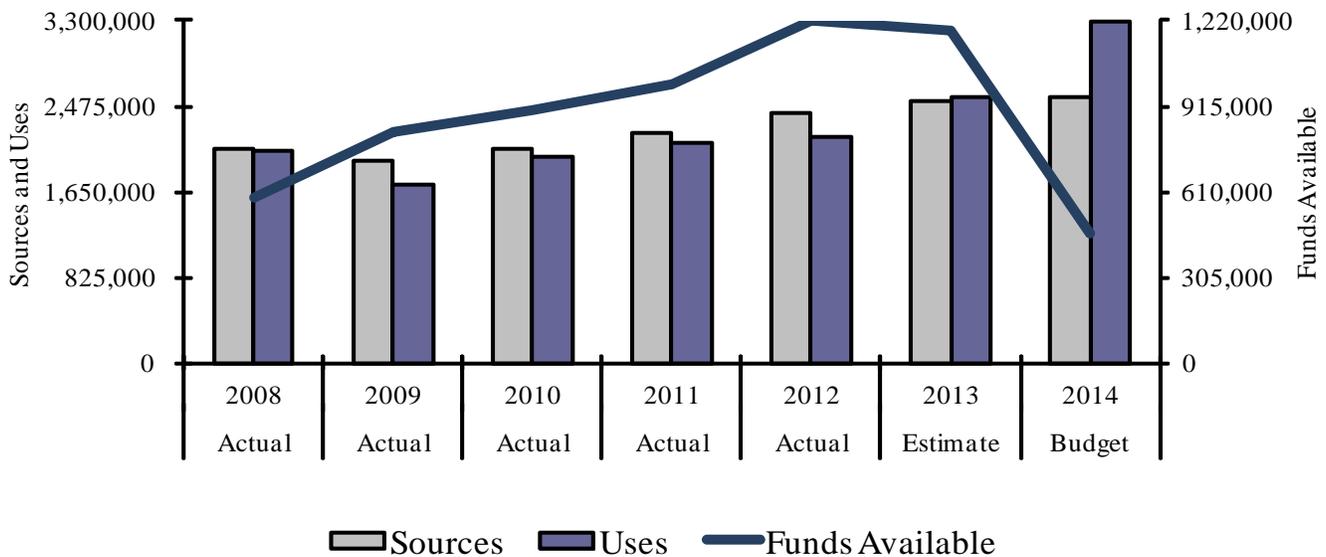
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 201,071	\$ 173,445	\$ 155,281	\$ 166,919	\$ 187,611	\$ 155,000	\$ 155,000
% Change	19.71%	-13.74%	-10.47%	7.49%	12.40%	-17.38%	0.00%



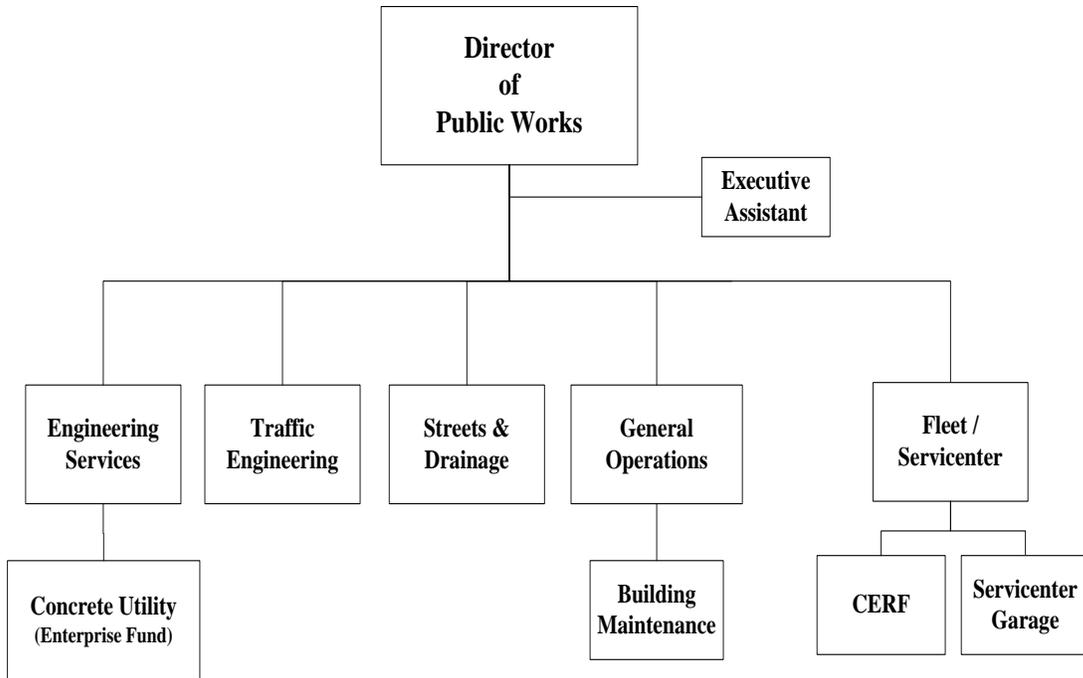
SERVICENTER FUND

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

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Adopted Budget	2013 Estimated Actual	2014 Adopted Budget
Beginning Funds Available	\$ 581,661	\$ 590,934	\$ 825,982	\$ 902,007	\$ 993,875	\$ 988,526	\$ 1,217,858	\$ 1,187,203
Sources of Funds								
Operating Revenues								
Vehicle maintenance	962,351	955,164	920,993	980,146	982,981	1,054,296	1,054,296	1,051,992
Building rentals	176,620	337,350	404,820	413,248	413,248	454,133	454,133	454,133
Direct charges	889,928	644,702	712,794	805,045	992,719	846,637	999,975	1,037,294
Interest and Other	31,543	19,169	19,682	15,028	14,726	17,741	17,741	17,741
Total Operating Revenues	2,060,442	1,956,385	2,058,289	2,213,467	2,403,674	2,372,807	2,526,145	2,561,160
Other Financing Sources	-	-	-	-	-	-	-	-
Total Sources of Funds	2,060,442	1,956,385	2,058,289	2,213,467	2,403,674	2,372,807	2,526,145	2,561,160
Uses of Funds								
Operating Expenses								
Servicenter Garage Costs	1,575,249	1,277,504	1,445,325	1,506,150	1,735,397	1,602,184	1,750,777	1,813,339
Servicenter Admin Costs	385,674	418,413	327,967	277,906	263,759	496,877	505,922	508,040
Total Operating Expenses	1,960,923	1,695,917	1,773,292	1,784,056	1,999,156	2,099,061	2,256,699	2,321,379
Capital Acquisitions	30,246	25,420	8,972	37,543	80,535	100,101	100,101	568,801
Other Financing Uses	60,000	-	200,000	300,000	100,000	200,000	200,000	400,000
Total Uses of Funds	2,051,169	1,721,337	1,982,264	2,121,599	2,179,691	2,399,162	2,556,800	3,290,180
Net Sources(Uses) of Funds	9,273	235,048	76,025	91,868	223,983	(26,355)	(30,655)	(729,020)
Ending Funds Available	\$ 590,934	\$ 825,982	\$ 902,007	\$ 993,875	\$ 1,217,858	\$ 962,171	\$ 1,187,203	\$ 458,183
Funds Available Percentage C	1.59%	39.78%	9.20%	10.18%	22.54%	-20.99%	23.39%	-61.41%



Department Public Works
Fund Servicerter



← General Fund → Internal Service Funds →

Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
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- | | |
|--|---|
| <ul style="list-style-type: none"> ● Implementation of GPS program for Public Works, Police, Fire, and WWT. ● Continuation of flex fueled vehicles in City Fleet ● Upgrade of software systems to be Window 7 compliant | <ul style="list-style-type: none"> ● |
|--|---|

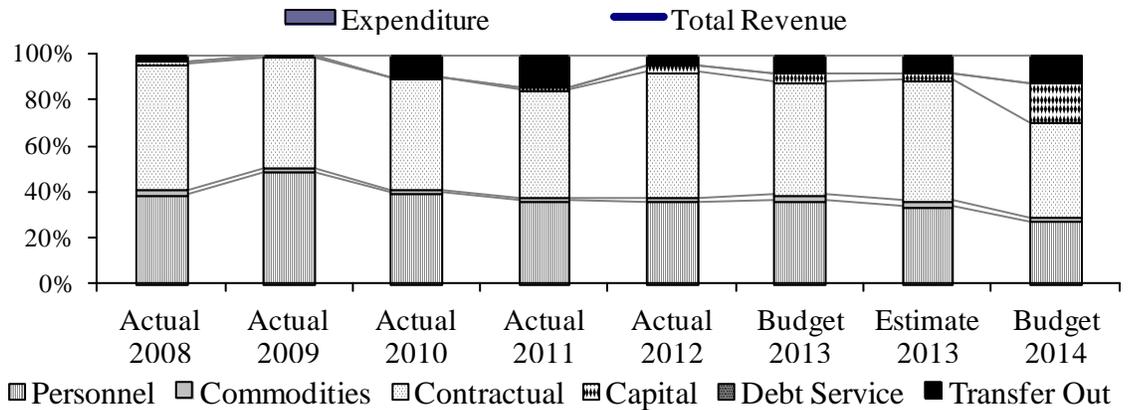
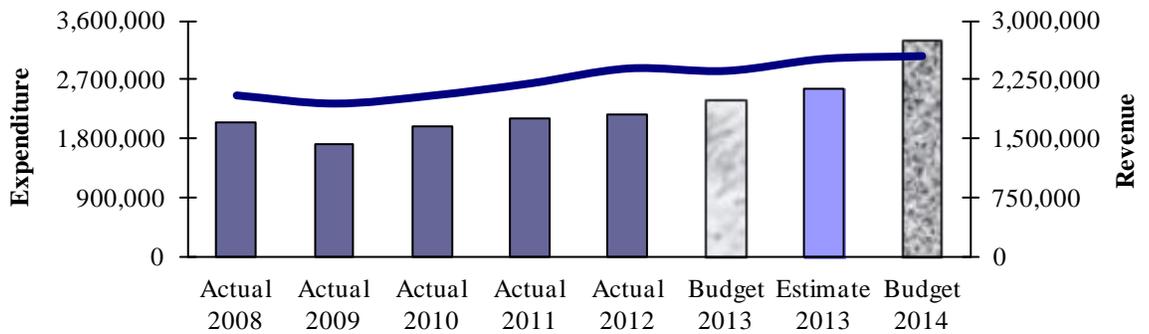
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
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- | | |
|---|---|
| <ul style="list-style-type: none"> ● Continue to purchase alternative fueled vehicles and hybrids where applicable. ● Implement pilot program of GPS for Public Works snow equipment. ● Upgrade Servicerter Stormwater Scepters to meet new Stormwater requirements. | <ul style="list-style-type: none"> ● |
|---|---|

Department Public Works
Fund Servicercenter

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	5,373	-	-	-	-	-	-	-
Charges for Services	2,027,268	1,939,817	2,044,367	2,199,747	2,390,422	2,359,266	2,512,604	2,547,619
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	24,297	13,852	7,097	8,899	8,335	9,578	9,578	9,578
Other	3,504	2,717	6,824	4,820	4,918	3,963	3,963	3,963
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	2,060,442	1,956,386	2,058,288	2,213,466	2,403,675	2,372,807	2,526,145	2,561,160
Percent Change		-5.05%	5.21%	7.54%	8.59%	-1.28%	6.46%	1.39%
Expenditure								
Personnel	792,270	832,888	774,849	754,423	769,041	861,027	855,151	883,980
Commodities	44,850	38,312	31,850	34,758	41,546	65,147	65,891	65,891
Contractual	1,123,802	824,717	966,592	994,874	1,188,569	1,172,887	1,335,657	1,371,508
Capital	30,247	25,421	8,972	37,543	80,535	100,101	100,101	568,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	60,000	-	200,000	300,000	100,000	200,000	200,000	400,000
Total Expenditure	2,051,169	1,721,338	1,982,263	2,121,598	2,179,691	2,399,162	2,556,800	3,290,180
Percent Change		-16.08%	15.16%	7.03%	2.74%	10.07%	6.57%	28.68%
Employees FTE	11.300	11.300	9.923	9.850	10.000	10.000	10.000	10.000
Percent Change FTE		0.00%	-12.19%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Public Works

Fund Servicenter

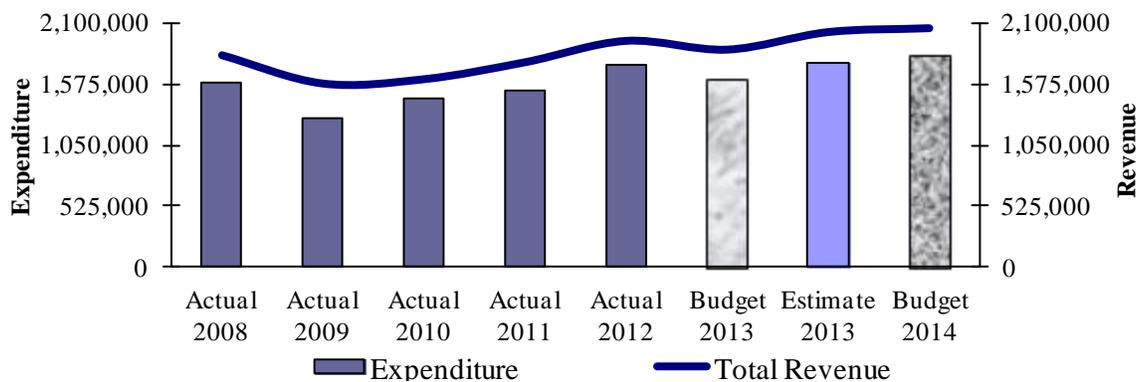
Division Garage

Account 61.1007

Description Provide quality, value-driven services to all our customers and user departments. Service, repair, purchase and dispose of replaced vehicles in a fleet of approximately 345 pieces of equipment. Perform preventative maintenance service and repair of vehicles as determined by maintenance inspection or as requested. Manage fuel and oil inventory accounts. Administer all operating functions and programs in the Servicenter Garage. Warehouse parts and supplies for all City departments, particularly for rolling stock.

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	5,373	-	-	-	-	-	-	-
Charges for Services	1,814,310	1,572,339	1,609,894	1,758,160	1,944,478	1,870,133	2,023,471	2,057,486
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	2,056	1,562	2,198	2,390	2,991	827	827	827
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	1,821,739	1,573,901	1,612,092	1,760,550	1,947,469	1,870,960	2,024,298	2,058,313
Percent Change		-13.60%	2.43%	9.21%	10.62%	-3.93%	8.20%	1.68%
Expenditure								
Personnel	670,096	634,312	668,652	645,427	662,971	693,967	688,449	715,210
Commodities	22,121	12,375	18,573	20,105	26,133	25,310	25,408	25,408
Contractual	883,034	630,817	758,099	840,618	1,046,293	882,907	1,036,920	1,072,721
Capital	6,801	6,801	6,801	6,801	6,801	6,801	6,801	6,801
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
Total Expenditure	1,582,052	1,284,305	1,452,125	1,512,951	1,742,198	1,608,985	1,757,578	1,820,140
Percent Change		-18.82%	13.07%	4.19%	15.15%	-7.65%	9.24%	3.56%
Employees FTE	10.000	9.000	8.931	8.865	9.000	9.000	9.000	9.000
Percent Change FTE		-10.00%	-0.77%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Public Works

Fund Servicenter

Division Garage

Account 61.1007

Outcome	Goal / Activity Answers the <u>When</u>, <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Add technologically advanced vehicles to fleet to provide better reliability and fuel efficient use. 2. Provide fleet maintenance and replacement	1. Purchase vehicles that are capable of operating on both Unleaded and E-85 fuel. Convert unleaded tank to E-85. 2. Utilize current programs and processes.
A City that is safe, clean, healthy and attractive	3. Provide maintenance and repair of emergency vehicles 4. Provide fuel and billing for ART Shuttle	3. Utilize fleet program and process. 4. Providing service at City facilities-Servicenter.
A progressive City that provides responsive and cost efficient services	5. Utilize cost effective fleet replacement processes 6. Maintain City fleet according to City and industry standards. (Does not include Emergency Vehicles) 7. Supply Fleet asset management to Enterprise Fund 8. Provide Fleet Service 24/7. Provide manufacture and aftermarket training on new vehicles to properly maintain fleet	5. Utilizing funding in CERF program and fleet policies for replacement criteria. 6. Use of manufacturer's recommendations when developing standards. 7. Currently providing service to Enterprise Funds. 8. Mechanics are on-call 24 hours per day, seven days a week. Mechanics receive at least 30 hours of training per year.
A City that is business-friendly and economically diverse	9. Provide out-sourcing to local businesses for outside garage work as necessary 10. Affix City logo and description on all City vehicles	9. Contract with local businesses for work not performed in-house (body work, glass work, hydraulic hose and cylinder repair, etc.) 10. Apply decals on all City vehicles as necessary.
A City that provides diverse cultural, recreational and entertainment opportunities	11. Provide technical, maintenance, and 24 hour road service for out-of-town recreational programs	11. Covered in number 8 above.

Department Public Works
Fund Servicenter
Division Garage
Account 61.1007

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
The ServiCenter Garage provides maintenance, replacement and cost efficient services for the City of Englewood's fleet of vehicles and equipment. The expected result is well maintained and safe vehicles.								
FTE's Total- (Mechanics)	1-11	8 (5)	8 (5)	9(5)	9(5)	9 (5)	9 (5)	9 (5)
City of Englewood Fleet size	1-11	347	347	333	333	333	338	333
City of Sheridan Fleet Size	1-11	51	53	53	53	53	55	55
Cherry Hills Fleet Size	1-11	52	54	54	57	57	60	60
Mechanic to Vehicle ratio	1-11	90	90.8	88.6	88.6	88.6	90.8	90.8
Average Fleet Availability	1-11	96.45%	96.45%	96.14%	97.26%	96.74%	96.86%	96.47%
Average Age of Fleet	1-11	8.84	8.84	8.91	8.83	9.22	9.31	9.11
National Avg. Mech. to Vehicle ratio-multi class fleet	1-11	58	58	58	58	58	58	58

Department Public Works

Fund Servicenter

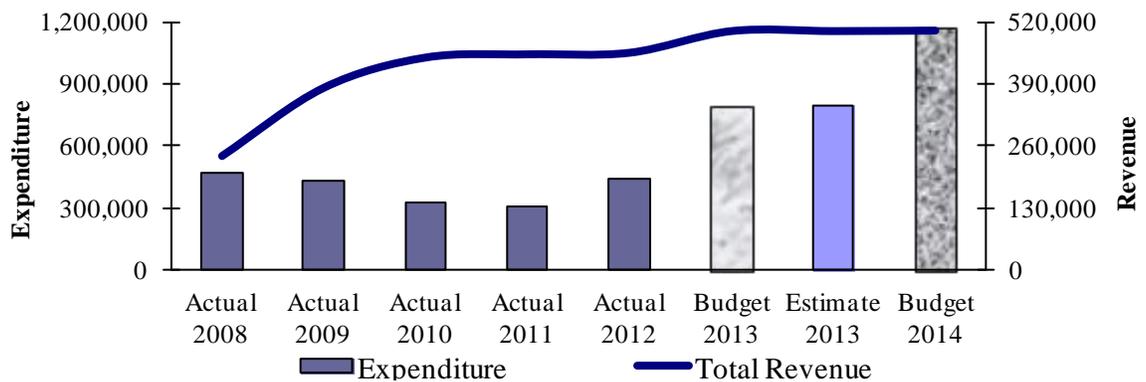
Division Administration

Account 61.1008

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

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	212,958	367,478	434,473	441,587	445,944	489,133	489,133	490,133
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	24,297	13,852	7,097	8,899	8,335	9,578	9,578	9,578
Other	1,448	1,155	4,626	2,430	1,927	3,136	3,136	3,136
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	238,703	382,485	446,196	452,916	456,206	501,847	501,847	502,847
Percent Change		60.23%	16.66%	1.51%	0.73%	10.00%	0.00%	0.20%
Expenditure								
Personnel	122,174	198,576	106,197	108,996	106,070	167,060	166,702	168,770
Commodities	22,729	25,937	13,277	14,653	15,413	39,837	40,483	40,483
Contractual	240,768	193,900	208,493	154,256	142,276	289,980	298,737	298,787
Capital	23,446	18,620	2,171	30,742	73,734	93,300	93,300	562,000
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	60,000	-	-	-	100,000	200,000	200,000	100,000
Total Expenditure	469,117	437,033	330,138	308,647	437,493	790,177	799,222	1,170,040
Percent Change		-6.84%	-24.46%	-6.51%	41.75%	80.61%	1.14%	46.40%
Employees FTE	1.300	2.300	0.992	0.985	1.000	1.000	1.000	1.000
Percent Change FTE		76.92%	-56.86%	-0.74%	1.52%	0.00%	0.00%	0.00%



Department Public Works

Fund Servicenter

Division Administration

Account 61.1008

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	<ol style="list-style-type: none">1. Provide storage/work areas2. Centralized maintenance staging areas3. Provide central communication and support for maintenance operations	Maintain storage and maintenance buildings for Public Works, Utilities, Parks and Safety Services departments of Police and Fire.
A City that is safe, clean, healthy and attractive	<ol style="list-style-type: none">4. Provide site for hazardous household drop off program5. Provide site for citizen mulch pickup6. Provide dumpsters for illegal trash and debris pickup7. Maintain compliance and certifications on fuel storage and distribution	ServiCenter site used for household drop off. Mulch area provided for public pickup.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget
The Servicenter Admin. Group provides general maintenance support and storage space for departments within the City of Englewood. The result is adequate and usable space for storage and maintenance.								
Support mtce. operations		286,943	238,457	223,942	387,302	420,702	420,702	420,702

Department Public Works

Fund Servicenter

Revenue Item Vehicle Maintenance

Account / Source 61.1007.39101 / Charges for Services

Authorization Policy

Description Interdepartmental charges for scheduled maintenance of vehicles.

Fee Schedule Based on the type and number of vehicles. A list of charges is maintained by the Fleet Manager.

Date Last Changed Fees are reviewed annually.

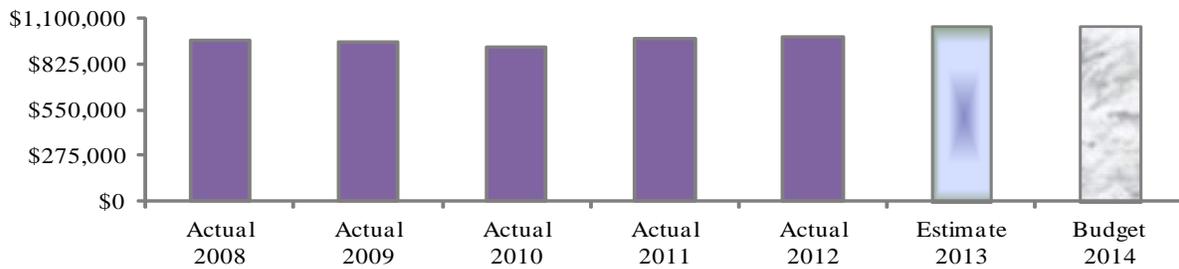
Previous Fee Schedule 2000

Formula Method Vehicles X rate = revenue

Projection Method Estimate based on prior experience.

Comments New acquisitions are required to be placed in this program until their scheduled replacement.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 962,351	\$ 955,164	\$ 920,993	\$ 980,146	\$ 982,981	\$ 1,054,296	\$ 1,054,296
% Change	2.01%	-0.75%	-3.58%	6.42%	0.29%	7.26%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Garage Charges

Account / Source 61.1007.39111 / Charges for Services

Authorization Policy

Description Fees charged for non-scheduled maintenance and repair, and on older vehicles no longer in the scheduled maintenance program.

Fee Schedule Per hour rate determined by type and age of vehicle.

Date Last Changed Reviewed annually. A list of rates is maintained by the Fleet Manager.

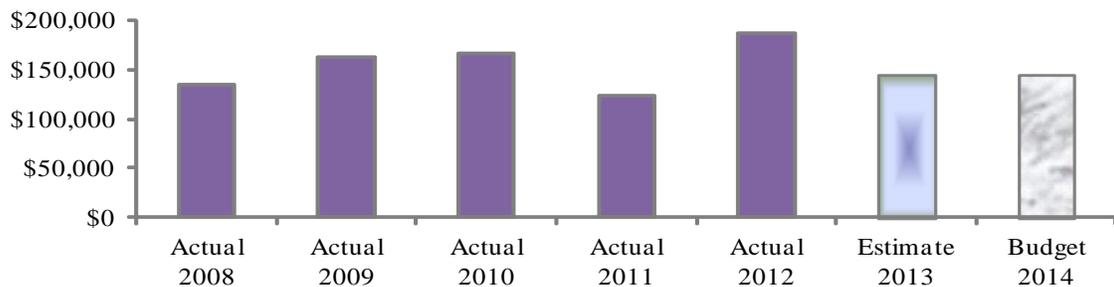
Previous Fee Schedule 2000

Formula Method N/A

Projection Method Estimate based on prior experience.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 134,244	\$ 163,085	\$ 166,449	\$ 122,535	\$ 187,097	\$ 145,000	\$ 145,000
% Change	6.61%	21.48%	2.06%	-26.38%	52.69%	-22.50%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Fuel Service Charge

Account / Source 61.1007.39113 / Charges for Services

Authorization Policy

Description Charge for vehicle fuel.

Fee Schedule At estimated replacement cost.

Date Last Changed N/A

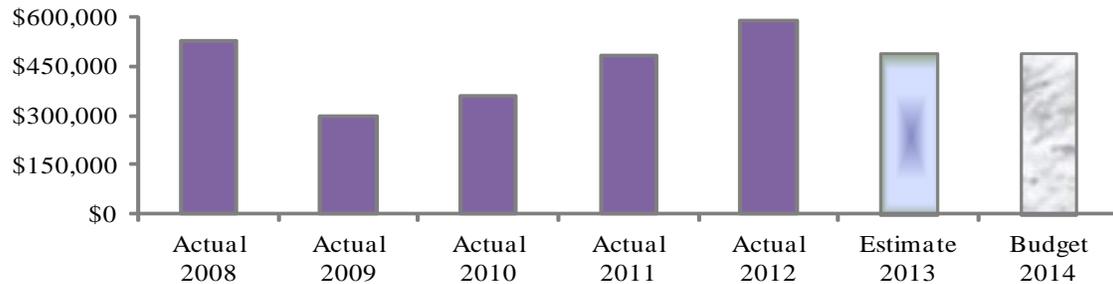
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on previous usage and knowledge of fleet additions or deletions.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 528,098	\$ 295,223	\$ 361,751	\$ 479,496	\$ 588,294	\$ 488,300	\$ 488,300
% Change	23.21%	-44.10%	22.54%	32.55%	22.69%	-17.00%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Outside Garage Service

Account / Source 61.1007.39114 / Charges for Services

Authorization Policy

Description Contracts with various entities to provide fleet maintenance

Fee Schedule Sheridan \$68.00/hour MFTC \$68.00/hour

Lions \$68.00/hour Cherry Hills \$68.00/hour

Date Last Changed 2005

Previous Fee Schedule Sheridan \$64.40/hour MFTC \$64.40/hour

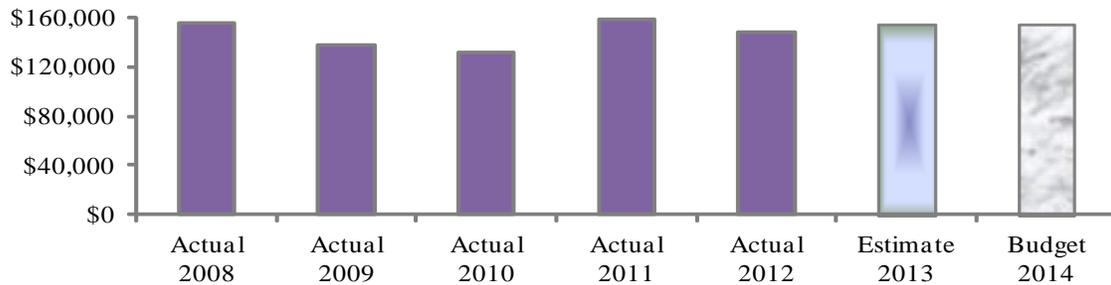
Lions \$64.40/hour Cherry Hills \$49.32/hour

Formula Method N/A

Projection Method Estimate based on prior years

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 155,275	\$ 137,225	\$ 131,969	\$ 158,514	\$ 147,682	\$ 154,837	\$ 154,837
% Change	2.82%	-11.62%	-3.83%	20.11%	-6.83%	4.84%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Building Rental Fee

Account / Source 61.1008.39121 / Charges for Services

Authorization Policy

Description Rental charged to departments using space in the Servicenter.

Fee Schedule \$9.60 / sq. ft. \$6.00 / sq. ft. Salt dome, open storage Yard storage /.34 per sq. ft.

Date Last Changed 2010

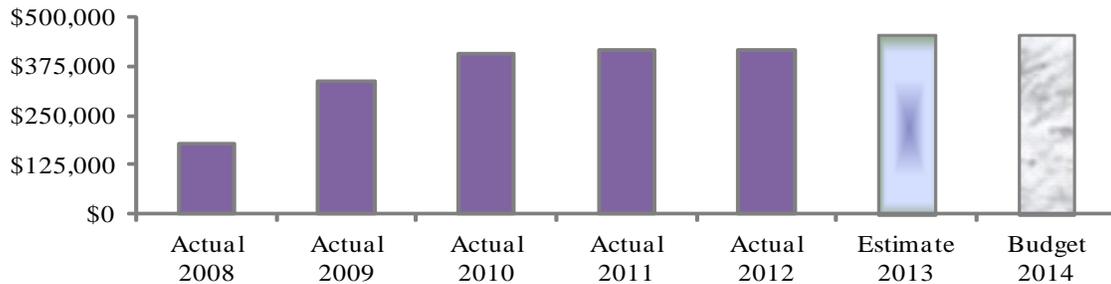
Previous Fee Schedule \$8.00 per square foot building.

Formula Method Charge is allocated annually.

Projection Method Square feet X fee = revenue

Comments 2009 increase 95%, estimated 2009 revenue \$337,350.00

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 176,620	\$ 337,350	\$ 404,820	\$ 413,248	\$ 413,248	\$ 454,133	\$ 454,133
% Change	-6.61%	91.00%	20.00%	2.08%	0.00%	9.89%	0.00%



Department Public Works

Fund Servicenter

Revenue Item Central Stores

Account / Source 61.1008.39122 / Charges for Services

Authorization Policy

Description Charges for non-automotive items. Central Stores maintains an inventory of frequently needed items such as gloves and safety vests.

Fee Schedule Cost plus 30%

Date Last Changed N/A

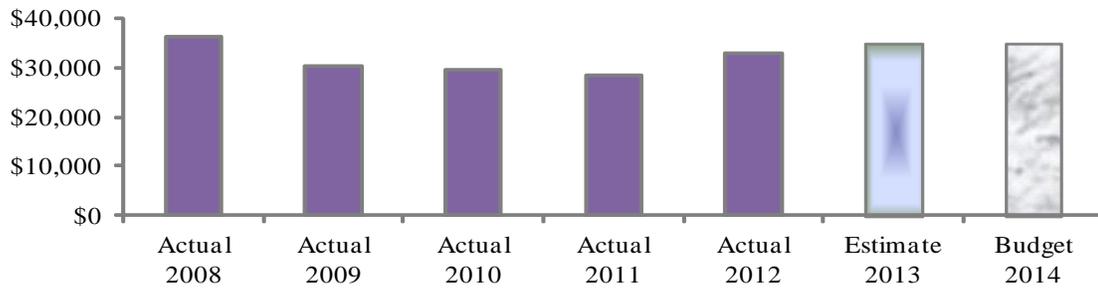
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Estimate based on historical revenues.

Comments N/A

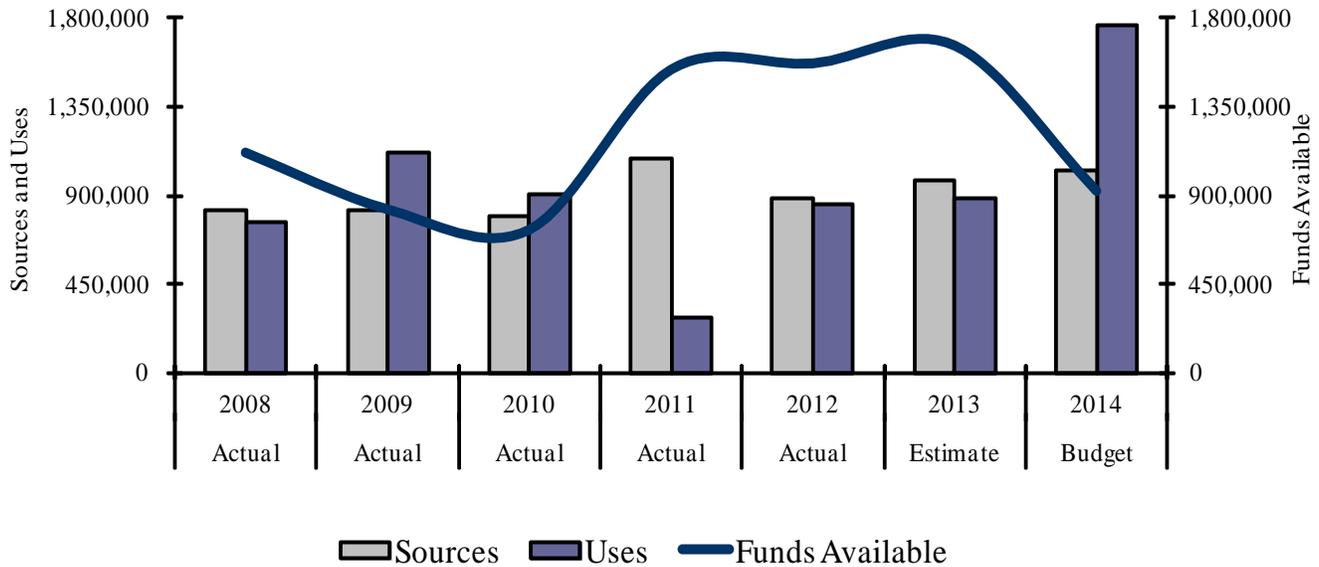
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 36,338	\$ 30,128	\$ 29,653	\$ 28,339	\$ 32,696	\$ 35,000	\$ 35,000
% Change	22.18%	-17.09%	-1.58%	-4.43%	15.37%	7.05%	0.00%



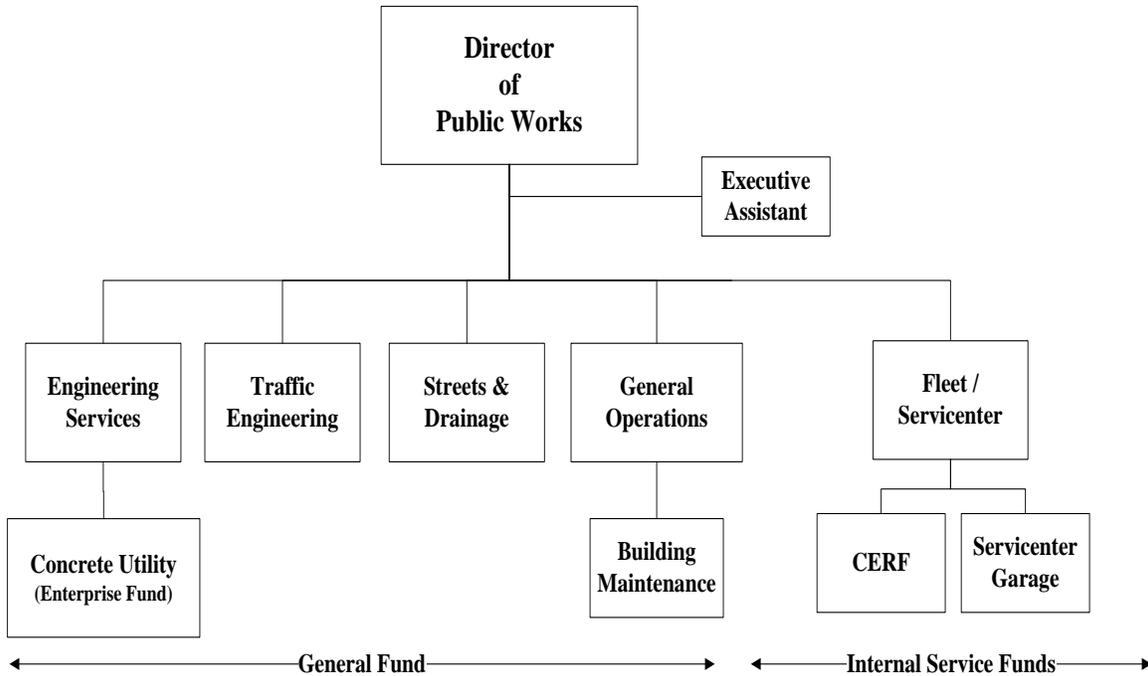
CAPITAL EQUIPMENT REPLACEMENT FUND

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

	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2013</i>	<i>2014</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Funds Available	\$1,057,611	\$1,118,319	\$ 832,459	\$ 728,781	\$1,538,025	\$1,435,526	\$1,568,208	\$1,658,730
Sources of Funds								
Operating Revenues								
CERF Charges	645,649	662,729	682,839	704,277	722,415	770,494	770,494	823,394
Interest and Other	181,380	165,527	113,980	90,177	159,523	103,500	103,500	103,500
Total Operating Revenues	827,029	828,256	796,819	794,454	881,938	873,994	873,994	926,894
Other Financing Sources	-	-	-	295,465	-	100,000	100,000	100,000
Total Sources of Funds	827,029	828,256	796,819	1,089,919	881,938	973,994	973,994	1,026,894
Uses of Funds								
Operating Expenses								
Operating Costs	34,639	40,430	10,757	6,542	20,139	22,614	22,614	22,614
Total Operating Costs	34,639	40,430	10,757	6,542	20,139	22,614	22,614	22,614
Capital Acquisitions	731,682	1,073,686	443,263	274,133	831,616	1,493,521	860,858	1,737,452
Other Financing Uses	-	-	446,477	-	-	-	-	-
Total Uses of Funds	766,321	1,114,116	900,497	280,675	851,755	1,516,135	883,472	1,760,066
Net Sources(Uses) of Funds	60,708	(285,860)	(103,678)	809,244	30,183	(542,141)	90,522	(733,172)
Ending Funds Available	\$1,118,319	\$ 832,459	\$ 728,781	\$1,538,025	\$1,568,208	\$ 893,385	\$1,658,730	\$ 925,558
Funds Available Percentage Change	5.74%	-25.56%	-12.45%	111.04%	1.96%	-43.03%	85.67%	-44.20%



Department Public Works
Fund Capital Equipment Replacement



Description The Department of Public Works constructs, repairs, and maintains the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, traffic markings and signs, central garage facilities and vehicles, and building facilities. Public Works also provides engineering expertise for public improvement projects and engineering assistance to other departments.

Mission **The Public Works Department mission is to construct, repair and maintain the infrastructure of the City, including streets, alleys, surface drainage, traffic systems, street markings, signs, and building facilities. We manage the central garage facility, and provide vehicle maintenance for the City. The department provides engineering assistance to other departments, and engineering expertise for the Public Improvement Fund, Conservation Trust Fund, Capital Projects Fund, Concrete Utility Fund and the Open Space Fund.**

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
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- | | |
|--|---|
| <ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. • Continue to explore hybrid and electric vehicle options for fleet vehicles. | <ul style="list-style-type: none"> • |
|--|---|

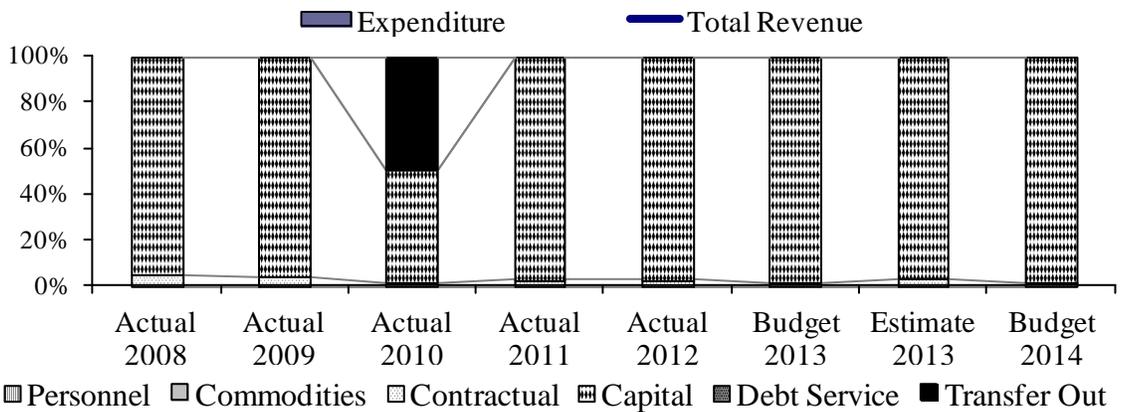
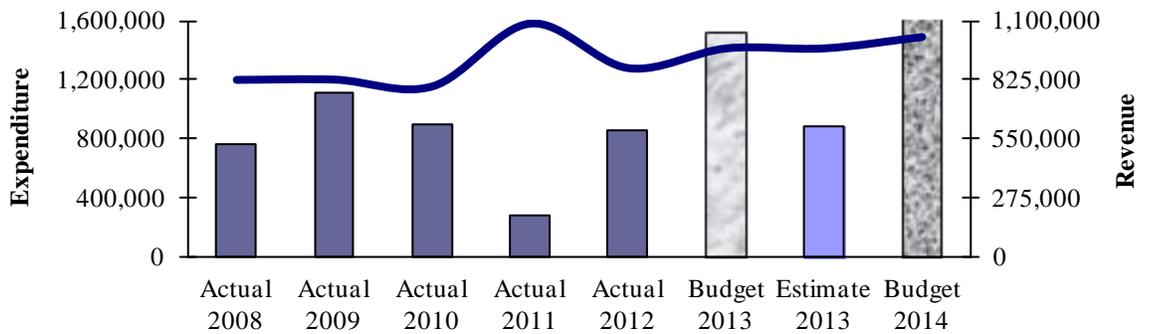
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
---	--

- | | |
|--|---|
| <ul style="list-style-type: none"> • Continue to purchase vehicles capable of operating on E-85 and unleaded fuel • Utilize best practices in fleet acquisitions and management of the fleet. • Continue to explore hybrid and electric vehicle options for fleet vehicles. | <ul style="list-style-type: none"> • |
|--|---|

Department Public Works
Fund Capital Equipment Replacement

History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	645,649	662,729	682,839	704,277	722,415	770,494	770,494	823,394
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	47,678	20,401	6,937	9,649	11,289	21,500	21,500	21,500
Other	133,702	145,126	107,043	80,528	148,233	82,000	82,000	82,000
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	295,465	-	100,000	100,000	100,000
Total Revenue	827,029	828,256	796,819	1,089,919	881,937	973,994	973,994	1,026,894
Percent Change		0.15%	-3.80%	36.78%	-19.08%	10.44%	0.00%	5.43%
Expenditure								
Personnel	-	-	-	-	-	-	-	-
Commodities	-	-	-	-	-	-	-	-
Contractual	34,640	40,430	10,757	6,542	20,139	22,614	22,614	22,614
Capital	731,681	1,073,686	443,263	274,133	831,616	1,493,521	860,858	1,737,452
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	446,477	-	-	-	-	-
Total Expenditure	766,321	1,114,116	900,497	280,675	851,755	1,516,135	883,472	1,760,066
Percent Change		45.39%	-19.17%	-68.83%	203.47%	78.00%	-41.73%	99.22%
Employees FTE								
Percent Change FTE		---	---	---	---	---	---	---



Department Public Works
Fund Capital Equipment Replacement
Division Administration
Account 62.1001

Description The Capital Equipment Replacement fund accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

2014 Capital Equipment Replacement List

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
	1.	1.
	2.	2.
	3.	3.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Public Works

Fund Capital Equipment Replacement

Revenue Item Interdepartmental Service Charge

Account / Source 62.1001.39201 / Charges for Services

Authorization Policy

Description Charges to departments for the replacement of capital equipment and vehicles.

Fee Schedule Based on assessment of estimated useful life and replacement cost of equipment.

Date Last Changed N/A

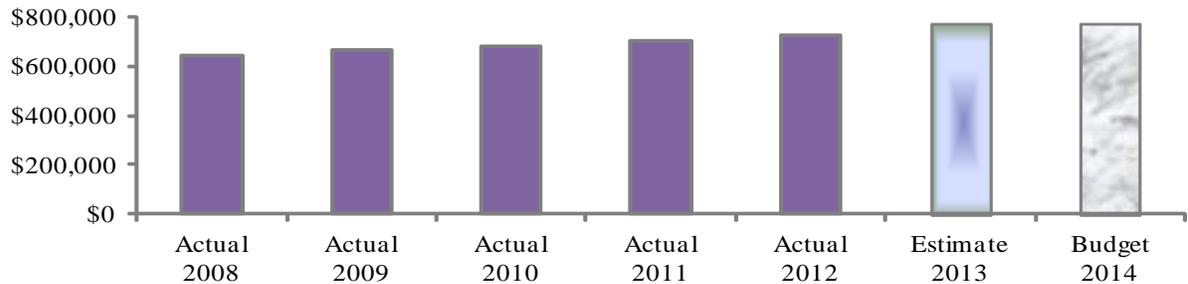
Previous Fee Schedule N/A

Formula Method N/A

Projection Method Based on assessment of estimated useful life and replacement cost of equipment.

Comments N/A

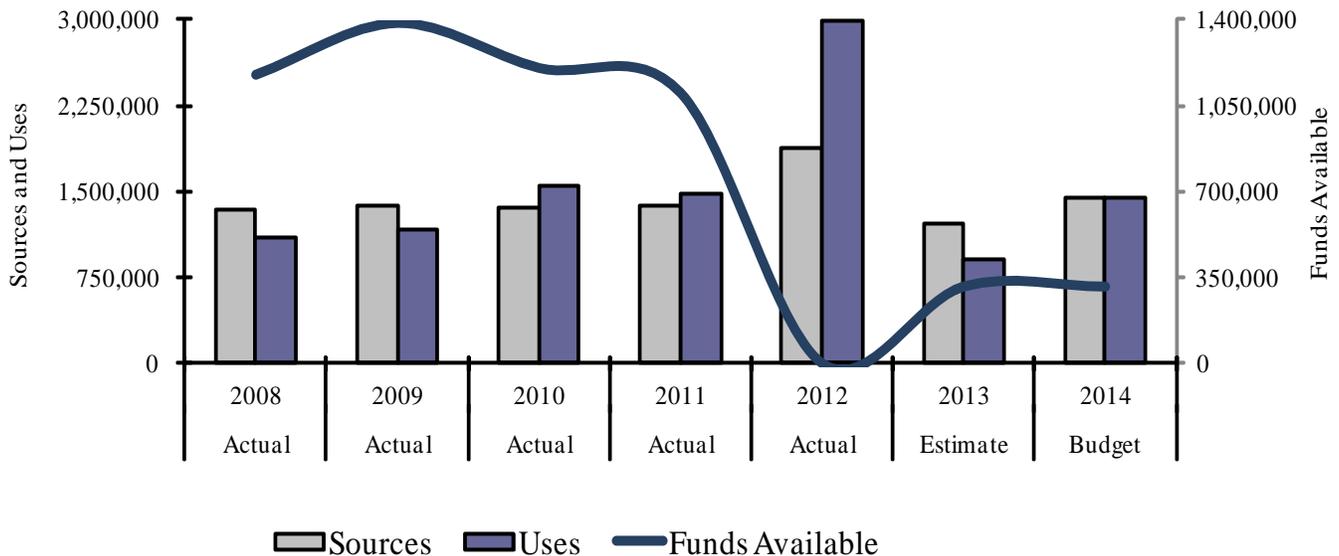
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 645,649	\$ 662,729	\$ 682,839	\$ 704,277	\$ 722,415	\$ 770,494	\$ 770,494
% Change	-5.14%	2.65%	3.03%	3.14%	2.58%	6.66%	0.00%



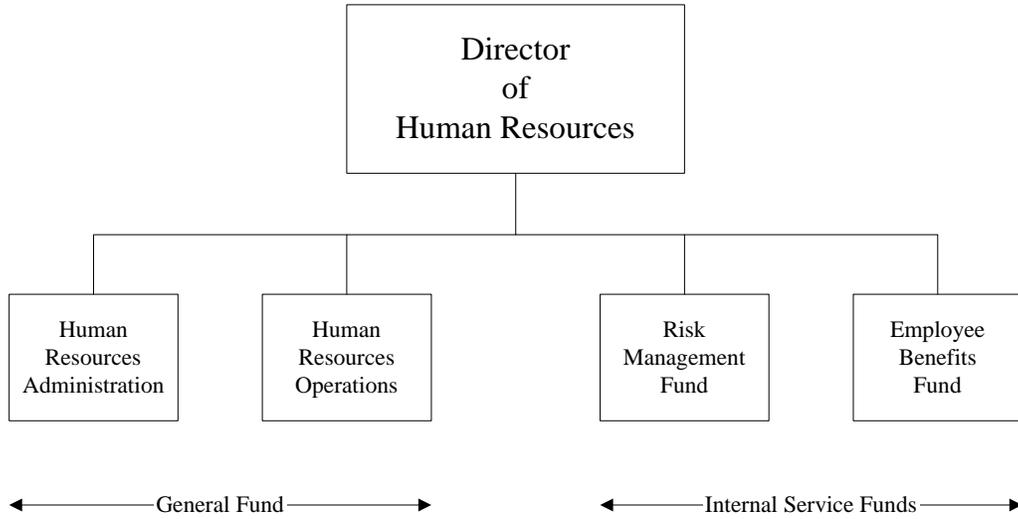
RISK MANAGEMENT FUND

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

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Adopted Budget</i>
Beginning Funds Available	\$ 921,116	\$ 1,174,682	\$ 1,384,702	\$ 1,201,929	\$ 1,101,326	\$ 91,980	\$ 3,735	\$ 316,137
Sources of Funds								
Operating Revenues								
Intergovernmental service charges:								
Property and liability	771,074	831,074	831,304	848,938	755,842	724,612	724,612	764,607
Workers' Compensation	522,648	514,103	514,103	507,197	406,182	476,298	476,555	661,247
Other	56,187	41,920	16,321	19,851	10,320	15,000	16,411	16,911
Total Operating Revenues	1,349,909	1,387,097	1,361,728	1,375,986	1,172,344	1,215,910	1,217,578	1,442,765
Other Financing Sources	-	-	-	-	715,000	-	-	-
Total Sources of Funds	1,349,909	1,387,097	1,361,728	1,375,986	1,887,344	1,215,910	1,217,578	1,442,765
Uses of Funds								
Operating Expenses								
Property and liability	587,718	488,241	521,792	731,898	776,970	735,920	597,694	782,342
Workers' Compensation	508,625	688,836	572,709	198,691	1,281,965	464,175	307,482	661,432
Total Operating Expenses	1,096,343	1,177,077	1,094,501	930,589	2,058,935	1,200,095	905,176	1,443,774
Other Financing Uses	-	-	450,000	546,000	926,000	-	-	-
Total Uses of Funds	1,096,343	1,177,077	1,544,501	1,476,589	2,984,935	1,200,095	905,176	1,443,774
Net Sources(Uses) of Funds	253,566	210,020	(182,773)	(100,603)	(1,097,591)	15,815	312,402	(1,009)
Ending Funds Available	\$ 1,174,682	\$ 1,384,702	\$ 1,201,929	\$ 1,101,326	\$ 3,735	\$ 107,795	\$ 316,137	\$ 315,128
Funds Available Percentage Change	27.53%	17.88%	-13.20%	-8.37%	-99.66%	2786.08%	193.28%	-0.32%



Department Human Resources
Fund Risk Management

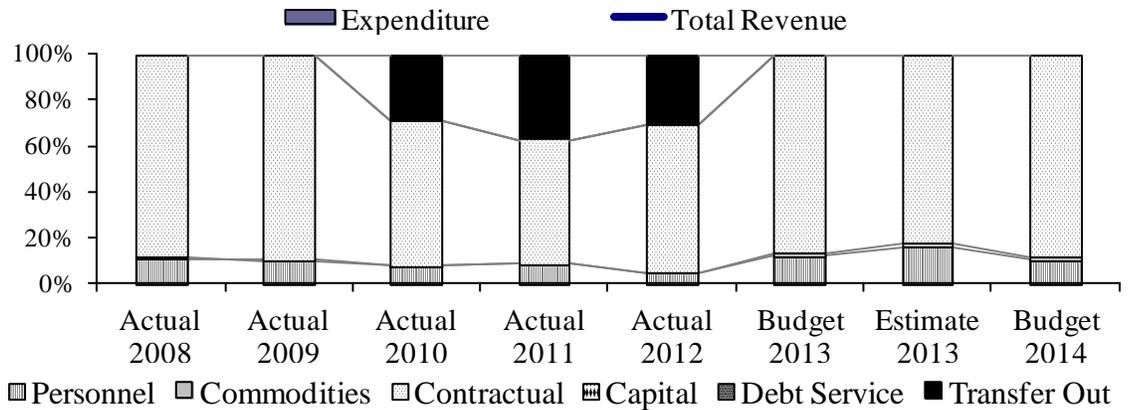
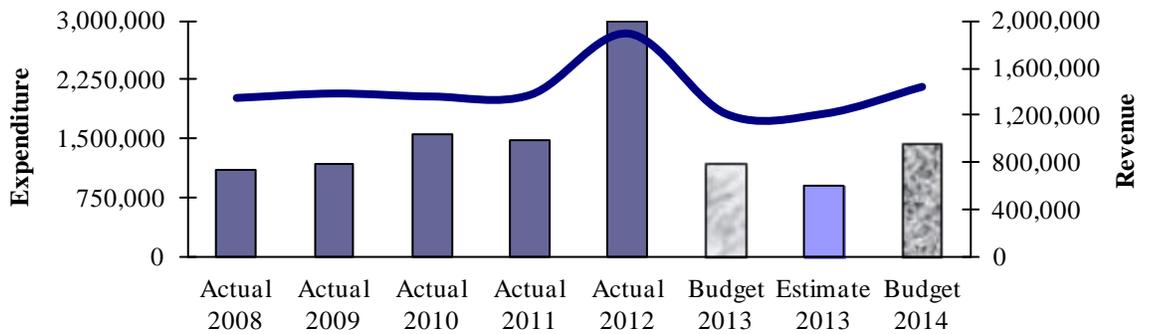


Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury by eliminating and/or reducing risks 	<ul style="list-style-type: none">
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> Ensure safety programs result in prevention of employee injury 	<ul style="list-style-type: none">

Department Human Resources
Fund Risk Management
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	1,293,722	1,345,177	1,345,407	1,356,135	1,162,024	1,200,910	1,201,167	1,425,854
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	56,187	41,920	16,322	19,851	10,320	15,000	15,000	15,500
Other	-	-	-	-	-	-	1,411	1,411
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	715,000	-	-	-
Total Revenue	1,349,909	1,387,097	1,361,729	1,375,986	1,887,344	1,215,910	1,217,578	1,442,765
Percent Change		2.75%	-1.83%	1.05%	37.16%	-35.58%	0.14%	18.49%
Expenditure								
Personnel	112,716	115,026	113,644	121,497	132,743	140,291	140,791	145,647
Commodities	9,927	2,056	2,021	3,141	3,189	20,000	20,000	20,000
Contractual	973,701	1,059,995	978,836	805,952	1,923,004	1,039,804	744,385	1,278,127
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	450,000	546,000	926,000	-	-	-
Total Expenditure	1,096,344	1,177,077	1,544,501	1,476,590	2,984,936	1,200,095	905,176	1,443,774
Percent Change		7.36%	31.21%	-4.40%	102.15%	-59.79%	-24.57%	59.50%
Employees FTE	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500
Percent Change FTE		12.00%	-6.97%	51.26%	-23.86%	0.00%	0.00%	0.00%



Department Human Resources

Fund Risk Management

Division Property and Liability and Workers' Compensation

Account 63.0503 Property and Liability and 63.0504 Workers' Compensation

Description Administers the insurance for Workers' Compensation, Property and Liability coverage.

Outcome	Goal / Activity Answers the When, What and Why we do to accomplish the desired Outcome	Action Plan Answers the How we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure.	1. Ensures adequate cost effective property insurances are maintained for all City assets	Property inspections completed at least twice per year.
A City that is safe, clean, healthy and attractive.	2. Evaluate and address potential risks to citizens at City facilities and City sponsored programs with goal of eliminating, reducing or financing these risks using the most cost effective approach.	Routine inspections are completed as well as those initiated in response to potential hazards.
A progressive City that provides responsive and cost efficient services	3. Ensures safety programs result in prevention of employee injury.	Actively participate with the Pool (CIRSA) Which involves meeting the loss control standards that have been set up for the Organization as a whole as well as individual departments.
A City that provides diverse cultural, recreational and entertainment opportunities.	4. Ensure Risks related to City Recreational and cultural events are identified and addressed with appropriate risk financing and insurance coverage. 5. Ensure that special events and public art are evaluated for property and liability purposes.	Risks evaluated through inspections , loss control standards are set, yearly audits performed and certificates of insurance secured.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Human Resources

Fund Risk Management

Revenue Item Property & Liability Insurance Charge

Account / Source 63.0503.39311 / Charges for Services

Authorization Policy

Description Departmental charges for P & L insurance.

Fee Schedule Based on premiums.

Date Last Changed Annually

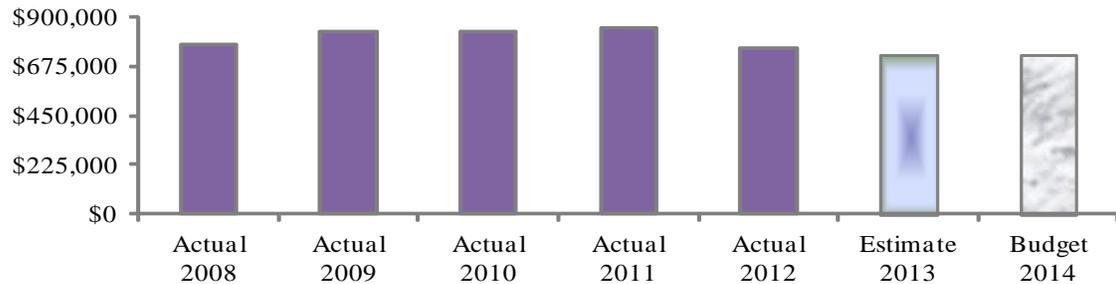
Previous Fee Schedule N/A

Formula Method Allocated to departments based # of employees, # of drivers, Sq Ft. and experience

Projection Method Use actual premiums to allocate.

Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 771,074	\$ 831,074	\$ 831,304	\$ 848,938	\$ 755,842	\$ 724,612	\$ 724,612
% Change	-4.77%	7.78%	0.03%	2.12%	-10.97%	-4.13%	0.00%



Department Human Resources

Fund Risk Management

Revenue Item Workers' Compensation Premium Charge

Account / Source 63.0504.39321 / Charges for Services

Authorization Policy

Description Departmental premiums for Workers' Compensation insurance.

Fee Schedule Based on premiums

Date Last Changed Annually

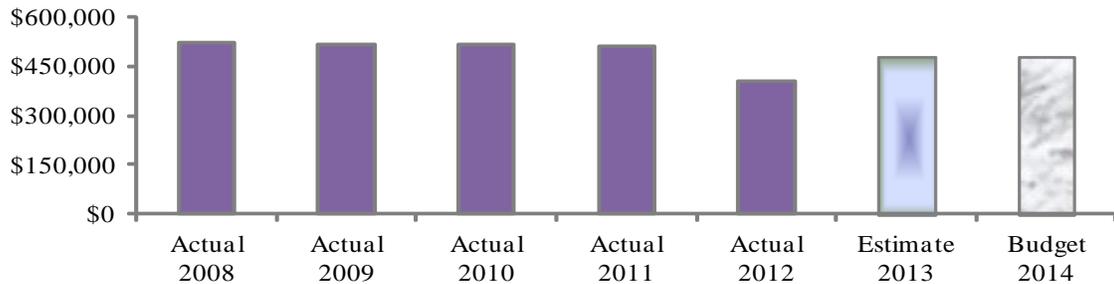
Previous Fee Schedule N/A

Formula Method Allocated to departments based on risk, number of employees and experience.

Projection Method Use actual premiums to allocate.

Comments N/A

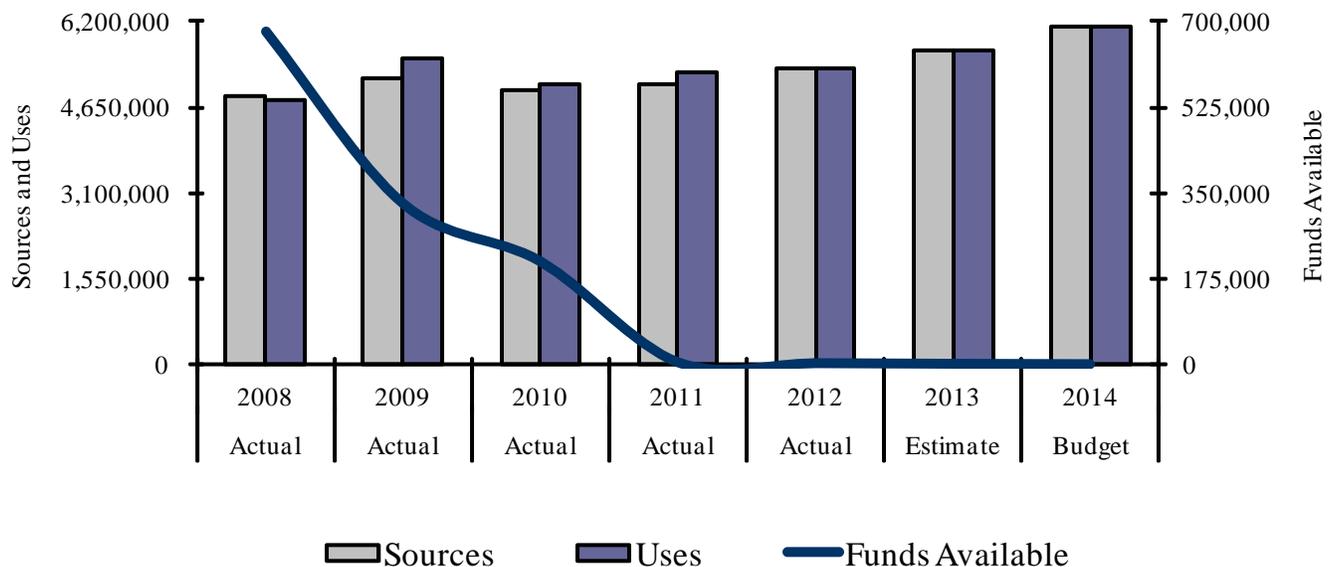
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 522,648	\$ 514,103	\$ 514,103	\$ 507,197	\$ 406,182	\$ 476,555	\$ 476,555
% Change	6.90%	-1.63%	0.00%	-1.34%	-19.92%	17.33%	0.00%



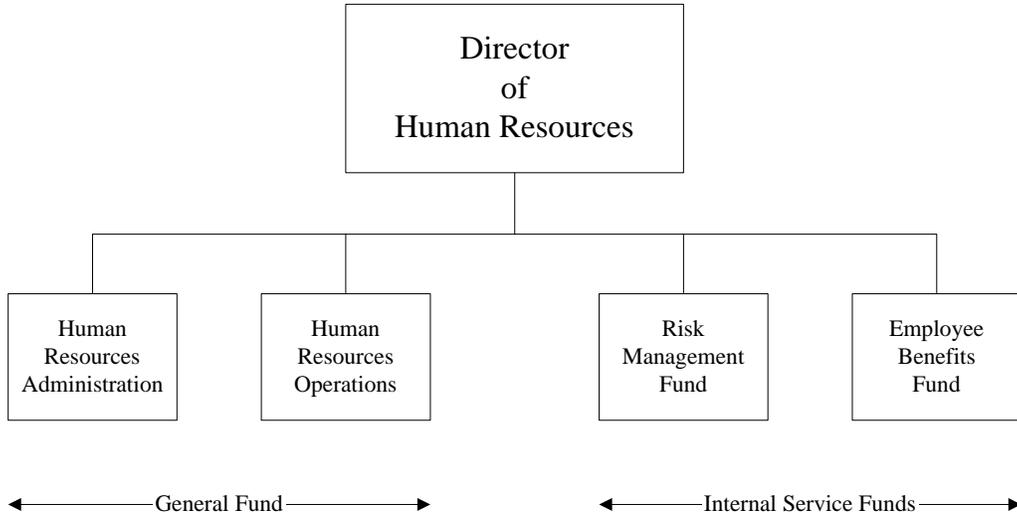
EMPLOYEE BENEFITS FUND

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

	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2013</i>	<i>2014</i>
	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Adopted</i>	<i>Estimated</i>	<i>Adopted</i>
						<i>Budget</i>	<i>Actual</i>	<i>Budget</i>
Beginning Funds Available	\$ 596,733	\$ 680,395	\$ 328,735	\$ 210,918	\$ 4,936	\$ 1,279	\$ 3,152	\$ 1,961
Sources of Funds								
Operating Revenues								
Departmental Charges:								
Medical	3,874,453	4,124,654	3,903,096	4,150,706	4,412,738	4,694,238	4,694,238	5,115,579
Dental	479,119	483,080	484,694	424,662	420,801	417,176	417,176	417,176
Life	57,914	61,525	64,825	63,926	61,549	65,000	65,000	65,000
LTD	83,748	82,569	82,290	33,415	30,389	94,478	94,478	93,104
Administrative fees	351,115	356,192	415,445	366,781	363,169	409,077	409,077	424,793
Other	17,778	67,727	625	(1,210)	(1,359)	-	(466)	(466)
Total Operating Revenues	4,864,127	5,175,747	4,950,975	5,038,280	5,287,287	5,679,969	5,679,503	6,115,186
Other Financing Sources	-	-	-	35,000	80,000	-	-	-
Total Sources of Funds	4,864,127	5,175,747	4,950,975	5,073,280	5,367,287	5,679,969	5,679,503	6,115,186
Uses of Funds								
Operating Expenses								
Insurance and claims	4,630,256	4,860,620	4,663,212	4,908,420	5,181,713	5,514,003	5,539,903	5,970,351
Personal services & admin	150,209	166,787	205,580	170,842	150,358	166,191	140,791	145,647
Total Operating Expenses	4,780,465	5,027,407	4,868,792	5,079,262	5,332,071	5,680,194	5,680,694	6,115,998
Other Financing Uses	-	500,000	200,000	200,000	37,000	-	-	-
Total Uses of Funds	4,780,465	5,527,407	5,068,792	5,279,262	5,369,071	5,680,194	5,680,694	6,115,998
Net Sources(Uses) of Funds	83,662	(351,660)	(117,817)	(205,982)	(1,784)	(225)	(1,191)	(812)
Ending Funds Available	\$ 680,395	\$ 328,735	\$ 210,918	\$ 4,936	\$ 3,152	\$ 1,054	\$ 1,961	\$ 1,149
Funds Available Percentage Change	14.02%	-51.68%	-35.84%	-97.66%	-36.14%	-66.56%	86.05%	-41.41%



Department Human Resources
Fund Employee Benefits

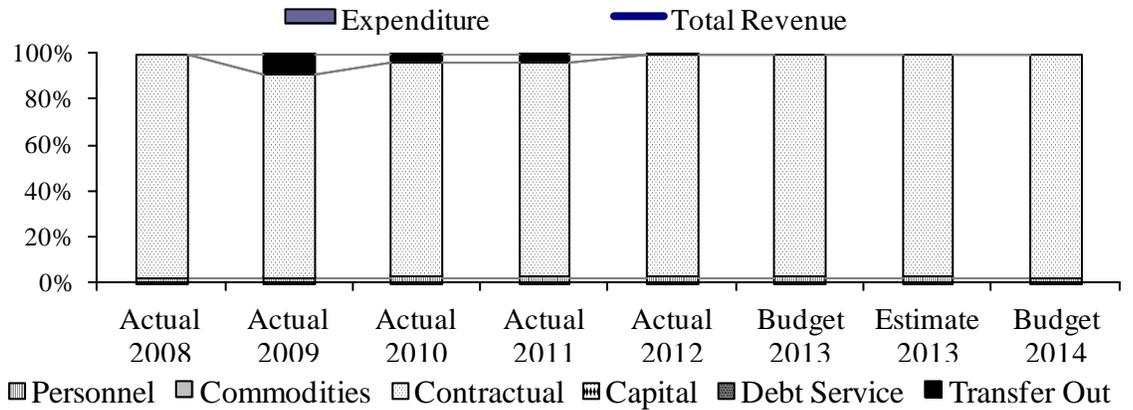
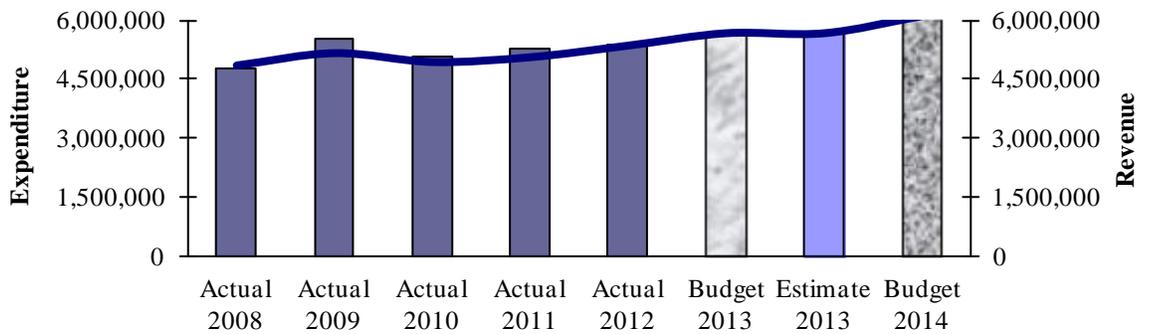


Mission To exhibit dynamic leadership in providing and facilitating services to internal and external customers.

2013 Major Department Initiatives Planned	2014 Major Department Initiatives Planned
•	•
2012 Major Department Initiatives Planned	2012 Major Department Initiatives Accomplished
<ul style="list-style-type: none"> • Medical carrier mandated implementation of wellness program with the goal of reducing City/employee health care expenses. 	<ul style="list-style-type: none"> •

Department Human Resources
Fund Employee Benefits
History and Budget

	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Budget 2013	Estimate 2013	Budget 2014
Revenue								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	4,846,349	5,175,505	4,950,350	5,039,490	5,288,646	5,679,969	5,679,969	6,115,652
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	17,778	243	624	(1,210)	(1,442)	-	(466)	(466)
Other	-	-	-	-	-	-	-	-
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	35,000	80,000	-	-	-
Total Revenue	4,864,127	5,175,748	4,950,974	5,073,280	5,367,204	5,679,969	5,679,503	6,115,186
Percent Change		6.41%	-4.34%	2.47%	5.79%	5.83%	-0.01%	7.67%
Expenditure								
Personnel	113,014	114,649	162,334	158,029	132,226	140,291	140,791	145,647
Commodities	-	98	208	-	-	-	-	-
Contractual	4,667,450	4,912,660	4,706,251	4,921,233	5,199,845	5,539,903	5,539,903	5,970,351
Capital	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	500,000	200,000	200,000	37,000	-	-	-
Total Expenditure	4,780,464	5,527,407	5,068,793	5,279,262	5,369,071	5,680,194	5,680,694	6,115,998
Percent Change		15.62%	-8.30%	4.15%	1.70%	5.79%	0.01%	7.66%
Employees FTE	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500
Percent Change FTE		12.00%	-6.97%	51.26%	-23.86%	0.00%	0.00%	0.00%



Department Human Resources
Fund Employee Benefits
Division Employee Benefits
Account 64.0505

Description Administers the employees' benefit plans that include in part insurance for health, dental, vision, short and long-term disability, and counseling services.

Outcome	Goal / Activity Answers the <u>When</u> , <u>What</u> and <u>Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A progressive City that provides responsive and cost efficient services	1. Ensures safety programs result in prevention of employee injury.	Received the 2011 Loss Prevention award from CIRSA (Pool) for outstanding accomplishment in the management of a successful loss control program which resulted in lower loss ratio.

Performance Measure	Goals / Activities Measured	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Estimate	2014 Budget

Department Human Resources

Fund Employee Benefits

Revenue Item Medical Insurance Premiums

Account/ Source 64.0505.39411 and 64.0505.39413 / Charges for Services

Authorization Policy

Description Premiums charged to departments for the City-paid portion of health insurance (39411) and COBRA payments from former employees (39413).

Fee Schedule See schedule on next page.

Date Last Changed January, 2012

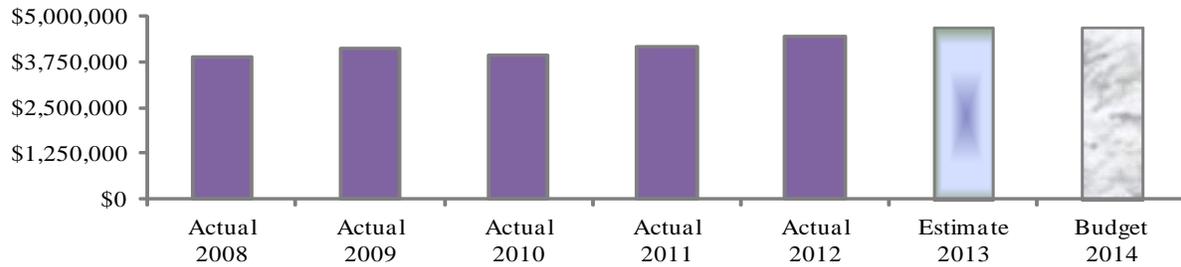
Previous Fee Schedule See schedule on next page.

Formula Method Premium X participants = revenue

Projection Method Estimated premiums are available when the budget is being prepared.

Comments Unknown factors include employees changing coverage after the budget is adopted.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
39411	\$ 3,803,833	\$ 4,086,082	\$ 3,885,167	\$ 4,114,635	\$ 4,380,686	\$ 4,650,238	\$ 4,650,238
39413	\$ 70,620	\$ 38,572	\$ 17,929	\$ 36,071	\$ 32,052	\$ 44,000	\$ 44,000
Amount	\$ 3,874,453	\$ 4,124,654	\$ 3,903,096	\$ 4,150,706	\$ 4,412,738	\$ 4,694,238	\$ 4,694,238
% Change	5.90%	6.46%	-5.37%	6.34%	6.31%	6.38%	0.00%



Department Human Resources
Fund Employee Benefits
Revenue Item Dental Insurance Premiums
Account / Source 64.0505.39451 and 64.0505.39452 / Charges for Services

Medical Rates for 2014

FULL-TIME EMPLOYEE

Classification	2014 Premium	City Plan (HMO)			Buy-up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Full-time Employee (40 hr)	Employee Pays	\$44.14	\$145.67	\$291.33	\$292.57	\$692.42	\$1111.50
	City Pays	\$397.27	\$825.43	\$1165.31	\$397.27	\$825.43	\$1165.31
	Total Mthly Premium	\$441.41	\$971.10	\$1456.64	\$689.84	\$1517.85	\$2276.81
	Per Pay Period (26)	\$20.37	\$67.23	\$134.46	\$135.03	\$319.58	\$513.00

PART-TIME EMPLOYEE

Classification	2014 Premium	City Plan (HMO)			Buy-up Plan (Triple Option)		
		Single	Emp+1	Family	Single	Emp+1	Family
Part-time Employee (30 -39.9 hrs) (90% of FT Employee)	Employee Pays	\$83.87	\$228.21	\$407.86	\$332.30	\$774.96	\$1228.03
	City Pays	\$357.54	\$742.89	\$1048.78	\$357.54	\$742.89	\$1048.78
	Total Mthly Premium	\$441.41	\$971.10	\$1456.64	\$689.84	\$1517.85	\$2276.81
	Per Pay Period (26)	\$38.71	\$105.33	\$188.24	\$153.37	\$357.67	\$566.78
Part-time Employee (20 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$163.32	\$393.30	\$640.92	\$411.75	\$940.05	\$1461.09
	City Pays	\$278.09	\$577.80	\$815.72	\$278.09	\$577.80	\$815.72
	Total Mthly Premium	\$441.41	\$971.10	\$1456.64	\$689.84	\$1517.85	\$2276.81
	Per Pay Period (26)	\$75.38	\$181.52	\$295.81	\$190.04	\$433.87	\$674.35

Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account / Source 64.0505.39451 and 64.0505.39452 / Charges for Services

Authorization Policy

Description Premiums charged to departments for the City-paid portion of dental insurance (39451) and COBRA payments from former employees (39452).

Fee Schedule See following schedule

Date Last Changed January, 2006

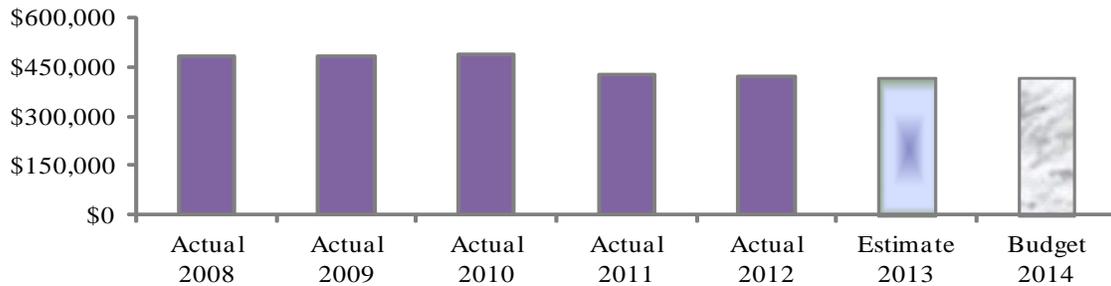
Previous Fee Schedule See following schedule

Formula Method Premium X participants = revenue

Projection Method Estimated premiums are available when the budget is being prepared.

Comments Unknown factors include employees changing coverage after the budget is adopted..

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
39451	\$ 472,303	\$ 479,003	\$ 481,173	\$ 421,233	\$ 417,204	\$ 413,176	\$ 413,176
39452	\$ 6,816	\$ 4,077	\$ 3,521	\$ 3,428	\$ 3,597	\$ 4,000	\$ 4,000
Amount	\$ 479,119	\$ 483,080	\$ 484,694	\$ 424,662	\$ 420,801	\$ 417,176	\$ 417,176
% Change	0.66%	0.83%	0.33%	-12.39%	-0.91%	-0.86%	0.00%



Department Human Resources

Fund Employee Benefits

Revenue Item Dental Insurance Premiums

Account / Source 64.0505.39451 / Charges for Services

Delta Dental Rates for 2014

FULL-TIME EMPLOYEE				
Classification	2014 Premium	Single	Emp+1	Family
Full-time Employee (40 Hr)	City/Employee:	90%/10%	85%/15%	80%/20%
	Employee Pays	\$4.75	\$11.03	\$23.87
	City Pays	\$42.73	\$62.50	\$95.47
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$2.19	\$5.09	\$11.02
PART-TIME EMPLOYEE				
Classification	2014 Premium	Single	Emp+1	Family
Part-time Employee (30 -39.9 hrs) (90% of FT Employee)	Employee Pays	\$9.02	\$17.28	\$33.42
	City Pays	\$38.46	\$56.25	\$85.92
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$4.16	\$7.98	\$15.42
Part-time Employee (20 - 29.9 hrs) (70% of FT Employee)	Employee Pays	\$17.57	\$29.78	\$52.51
	City Pays	\$29.91	\$43.75	\$66.83
	Total Mthly Premium	\$47.48	\$73.53	\$119.34
	Per Pay Period (26)	\$8.11	\$13.75	\$24.24

Department Human Resources

Fund Employee Benefits

Revenue Item Life Insurance Premiums

Account / Source 64.0505.39461 / Charges for Services

Authorization Policy

Description Premiums charged to departments for employee life and AD&D insurance.

Fee Schedule \$.188 per \$1,000 of salary, up to a maximum salary depending on class.

Date Last Changed 2012

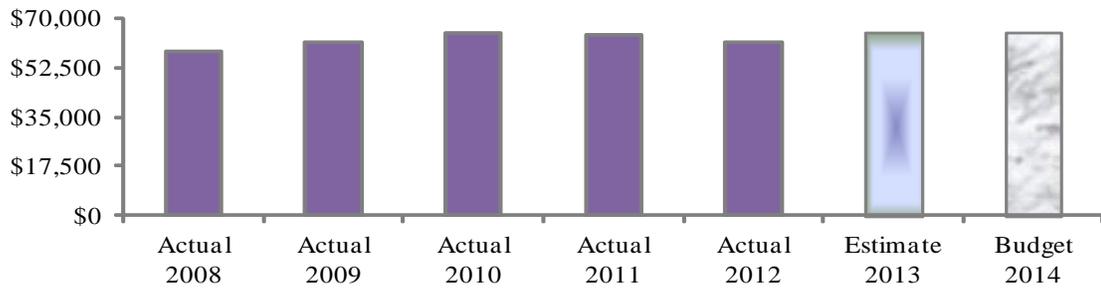
Previous Fee Schedule \$.195 per \$1,000 of salary, up to a maximum salary depending on class

Formula Method Actual premiums

Projection Method Actual premiums

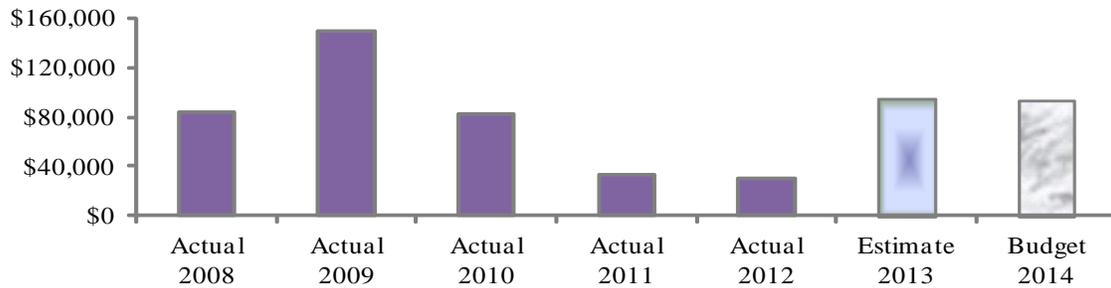
Comments Includes Accidental Death and Dismemberment. Although rates are down, salaries are increasing.

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 57,913	\$ 61,525	\$ 64,825	\$ 63,926	\$ 61,549	\$ 65,000	\$ 65,000
% Change	5.15%	6.24%	5.36%	-1.39%	-3.72%	5.61%	0.00%



Department Human Resources
Fund Employee Benefits
Revenue Item Long Term Disability Insurance Premiums
Account / Source 64.0505.39471 and 64.0505.39472 / Charges for Services
Authorization Policy
Description Premiums charged to departments for long term disability.
Fee Schedule \$.25 per \$100 of salary with a \$7,000.00 maximum/month.
Date Last Changed 2012
Previous Fee Schedule \$.275 per \$100 of salary with a \$7,000.00 maximum/month.
Formula Method Actual premiums
Projection Method Actual premiums
Comments N/A

	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
39471	\$ 33,570	\$ 82,327	\$ 82,290	\$ 33,415	\$ 30,390	\$ 55,000	\$ 55,000
39472	\$ 50,178	\$ 67,727	\$ -	\$ -	\$ -	\$ 39,478	\$ 38,104
Amount	\$ 83,748	\$ 150,054	\$ 82,290	\$ 33,415	\$ 30,390	\$ 94,478	\$ 93,104
% Change	-27.71%	79.17%	-45.16%	-59.39%	-9.05%	210.89%	-1.45%



Department Human Resources

Fund Employee Benefits

Revenue Item Miscellaneous Services Charges

Account / Source 64.0505.39481 / Charges for Services

Authorization Policy

Description Fees charged to departments for Employee Assistance Program (EAP), unemployment, retiree health assistance, and miscellaneous administration charge.

Fee Schedule Based on FTE's actual cost

Date Last Changed 2004

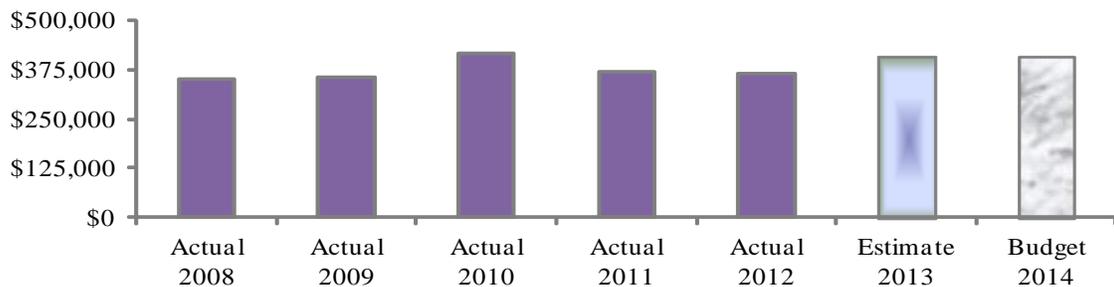
Previous Fee Schedule N/A

Formula Method Cost

Projection Method Estimate

Comments N/A

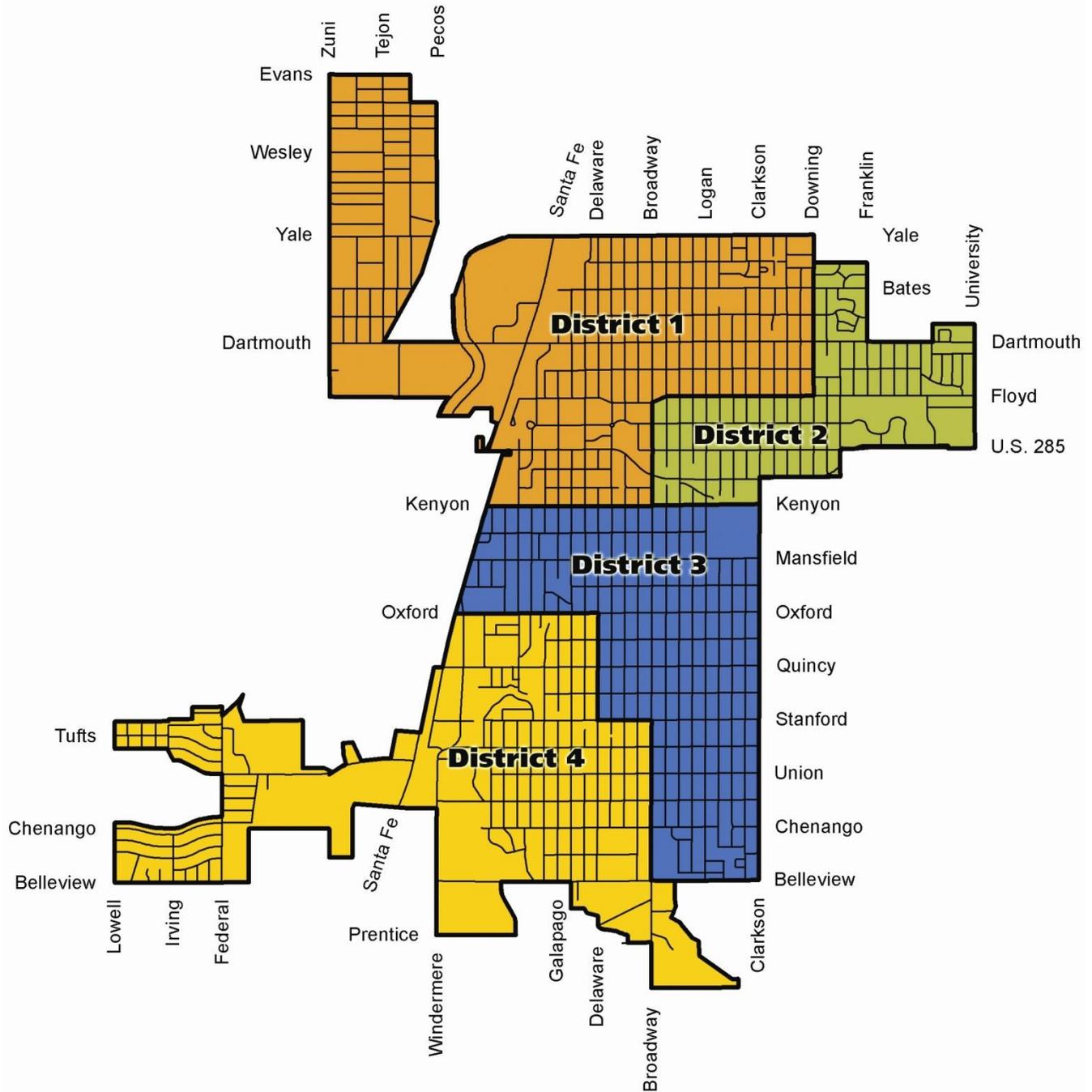
	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
Amount	\$ 351,115	\$ 356,192	\$ 415,445	\$ 366,781	\$ 363,168	\$ 409,077	\$ 409,077
% Change	1.61%	1.45%	16.64%	-11.71%	-0.99%	12.64%	0.00%



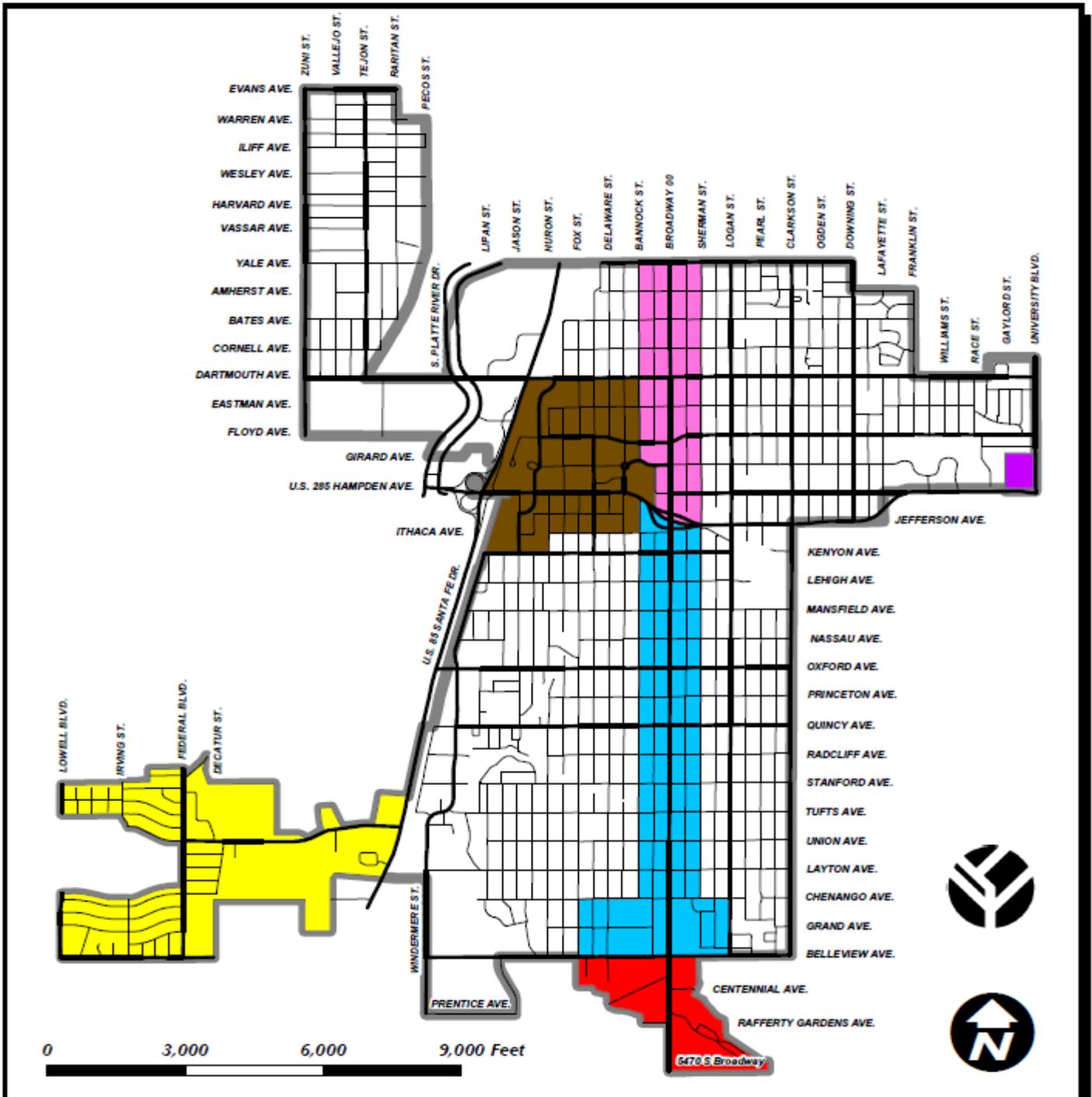
Supplemental Information

Council District Map

Mayor	Randy Penn, District 3
Mayor Pro-Tem	Linda Olson, District 2
Council Member	Joe Jefferson, District 1
Council Member	Rick Gillit, District 42
Council Member	Bob McCaslin, At-Large
Council Member	Jill Wilson, At-Large
Council Member	Steven R. Yates, At-Large



Sales and Use Tax Area Map



City of Englewood, Colorado: Sales Tax Areas

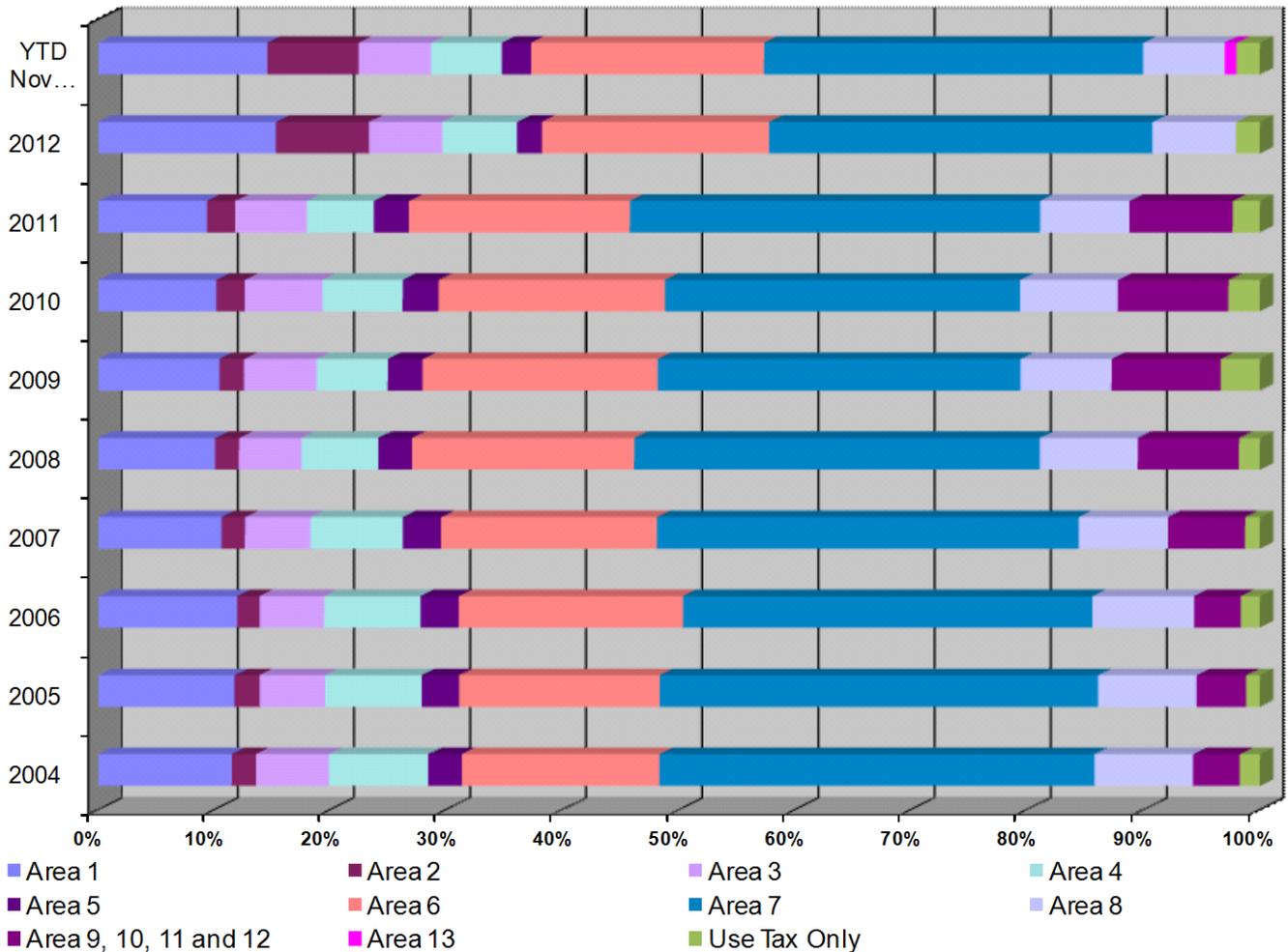
- | | | |
|---------|---------|--------------------------|
| Area 1* | Area 4 | Arterials and Collectors |
| Area 2* | Area 5 | Local Streets |
| Area 3 | Area 13 | Englewood City Limits |

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

2004-2013 Sales and Use Tax Receipts by Area



	2004	2005	2006	2007	2008	2009	2010	2011	2012	YTD Nov 2013
Area 1	11.49%	11.72%	11.96%	10.61%	10.06%	10.42%	10.16%	9.36%	15.29%	14.55%
Area 2	2.08%	2.16%	1.94%	2.02%	2.05%	2.13%	2.45%	2.42%	8.01%	7.87%
Area 3	6.28%	5.67%	5.55%	5.64%	5.37%	6.22%	6.68%	6.16%	6.32%	6.22%
Area 4	8.56%	8.30%	8.30%	7.95%	6.62%	6.15%	6.91%	5.78%	6.44%	6.10%
Area 5	2.89%	3.22%	3.27%	3.30%	2.91%	3.00%	3.11%	3.02%	2.13%	2.51%
Area 6	17.01%	17.27%	19.31%	18.58%	19.13%	20.23%	19.47%	19.02%	19.56%	20.07%
Area 7	37.44%	37.73%	35.26%	36.32%	34.91%	31.25%	30.58%	35.33%	32.99%	32.64%
Area 8	8.48%	8.48%	8.74%	7.66%	8.43%	7.83%	8.41%	7.68%	7.21%	7.00%
Area 9, 10, 11 and 12	4.02%	4.26%	4.02%	6.64%	8.72%	9.40%	9.53%	8.88%	0.00%	0.00%
Area 13									0.00%	1.02%
Use Tax Only	1.75%	1.19%	1.65%	1.28%	1.80%	3.37%	2.70%	2.35%	2.05%	2.02%
Total	100.00%									

Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)

Area 2 - S of Yale, N of Kenyon between Bannock & Sherman

Area 3 - S of Kenyon, N of Chenango between Bannock & Sherman and
S of Chenango, N of Bellewood between Logan & Delaware

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

Area 5 - Federal and Belleview W of Santa Fe

Area 6 - All other City locations

Area 7 - Outside City limits

Area 8 - Public Utilities

Area 9 and 10 - Downtown & Englewood Pkwy

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

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

Ten Years Legal Debt Margin Information

Year	Actual Valuation	Debt Limit Percentage	Debt Limit	Debt Applicable to Limit	Legal Debt Margin	As a Percentage of Debt Limit
2003	\$ 2,575,902,094	3.00%	\$ 77,277,063	\$ 13,851,834	\$ 63,425,229	21.8%
2004	2,877,509,209	3.00%	86,325,276	13,800,745	72,524,531	19.0%
2005	2,896,261,123	3.00%	86,887,834	13,435,770	73,452,064	18.3%
2006	3,018,993,737	3.00%	90,569,812	13,022,939	77,546,873	16.8%
2007	3,024,628,577	3.00%	90,738,857	12,538,359	78,200,498	16.0%
2008	3,297,243,391	3.00%	98,917,302	12,000,000	86,917,302	13.8%
2009	3,308,401,216	3.00%	99,252,036	11,435,000	87,817,036	13.0%
2010	3,399,357,133	3.00%	101,980,714	10,850,000	91,130,714	11.9%
2011	3,266,465,613	3.00%	97,993,968	10,185,000	87,808,968	11.6%
2012	3,283,907,557	3.00%	98,517,227	9,530,000	88,987,227	10.7%

On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of **actual** valuation versus three percent (3%) of **assessed** valuation. The entire section (Section 104) of the Charter that establishes the debt margin follows:

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

Refer to the Notes to Financial Statements, particularly Note 3F, for detailed information regarding long-term indebtedness of the City.

Future debt issuance may be subject to the Taxpayer's Bill of Rights (TABOR).

PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2004	2005	2006	2007	2008	2009	2010	2011	2012	Budget 2013	Estimate 2013	Budget 2014	2013 Est vs 2014
General Fund (02)													
02-0201 City Manager's Office	5.600	5.000	5.500	5.500	5.380	5.000	4.962	4.925	5.000	5.000	5.250	5.250	0.00
02-0301 City Attorney's Office	4.800	5.375	5.380	5.500	5.500	5.500	5.702	5.704	6.153	6.153	6.370	5.870	-0.50
02-0401 Municipal Court	10.200	10.990	10.990	11.055	10.900	10.607	10.236	12.213	10.050	10.050	9.990	10.476	0.49
02-0501 Human Resources	4.620	3.620	4.675	4.675	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.513	0.00
02-0503 Human Resources - Employee Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Human Resources	4.620	3.620	4.675	4.675	4.670	3.770	3.543	2.729	3.513	3.513	3.513	3.513	0.00
02-0601 Finance & Admin Services - Administration	2.000	2.000	2.000	2.000	2.000	2.000	1.985	1.970	2.000	2.000	2.000	2.000	0.00
02-0602 Finance & Admin Services - City Clerk	2.950	3.000	3.000	3.000	3.000	3.000	2.977	2.955	3.000	3.000	3.000	3.000	0.00
02-0603 Finance & Admin Services - Accounting	5.300	5.330	5.580	5.330	5.900	4.900	4.862	4.827	4.900	4.900	4.900	4.900	0.00
02-0604 Finance & Admin Services - Revenue & Budget	8.000	8.000	8.000	7.269	7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000	0.00
02-0605 Finance & Admin Services - Purchasing	1.000	1.000	1.000	1.000	1.000	1.000	0.992	0.985	1.000	1.000	1.000	1.000	0.00
Subtotal - Finance & Administrative Services	19.250	19.330	19.580	18.599	18.900	17.900	17.762	17.632	17.900	17.900	17.900	17.900	0.00
02-0701 Information Technology	10.000	8.500	9.600	9.600	10.600	11.500	10.419	10.343	10.500	10.500	10.500	10.500	0.00
02-0801 Community Development	11.500	11.500	12.000	12.000	12.000	11.000	10.915	10.835	11.000	11.000	11.000	10.500	-0.50
02-0801 Housing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Subtotal - Community Development	11.500	11.500	12.000	12.000	12.000	11.000	10.915	10.835	11.000	11.000	11.000	10.500	-0.50
02-1001 Public Works-Administration	2.000	3.310	2.000	2.000	2.000	2.000	1.985	1.978	2.000	2.000	2.000	2.000	0.00
02-1002 Public Works - Engineering Services	6.900	2.750	3.334	3.334	3.334	3.134	2.986	2.964	3.009	3.009	3.759	4.009	0.25
02-1003 Public Works - Streets & Drainage	13.900	13.000	13.000	13.000	13.000	13.000	10.915	10.835	11.000	11.000	11.000	11.000	0.00
02-1004 Public Works - Traffic Maintenance	7.000	7.130	6.500	6.500	6.500	6.500	6.450	6.403	6.500	6.500	6.500	6.500	0.00
02-1005 Public Works - General Operations & Maint	25.000	23.000	22.700	22.700	21.700	21.700	21.839	20.685	21.000	21.000	21.000	20.000	-1.00
Subtotal - Public Works	54.800	49.190	47.534	47.534	46.534	46.334	44.175	42.864	43.509	43.509	44.259	43.509	-0.75
02-1101 Safety Services - Administration	11.600	10.625	10.700	10.600									
02-1102 Fire- Operations	55.000	52.000	55.000	57.000									
02-1103 Fire - Support Services	4.000	3.000	3.000	0.000									
02-1104 Police - Communications & Records	17.000	17.250	19.630	18.130									
02-1105 Police - Operations	52.370	62.750	49.950	69.900									
02-1106 Police - Support Services	22.900	8.000	20.200	0.000									
02-1107 Building & Safety	7.000	7.000	7.000	7.000									
02-1108 Neighborhood & Environmental Services	8.000	8.000	6.000	6.000									
Subtotal - Safety Services	177.870	168.625	171.480	168.630	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
02-1102 Fire- Operations and Support Services					58.000	58.800	58.421	57.495	58.370	58.370	58.370	59.370	1.00
02-1107 Building & Safety					7.000	7.000	6.946	6.895	7.000	7.000	7.000	7.000	0.00
Subtotal - Fire Department					65.000	65.800	65.367	64.390	65.370	65.370	65.370	66.370	1.00
02-1101 Police - Administration					8.600	8.600	8.534	8.471	8.600	8.600	9.000	7.000	-2.00
02-1104 Police - Communications & Records					17.130	15.400	14.789	14.184	15.000	15.000	16.200	16.000	-0.20
02-1105 Police - Operations and Support Services					69.900	70.700	72.141	71.905	73.000	73.000	72.000	72.000	0.00
02-1108 Neighborhood & Environmental Services					6.000	6.000	5.954	4.925	5.000	5.000	5.000	5.000	0.00
Subtotal - Police Department					101.630	100.700	101.417	99.485	101.600	101.600	102.200	100.000	-2.20
02-1201 Library	17.200	15.625	16.380	15.970	15.700	16.640	16.268	15.110	16.302	15.605	15.870	15.930	0.06
02-1301 Recreation - Administration	4.000	5.000	4.000	4.000	4.000	4.000	3.969	4.925	4.000	4.000	4.000	4.000	0.00
02-1302 Recreation - Rec Center	6.200	6.250	7.160	6.269	6.580	6.580	6.529	6.481	5.400	5.250	5.130	5.130	0.00
02-1303 Malley Center	2.000	2.000	2.780	2.780	2.500	2.500	2.481	3.940	2.750	2.750	2.750	2.750	0.00
02-1304 Recreation Programs	9.300	7.000	7.000	8.920	8.580	8.580	8.514	8.205	8.438	8.000	8.000	7.000	-1.00
02-1305 Parks	15.000	17.000	17.000	16.500	16.000	15.500	15.381	14.283	13.500	13.500	13.500	13.500	0.00
02-1308 Pirates Cove			0.250	0.730	0.750	0.750	0.998	0.985	1.500	1.500	1.500	1.500	0.00
Recreation - Adult Cultural Arts													0.00
Recreation - Adult Ed, Special Events - Malley													0.00
Recreation - Adult Spl Int, Ed & Travel													0.00
Recreation - Before & After School													0.00
Recreation - Youth Programs													0.00
Recreation - Outdoor & Environment Rec													0.00
Recreation - Senior Citizen Rec													0.00
Recreation - Aquatics Indoor Pool													0.00
Recreation - Aquatics Outdoor Pool													0.00
Recreation - Fitness & Dance													0.00
Recreation - Playgrounds & Daycamp													0.00
Recreation - Marketing & Publications													0.00
Recreation - Special Events													0.00
Recreation - LDC Interchange Maintenance													0.00
Recreation - Adult Sports													0.00
Recreation - Youth Sports													0.00
Recreation - Ballfield Maintenance													0.00
Subtotal - Parks and Recreation	36.500	37.250	38.190	39.199	38.410	37.910	37.872	38.819	35.588	35.000	34.880	33.880	-1.00
Total General Fund	352.340	335.005	341.309	338.262	335.224	332.661	328.638	325.047	326.483	325.199	327.102	323.698	-3.40

PERSONNEL STAFFING COMPARISON - PERMANENT EMPLOYEES FTE

	2004	2005	2006	2007	2008	2009	2010	2011	2012	Budget 2013	Estimate 2013	Budget 2014	2013 Est vs 2014
Open Space Fund (10)													
10-1305 Open Space Fund					1.000	1.000	0.992	0.985	1.000	1.000	1.000	1.000	0.00
Public Improvement Fund (PIF) (30)													
30-1006 Concrete Replacement				0.385	0.385	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00
Water (40), Sewer (41) & Storm Drainage (42)													
40-1601 Source of Supply	5.000	5.000	4.450	5.200	4.200	5.200	4.168	4.137	5.000	5.000	5.000	5.000	0.00
40-1602 Power & Pumping	3.000	3.000	3.200	3.200	3.200	3.200	3.175	3.152	3.000	3.000	3.000	3.000	0.00
40-1603 Purification	8.000	9.000	7.200	8.200	8.700	8.200	8.137	8.077	9.000	9.000	9.000	9.000	0.00
40-1604 Transmission & Distribution	8.000	8.000	7.700	7.700	7.700	7.700	7.641	7.585	7.500	7.500	7.500	7.500	0.00
40-1607 Administration & General	14.000	15.670	6.420	6.420	6.200	6.100	6.053	6.994	6.600	6.600	6.600	6.600	0.00
41-1605 Wastewater Collections	4.000	5.000	5.700	5.750	5.500	5.500	5.458	5.418	4.400	4.400	6.400	6.400	0.00
41-1607 Administration - Sewer	0.000	0.000	9.195	8.940	9.350	8.950	8.881	9.801	8.950	8.950	8.950	8.950	0.00
42-1606 Storm Drainage	0.650	0.000	0.450	0.200	0.200	0.200	0.199	0.197	0.100	0.100	0.100	0.100	0.00
42-1607 Storm Drainage Administration & General	0.000	0.000	0.000	0.450	0.450	0.450	0.447	0.443	0.450	0.450	0.450	0.450	0.00
Total - Utilities	42.650	45.670	44.315	46.060	45.500	45.500	44.158	45.803	45.000	45.000	47.000	47.000	0.00
Golf Course Fund (43)													
43-1306 Golf Course - Operations	3.000	2.975	2.750	2.750	3.000	3.000	1.985	2.837	2.880	2.880	2.880	2.880	0.00
43-1307 Golf Course - Maintenance	6.000	7.000	6.000	6.000	6.000	5.500	5.458	4.433	4.500	4.500	4.500	4.500	0.00
Total - Golf Course	9.000	9.975	8.750	8.750	9.000	8.500	7.442	7.269	7.380	7.380	7.380	7.380	0.00
Concrete Utility Fund (44)													
44-1001 Concrete Utility Fund - Administration				1.916	1.916	1.916	1.901	1.887	1.916	1.916	1.166	0.916	-0.25
44-1006 Concrete Utility Fund - Program	1.000	1.000	3.531	1.615	1.620	2.000	1.985	1.970	2.000	2.000	3.000	3.000	0.00
Total - Concrete Utility	1.000	1.000	3.531	3.531	3.536	3.916	3.886	3.857	3.916	3.916	4.166	3.916	-0.25
Central Services Fund (60)													
60-0610 Central Services - Print Shop	1.000	1.000	1.000	1.000	1.100	1.100	1.092	1.084	1.100	1.100	1.100	1.100	0.00
ServiCenter Fund (61)													
61-1007 ServiCenter-Garage	10.000	11.000	9.000	10.000	10.000	9.000	8.931	8.865	9.000	9.000	9.000	9.000	0.00
61-1008 ServiCenter-Administration	0.000	0.000	1.300	1.300	1.300	2.300	0.992	0.985	1.000	1.000	1.000	1.000	0.00
Total - ServiCenter	10.000	11.000	10.300	11.300	11.300	11.300	9.923	9.850	10.000	10.000	10.000	10.000	0.00
Risk Management Fund (63)													
63-0503 Self-Insurance (Property & Liability)	1.500	1.500	1.400	1.400	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500	0.00
Employees Benefits Fund (64)													
64-0505 Self-Insurance (Employee Benefits)	2.300	1.500	1.400	1.400	1.250	1.400	1.302	1.970	1.500	1.500	1.500	1.500	0.00
Englewood Environmental Fund (85)													
85-8501 Englewood Environmental Fund			0.750	0.500	0.500	0.700	0.819	0.566	0.575	0.575	0.575	0.575	0.00
Littleton/Englewood Treatment Plant (LEWWTP) Fund (90)													
90-1701 Projects Regulatory Management			5.000	5.000	5.000	5.000	4.962	1.970	2.000	2.000	2.000	2.000	0.00
90-1702 Beneficial Use			5.000	5.000	5.000	5.000	4.962	4.925	5.000	5.000	5.000	5.000	0.00
90-1703 Maintenance			18.000	18.000	16.000	17.000	17.862	21.674	20.000	20.000	20.000	20.000	0.00
90-1704 Operations			26.000	25.240	26.600	26.600	27.388	27.186	26.600	26.600	26.600	26.600	0.00
90-1705 Laboratory			6.400	6.400	6.400	6.400	6.351	6.304	6.400	6.400	6.400	6.400	0.00
90-1706 Business Services			9.730	10.730	10.500	10.500	10.419	11.328	10.500	10.500	10.500	10.500	0.00
90-1707 Pretreatment			5.000	6.000	7.000	7.000	6.946	6.910	7.000	7.000	7.000	7.000	0.00
Total - LEWWTP	74.000	74.000	75.130	76.370	76.500	77.500	78.888	80.296	77.500	77.500	77.500	77.500	0.00
GRAND TOTAL	493.790	480.650	487.885	488.958	486.545	484.977	478.443	478.697	475.954	474.670	478.823	475.169	-3.654
Change in number of Employees	-12.420	-13.140	7.235	1.073	-2.413	-1.568	-6.534	0.254	-9.023	-1.284	4.152	-3.654	
Percentage Increase (Decrease)	-2.45%	-2.66%	1.51%	0.22%	-0.49%	-0.32%	-1.35%	0.05%	-1.86%	-0.27%	0.87%	-0.76%	

*Recreation, including Golf Course, hires seasonal temporaries and does not budget these as Full Time Equivalents.

There are also various temporary positions and internships.

Upon conversion to the new financial system (2002), many divisions were combined. We have tried to show both the old and new structure when possible.

Ten years Operating Indicators by Function/Program

Function/Program	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Police										
Calls for assistance	21,754	22,228	38,904	39,911	40,680	40,207	43,766	43,365	45,647	45,337
Number of uniformed officers	73	68	69	68	68	69	71	72	71	71
Fire										
Number of calls	3,802	3,595	4,100	3,844	4,085	4,058	3,987	3,911	4,153	4,436
Number of firefighters	48	52	55	55	56	56	56	55	53	51
Building Division										
Commercial construction value	5,957,074	603,833	2,792,800	41,143,000	3,766,805	22,071,707	8,402,603	14,919,187	9,984,183	30,797,601
Number of units	8	3	5	8	15	130	77	99	88	92
Residential construction value	570,066	638,115	2,846,597	4,927,013	9,976,544	4,177,080	3,700,373	3,681,187	5,021,642	4,969,163
Number of units	3	6	21	25	20	264	236	230	264	302
Building permits value	37,487,565	29,107,108	26,092,072	27,051,370	85,478,543	31,659,277	18,318,108	30,235,127	26,247,031	49,405,068
Number of permits	2261	2352	2110	1842	2147	2065	2018	2479	2517	2446
Parks and Recreation										
Englewood Recreation Center										
Admissions	303,000	313,000	310,000	315,000	317,000	309,000	313,000	308,000	307,000	305,500
Malley Recreation Center										
Memberships	4,069	4,281	4,116	2,882	2,775	2,812	2,504	2,477	2,154	3,522
Park Shelter Reservations	521	509	487	414	475	454	476	459	482	538
Golf Rounds Played: *										
9 hole	21,033	19,718	19,672	19,047	22,070	17,000	16,078	16,578	17,408	19,645
18 hole	32,072	28,484	30,113	25,995	-	19,061	25,277	25,570	25,508	26,628
Par 3 Course	24,734	22,131	20,469	16,149	-	11,794	21,985	20,961	19,454	22,234
Water										
New connections	12	18	11	22	18	8	5	6	13	3
Water Main Breaks	30	30	45	29	39	36	34	34	44	38
Average Daily Consumption										
(Millions of gallons)	7.430	5.200	7.010	7.093	6.050	7.000	6.800	6.300	5.650	5.454
Peak Daily Consumption										
(Millions of gallons)	16	15.2	16.2	16.3	15.45	15.75	16.5	12.27	11.24	11.91
Wastewater										
Average Daily Sewage Treated										
(Millions of gallons)	22.6	22.3	21.4	22.0	22.1	21.8	22.8	22.6	21.6	20.9

* Portions of the Golf Course were closed for reconstruction during 2006-2008

Sources: Various City Departments

Ten years Capital Asset Statistics by Function/Program

Function/Program	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Police										
Marked police vehicles	23	23	21	21	19	18	20	20	20	20
Stations	1	1	1	1	1	1	1	1	1	1
Fire Stations										
	3	3	3	3	3	3	3	3	3	3
Public Works										
Miles of streets and alleys										
Streets	121.48	121.63	121.63	121.63	121.63	121.63	121.63	121.63	121.63	121.63
Alleys	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Parks and Recreation										
Parks	12	12	12	12	12	12	12	12	12	12
Acreage	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1	166.1
Median strips	5	5	5	5	5	5	5	5	5	5
Acreage	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86	2.86
Greenbelts	3	3	3	3	3	3	3	3	3	3
Acreage	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67	23.67
Athletic fields	3	3	3	3	3	3	3	3	3	3
Acreage	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87	30.87
Facility sites	9	9	9	9	9	9	9	9	9	9
Acreage	34.15	34.15	34.15	34.15	34.15	34.15	34.15	34.15	34.15	34.15
Miscellaneous areas	11	11	11	11	11	11	11	11	11	11
Acreage	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92
Landscaped areas	6	6	6	6	6	6	6	6	7	7
Acreage	5.54	5.54	5.54	5.54	5.54	5.54	5.54	5.54	6.26	6.26
Dog Park	-	-	-	1	1	1	1	1	1	1
Recreation Centers	2	2	2	2	2	2	2	2	2	2
Swimming pools	2	2	2	2	2	2	2	2	2	2
Golf courses - 18 hole	1	1	1	1	1	1	1	1	1	1
Golf courses - 9 hole	1	1	1	1	1	1	1	1	1	1
Golf courses - Par 3	1	1	1	1	1	1	1	1	1	1
Water										
Water Mains (miles)	155	155	155	155	155	155	155	155	155	155
Fire hydrants	550	550	550	550	550	550	570	570	570	570
Storage Capacity										
(Millions of gallons)	13.5	13.5	13.5	13.5	6.5	6.7	6.7	6.7	6.7	6.7
Daily Plant Capacity										
(Millions of gallons)	28	28	28	28	28	28	28	28	28	28
Wastewater										
Sanitary Sewers (miles)	530	530	530	530	530	530	530	530	530	530
Treatment Capacity										
(Millions of gallons)	36.3	36.3	36.3	36.3	36.3	36.3	50	50	50	50

Sources: Various City Departments

BY AUTHORITY

ORDINANCE NO. 54
SERIES OF 2013

COUNCIL BILL NO. 52
INTRODUCED BY COUNCIL
MEMBER GILLIT

AN ORDINANCE FIXING THE TAX LEVY IN MILLS UPON EACH DOLLAR OF THE ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CITY OF ENGLEWOOD, COLORADO.

WHEREAS, it is the duty of the City Council of the City of Englewood, Colorado, under the Englewood Home Rule Charter and Colorado Revised Statutes, to make the annual property levy for City purposes; and

WHEREAS, the City Council has duly considered the estimated valuation of all the taxable property within the City and the needs of the City and of each of said levies and has determined that the levies as hereinafter set forth, are proper and wise; and

WHEREAS, the following levies are permitted under Article X, Section 20 of the Colorado Constitution without a vote by the citizens;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That there be and hereby is levied for the year of 2013, due and payable as required by statute in the year 2014, a tax of 5.880 mills on the dollar for the General Fund of the City of Englewood, Colorado, and 2.244 mills on the dollar for the General Obligation Bond Debt Service Fund of the City of Englewood, Colorado.

That the levy hereinabove set forth shall be levied upon each dollar of the assessed valuation of all taxable property within the corporate limits of the City of Englewood, Colorado, and the said levy shall be certified by law.

Introduced, read in full, and passed on first reading on the 7th day of October, 2013.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 11th day of October, 2013.

Published as a Bill for an Ordinance on the City's official website beginning on the 9th day of October, 2013 for thirty (30) days.

Read by title and passed on final reading on the 21ST day of October, 2013.

Published by title in the City's official newspaper as Ordinance No. 54, Series of 2013, on the 25th day of October, 2013.

Published by title on the City's official website beginning on the 23rd day of October, 2013 for thirty (30) days.



Randy P. Penn, Mayor

ATTEST



Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 54, Series of 2013.



Loucrishia A. Ellis

BY AUTHORITY

ORDINANCE NO. 55
SERIES OF 2013

COUNCIL BILL NO. 50
INTRODUCED BY COUNCIL
MEMBER WOODWARD

AN ORDINANCE ADOPTING THE BUDGET OF THE CITY OF ENGLEWOOD,
COLORADO, FOR FISCAL YEAR 2014.

WHEREAS, pursuant to the provisions of Part I, Article X, of the Charter of the City of Englewood, Colorado, a budget for fiscal year 2014 was duly submitted by the City Manager to the City Council on September 6, 2013; and

WHEREAS, a public hearing on said budget was held by the City Council within three weeks after its submission at the meeting of the City Council on September 16, 2013. Regular notice of the time and place of said hearing was published within seven days after submission of the budget in the manner provided in the Charter for the publication of an ordinance; and

WHEREAS, the City Council of the City of Englewood has studied and discussed the budget on numerous occasions;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That the budget of the City of Englewood, Colorado, for fiscal year 2014, as submitted by the City Manager, duly considered by the City Council and with changes made by the City Manager to reflect Council discussion after public hearing, is adopted as the budget for the City of Englewood for the fiscal year 2014.

Section 2. GENERAL FUND

2014 BUDGET

Total Fund Balance, January 1, 2014

\$ 8,726,474

	<u>Revenues</u>
Sales/Use Tax	22,883,003
Property and Specific Ownership Tax	3,128,000
Franchise/Occupation/Cigarette Tax/Hotel	3,258,500
License/Permits	932,550
Intergovernmental Revenue	1,243,281
Charges for Services	3,340,803
Cultural & Recreation	2,594,232
Fines & Forfeitures	1,368,450
Interest	8,164
Contribution from Component Units	638,829
Other	<u>274,300</u>

Total Revenues	\$ 39,670,112
Other Financing Sources	<u>1,248,820</u>
Total Sources of Funds	\$ 40,918,932

	<u>Expenditures</u>
Legislation	354,570
City Manager's Office	703,758
City Attorney's Office	818,514
Municipal Court	1,026,895
Human Resources	468,826
Finance and Administrative Services	1,625,150
Information Technology	1,378,942
Community Development	1,235,802
Public Works	5,504,669
Police	11,543,760
Fire	8,202,319
Library Services	1,250,536
Parks and Recreation Services	5,804,158
Contingencies	200,000
Debt Service	<u>2,008,820</u>
Total Uses of Funds	\$ 42,126,719
Total Fund Balance, December 31, 2014	\$ 7,518,687

Section 3. SPECIAL REVENUE FUNDS

Conservation Trust Fund

Fund Balance, January 1, 2014	\$ 88,952
Revenues	\$ 310,000
Expenditures	\$ 337,000
Fund Balance, December 31, 2014	\$ 61,952

Community Development Fund

Fund Balance, January 1, 2014	\$ -0-
Revenues	\$ 350,000
Expenditures	\$ 350,000
Fund Balance, December 31, 2014	\$ -0-

<u>Donors Fund</u>	
Fund Balance, January 1, 2014	\$ 218,096
Revenues	\$ 90,000
Expenditures	\$ 242,680
Fund Balance, December 31, 2014	\$ 65,416
<u>Parks and Recreation Trust Fund</u>	
Fund Balance, January 1, 2014	\$ 455,947
Revenues	\$ 16,300
Expenditures	\$ 365,000
Fund Balance, December 31, 2014	\$ 107,247
<u>Malley Center Trust Fund</u>	
Fund Balance, January 1, 2014	\$ 244,474
Revenues	\$ 7,000
Expenditures	\$ 75,000
Fund Balance, December 31, 2014	\$ 176,474
<u>Open Space Fund</u>	
Fund Balance, January 1, 2014	\$ 196,630
Revenues	\$ 665,000
Expenditures	\$ 805,630
Fund Balance, December 31, 2014	\$ 56,000

Section 4. DEBT SERVICE FUND

<u>General Obligation Bond Fund</u>	
Fund Balance, January 1, 2014	\$ 38,712
Revenues	\$ 1,107,000
Expenditures	\$ 1,106,963
Fund Balance, December 31, 2014	\$ 38,749

Section 5. CAPITAL PROJECT FUNDS

Public Improvement Fund

Fund Balance, January 1, 2014	\$ 1,001,427
Revenues	\$ 3,009,000
Expenditures and Transfers	\$ 3,190,820
Fund Balance, December 31, 2014	\$ 819,607

Capital Projects Fund

Fund Balance, January 1, 2014	\$ 78,282
Revenues and Transfers In	\$ 1,153,000
Expenditures	\$ 1,151,975
Fund Balance, December 31, 2014	\$ 79,307

Section 6. ENTERPRISE FUNDS

Water Fund

Fund Balance, January 1, 2014	\$ 10,793,233
Revenues	\$ 9,076,085
Expenditures	\$ 11,655,110
Fund Balance, December 31, 2014	\$ 8,214,208

Sewer Fund

Fund Balance, January 1, 2014	\$ 1,134,620
Revenues	\$ 17,414,011
Expenditures	\$ 17,246,403
Fund Balance, December 31, 2014	\$ 1,302,228

Storm Drainage Fund

Fund Balance, January 1, 2014	\$ 972,029
Revenues	\$ 333,122
Expenditures	\$ 323,736
Fund Balance, December 31, 2014	\$ 981,415

Golf Course Fund

Fund Balance, January 1, 2014	\$ 599,441
Revenues	\$ 2,241,398
Expenditures	\$ 2,626,498
Fund Balance, December 31, 2014	\$ 214,341

Concrete Utility Fund

Fund Balance, January 1, 2014	\$ 338,371
Revenues	\$ 884,200

Expenditures	\$ 872,162
Fund Balance, December 31, 2014	\$ 350,409
<u>Housing Rehabilitation Fund</u>	
Fund Balance, January 1, 2014	\$ 750,019
Revenues	\$ 1,000,000
Expenditures	\$ 1,000,000
Fund Balance, December 31, 2014	\$ 750,019

Section 7. INTERNAL SERVICE FUNDS

<u>Central Services Fund</u>	
Fund Balance, January 1, 2014	\$ 152,509
Revenues	\$ 388,400
Expenditures and Transfers	\$ 429,699
Fund Balance, December 31, 2014	\$ 111,210
<u>Servicenter Fund</u>	
Fund Balance, January 1, 2014	\$ 1,187,203
Revenues	\$ 2,561,160
Expenditures and Transfers	\$ 3,290,180
Fund Balance, December 31, 2014	\$ 458,183
<u>Capital Equipment Replacement Fund</u>	
Fund Balance, January 1, 2014	\$ 1,658,730
Revenues and Transfers In	\$ 1,026,894
Expenditures	\$ 1,760,066
Fund Balance, December 31, 2014	\$ 925,558
<u>Risk Management Fund</u>	
Fund Balance, January 1, 2014	\$ 316,137
Revenues	\$ 1,442,765
Expenditures	\$ 1,443,774
Fund Balance, December 31, 2014	\$ 315,128
<u>Employee Benefits Fund</u>	
Fund Balance, January 1, 2014	\$ 1,961
Revenues	\$ 6,115,186
Expenditures	\$ 6,115,998
Fund Balance, December 31, 2014	\$ 1,149

Section 8. That the said budget shall be a public record in the office of the City Clerk and shall be open to public inspection. Sufficient copies thereof shall be made available for the use of the City Council and the public, the number of copies to be determined by the City Manager.

Introduced, read in full, and passed on first reading on the 7th day of October, 2013.

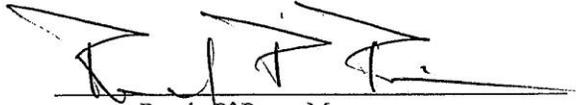
Published by Title as a Bill for an Ordinance in the City's official newspaper on the 11th day of October, 2013.

Published as a Bill for an Ordinance on the City's official website beginning on the 9th day of October, 2013 for thirty (30) days.

Read by title and passed on final reading on the 21ST day of October, 2013.

Published by title in the City's official newspaper as Ordinance No. 55 Series of 2013, on the 25th day of October, 2013.

Published by title on the City's official website beginning on the 23rd day of October, 2013 for thirty (30) days.



Randy Penn, Mayor

ATTEST:



Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 55, Series of 2013.



Loucrishia A. Ellis

BY AUTHORITY

ORDINANCE NO. 56
SERIES OF 2013

COUNCIL BILL NO. 51
INTRODUCED BY COUNCIL
MEMBER WOODWARD

AN ORDINANCE APPROPRIATING MONIES FOR ALL MUNICIPAL PURPOSES IN THE CITY OF ENGLEWOOD, COLORADO, FOR FISCAL YEAR BEGINNING JANUARY 1, 2014, AND ENDING DECEMBER 31, 2014, CONSTITUTING WHAT IS TERMED THE ANNUAL APPROPRIATION BILL FOR FISCAL YEAR 2014.

WHEREAS, a public hearing on the Proposed 2014 Budget was held September 16, 2013; and

WHEREAS, the operating budgets and Multiple Year Capital Plan for all City departments and funds were reviewed at a budget workshop held on September 23, 2013; and

WHEREAS, the Charter of the City of Englewood requires the City Council to adopt bills for ordinances adopting the Budget and Appropriation Ordinance no later than thirty days prior to the first day of the next fiscal year.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. That there be and there hereby is appropriated from the revenue derived from taxation in the City of Englewood, Colorado, from collection of license fees and from all other sources of revenue including available fund balances during the year beginning January 1, 2014, and ending December 31, 2014, the amounts hereinafter set forth for the object and purpose specified and set opposite thereto, specifically as follows:

GENERAL FUND

Legislation	\$	354,570
City Manager's Office		703,758
City Attorney's Office		818,514
Municipal Court		1,026,895
Human Resources		468,826
Finance and Administrative Services		1,625,150
Information Technology		1,378,942
Community Development		1,235,802
Public Works		5,504,669
Police		11,543,760
Fire		8,202,319
Library Services		1,250,536
Parks and Recreation Services		5,804,158
Contingencies		200,000
Debt Service – Civic Center		1,573,000

Debt Service – Other		<u>435,820</u>
Total General Fund	\$	42,126,719
<u>CONSERVATION TRUST FUND</u>		
Total Conservation Trust Fund	\$	337,000
<u>COMMUNITY DEVELOPMENT FUND</u>		
Total Community Development Fund	\$	350,000
<u>DONORS FUND</u>		
Total Donors Fund	\$	242,680
<u>PARKS AND RECREATION TRUST FUND</u>		
Total Parks and Recreation Trust Fund	\$	365,000
<u>MALLEY CENTER TRUST FUND</u>		
Total Malley Center Trust Fund	\$	75,000
<u>OPEN SPACE FUND</u>		
Total Open Space Fund	\$	805,630
<u>GENERAL OBLIGATION BOND FUND</u>		
Total General Obligation Bond Fund	\$	1,106,963
<u>PUBLIC IMPROVEMENT FUND</u>		
Total Public Improvement Fund	\$	3,190,820
<u>CAPITAL PROJECTS FUND</u>		
Total Capital Projects Fund	\$	1,151,975

WATER FUND

Total Water Fund \$ 11,655,110

SEWER FUND

Total Sewer Fund \$ 17,246,403

STORM DRAINAGE FUND

Total Storm Drainage Fund \$ 323,736

GOLF COURSE FUND

Total Golf Course Fund \$ 2,626,498

CONCRETE UTILITY FUND

Total Concrete Utility Fund \$ 872,162

HOUSING REHABILITATION FUND

Total Housing Rehabilitation Fund \$ 1,000,000

CENTRAL SERVICES FUND

Total Central Services Fund \$ 429,699

SERVICENTER FUND

Total ServiCenter Fund \$ 3,290,180

CAPITAL EQUIPMENT REPLACEMENT FUND

Total Capital Equipment Replacement Fund \$ 1,760,066

RISK MANAGEMENT FUND

Total Risk Management Fund \$ 1,443,774

EMPLOYEE BENEFITS FUND

Total Employee Benefits Fund \$ 6,115,998

Section 2. The foregoing appropriations shall be considered to be appropriations to groups within a program or department within the fund indicated but shall not be construed to be appropriated to line items within any groups, even though such line items may be set forth as the adopted budget for the fiscal year 2014.

Section 3. All monies in the hands of the Director of Finance and Administrative Services, or to come into the Director's hands for the fiscal year 2014, may be applied on the outstanding claims now due or to become due in the said fiscal year of 2014.

Section 4. All unappropriated monies that may come into the hands of the Director of Finance and Administrative Services during the year 2014, may be so distributed among the respective funds herein as the City Council may deem best under such control as is provided by law.

Section 5. During or at the close of the fiscal year of 2013, any surplus money in any of the respective funds, after all claims for 2013 against the same have been paid, may be distributed to any other fund or funds at the discretion of the City Council.

Introduced, read in full, and passed on first reading on the 7th day of October, 2013.

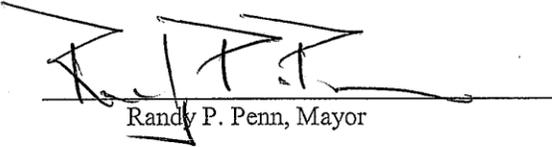
Published by Title as a Bill for an Ordinance in the City's official newspaper on the 11th day of October, 2013.

Published as a Bill for an Ordinance on the City's official website beginning on the 9th day of October, 2013 for thirty (30) days.

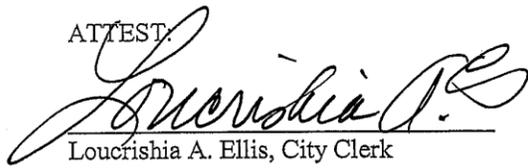
Read by title and passed on final reading on the 21ST day of October, 2013.

Published by title in the City's official newspaper as Ordinance No. 52, Series of 2013, on the 25th day of October, 2013.

Published by title on the City's official website beginning on the 23rd day of October, 2013 for thirty (30) days.


Randy P. Penn, Mayor

ATTEST:


Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 54, Series of 2013.



Loucrishia A. Ellis

GLOSSARY

Account	A separate financial reporting unit for budgeting, management or accounting purposes. Every transaction, starting with adoption of the budget is recorded in an account.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Adopted Budget	The financial program that forms the basis for fiscal year appropriations, as adopted by the City Council. Contains both the annual operating and capital budgets.
Ad Valorem Tax	A tax levied on taxable property (land, improvements, and personal property) for the purpose of financing general operations of the City and debt service requirements.
Agency Funds	Account for assets held by the City in a custodial capacity. The accounting used for agency funds is much like that used for proprietary funds.
Appropriation	A legal authorization to make expenditures and incur obligations for specific purposes. The maximum level of spending for each fund and each department as authorized annually by the City Council. Total appropriations include the original adopted budget and any supplemental adjustments made throughout the year, hence the Amended Budget.
art	art is a free shuttle which runs through the City from the Swedish/Craig complex and terminates at the CityCenter RTD hub. There are displays of public art at many of the stops. art is funded by the City, RTD, and DRCoG. (The lack of capitalization is deliberate.)
Balanced Budget	A budget in which fund balance or funds available and current revenues equal or exceed current expenditures.
Bond	A written promise to pay a specified sum of money at a specified date in the future.
Budget	A plan of financial operation giving an estimate of proposed expenditures and the proposed means of financing them.
Budget Authority	Authority provided through an appropriation act approved by the council to enter into financial commitments, such as contracts and purchase orders, that will result in the eventual disbursement of cash. In the case of the operating budget, most budget authority lapses at the end of the fiscal year if the authority has not been committed at that point. In the case of the capital budget, authority may not lapse until construction of the project is completed.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: Accrual (GAAP), cash, or modified accrual. The City of Englewood's basis is modified accrual.
Budget Deficit	The result of current expenditures exceeding current revenues. The difference must be covered through either borrowing or tapping other resources, such as budget reserves.
Budget Guidelines	Guidelines developed by the City Manager and the executive management, in consultation with the council, that describe the budget environment—that is, revenue expectations and policy emphasis—for the forthcoming year. Departments make their budget requests on the basis of the guidelines.
Capita	A term adapted from the Latin phrase pro capite meaning "per (each) head" with pro meaning "per" or "for each", and capite (caput ablative) meaning "head." It is commonly and usually used in place of saying "for each person" or "per person".
Capital	An expenditure which results on the acquisition of or addition to fixed assets and meets these criteria: has an anticipated useful life of more than one year; can be permanently identified as an individual unit of property; belongs to one of the following categories: Land, Buildings, Structures & Improvements, Equipment; constitutes a tangible, permanent addition to the value of City assets; does not constitute repair or maintenance; and is not readily susceptible to loss.

GLOSSARY

Capital Project	A specific and identifiable improvement or purpose for which expenditures are proposed.
Capital Projects Fund	A governmental fund established to account for resources used for the acquisition of large capital improvements other than those acquisitions accounted for in proprietary or trust funds.
Cash Basis	A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made.
CDOT	Colorado Department of Transportation.
CERF	Capital Equipment Replacement Fund, used to replace the “rolling stock” on a scheduled basis.
Charges for Services	Charges or fees established to recover part or all of the costs incurred in the provision of services. These charges are based on the philosophy that the recipient of the benefits should pay for the services. These are also referred to as user fees.
Chart of Accounts	A chart that assigns a unique number to each type of account (e.g., salaries, property taxes, sales and use taxes, etc.) and to each budgetary unit in the organization. The chart of account provides a system for recording revenues and expenditures that fits the organizational structure.
CML	Colorado Municipal League.
Commodities	Goods purchased such as office supplies, janitorial supplies, chemicals or other operational supplies.
Comprehensive Annual Financial Report (CAFR)	Usually referred to by its abbreviation, this report summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund types and contains the following documents: 1) an independent auditor’s report; 2) management’s discussion and analysis (MD&A); 3) a statement of net assets (or a balance sheet for governmental funds); 4) a statement of activities for all funds; and 5) a statement of revenues, expenditures and changes in fund balance (an operating statement) for governmental funds. An operating statement comparing the budget with actual amounts will also be prepared for the general fund.
Contractual	Contractual services. Services purchased such as utilities, insurance, maintenance contract or consulting.
COP	Certificate of Participation. COPs are a type of financing where an investor purchases a share of the lease revenues over a period of time. In other words, the lease payments (principal and interest) are “certificated” and sold to investors.
Credit	An accounting term used in double-entry bookkeeping to indicate the right column of entry, as opposed to the left (debit) column, for entering a transaction. A credit entry increases the balance in a liability or revenue account but decreases the balance in an asset or expenditure/expense account.
CPF	Capital Projects Fund (also referred to as MYCP-Multi-Year Capital Plan) accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.
CRPA	Colorado Recreation and Parks Association.
CRS	Colorado Revised Statutes
CTF	Conservation Trust Fund. Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing parks and recreation facilities. Financing is provided primarily from State Lottery Funds.
DARE	Drug Awareness and Resistance Education.
Debit	An accounting term referring the left column for entering accounting data as opposed to the right (or credit) column. A debit entry increases the balance in an asset or expenditure/expense account; a debit entry for a liability or revenue account; however, decreases the account balance.

GLOSSARY

Debt Service Fund	A fund established to account for revenues and expenditures used to repay the principal and interest on debt.
Disbursement	Payment usually by check for goods or services that have been delivered and invoiced.
DOT	Department of Transportation.
DRCoG	Denver Regional Council of Governments.
Efficiency Measure	A type of performance measure that is the ratio of inputs to outputs. It measures the amount of input required for each unit of output of a good or service that has been produced.
EHA	Englewood Housing Authority.
EMC	Englewood Municipal Code.
EMS	Emergency Medical Services.
Encumbrance	Budget authority that is set aside when a purchase order or contract is approved. An encumbrance represents a contingent liability of the fund. It assures suppliers that sufficient funds will be available once the order is fulfilled. Encumbrances are also known as obligations.
Enterprise Fund	A separate fund used to account for services—for example, water, sewer, golf, airports—that are supported primarily by service charges paid by users.
EPA	Environmental Protection Agency.
EPL	Englewood Public Library.
ERC	Englewood Recreation Center. May also be called the Community Center.
EURA	Englewood Urban Renewal Authority.
Expenditure	An accounting term that refers to the value of goods and services received during a period of time, regardless of when they are used (accrual basis) or paid for (cash basis).
Expense	An accounting term that refers to the value of goods and services used during a period of time, regardless of when they were received (modified accrual) or paid for (cash basis). For example, depreciation is the expense incurred in using up fixed assets for the accounting period.
Fiduciary Fund	Records the financial resources that governments hold in trust for individuals or other governments.
Full-Time Equivalent (FTE)	The number of hours per year (typically 2080 hours) a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent.
Fund	A self-balancing set of accounts which comprise its assets, liabilities, fund balance, revenues and expenditures/expenses. These are set up to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitation.
Fund Balance	The difference between the fund's assets and liabilities. Portions of the fund balance may be reserved of the governmental and similar trust funds.
General Ledger	The final record where transactions are reconciled into current and fixed assets, liabilities, revenue, expenditure (or expense), encumbrance and fund balance. Accounting information is posted from the journal to the general ledger. The general ledger is the source of information for preparing all financial reports, including the balance sheet and operating statements.
General Obligation Bonds	Bonds that finance public projects such as streets, municipal facilities and park improvements.

GLOSSARY

Repayment of the bonds is typically from property taxes and the bonds are backed by the full faith and credit of the issuing government.

GFOA	Government Finance Officers' Association.
GIS	Geographic Information System.
GOCO	<p>Great Outdoors Colorado. Under the 1992 amendment to the Colorado Constitution that created GOCO, GOCO receives 50% of Lottery proceeds. All Lottery proceeds are distributed as follows:</p> <ul style="list-style-type: none">• GOCO receives half of Lottery proceeds capped out at \$35 million a year adjusted for inflation. In Fiscal Year 2000/2001, GOCO is projected to receive approximately \$40 million.• 40% of Lottery proceeds are distributed to the Conservation Trust Fund for allocation to local governments and park and recreation districts for parks, recreation, and open space purposes.• 10% of Lottery proceeds are distributed directly to Colorado State Parks for state parks and outdoor recreation projects.• GOCO offers grant opportunities derived from the four categories outlined in the Colorado Constitution -- outdoor recreation, wildlife, open space and local government. There are five competitive grant cycles: Open Space, Local Government, Legacy, Trails and Planning & Capacity. GOCO also awards grants through the Division of Wildlife and Colorado State Parks
Governmental Funds	Funds through which most of the City's governmental functions are financed. They are accounted for on a spending or "financial flow" measurement focus which means only current assets and liabilities are generally included in the balance sheet. The reported fund balances (net current assets) are considered a measure of "available resources".
IGA	Intergovernmental Agreement.
Interfund Transfer	A flow of assets from one fund to finance activities in another fund without a requirement for repayment.
Internal Service Fund	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis.
ISTEA	Intermodal Surface Transportation Efficiency Act.
Journal	An accounting term that refers to the book of original entry in which all transactions are logged. By convention, debit entries are entered first, followed by credit entries. The journal provides a chronological listing of all transactions for that fund. Information is then posted from the journal to the general (and subsidiary) ledgers.
Legal Debt Limit	The maximum amount of general obligation debt allowed under the Englewood Municipal Code.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without specific approval from the legislative body.
LEWWTP	Littleton/Englewood Wastewater Treatment Plant.
Mill Levy	The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.
Modified Accrual	The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.
MYCP	Multi-Year Capital Plan. Also CIP (Capital Improvement Plan).
Net Assets	Under the accrual basis of accounting, the difference between assets and liabilities. A net assets statement is prepared that combines all funds and any component units in which the local government has a primary financial interest.

GLOSSARY

Net Operating Deficit	The condition in which net operating expenditures exceed net operating revenue.
Net Operating Surplus	The condition in which net operating revenue exceed net operating expenditures.
NFPA	National Fire Protection Agency.
NPDES	National Pollution Discharge Elimination System.
NRPA	National Recreation and Parks Association.
Personal Services	Expenditures for salaries and related benefits.
PGA	Professional Golf Association.
PIF	Public Improvement Fund. This fund was set up to provide for the construction of general or special improvements. Unlike most of the other funds, appropriations for this fund are for the length of the project and do not lapse at the end of the fiscal year. All use tax on vehicles and building use tax are designated to this fund.
PILT or PILOT	Payment In Lieu of Tax is made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.
Proprietary Funds	A class of fund types that account for a local government's businesslike activities. Proprietary funds are of two types: enterprise funds and internal service funds. Both use the accrual basis of accounting and receive their revenues from charges to users.
Purchase Order	An agreement to buy goods and/or services from a specific vendor, with a promise to pay once delivery is made.
Revenue	Income received from normal business activities, usually from the sale of goods and services to customers. Revenue is also received from interest, dividends or royalties paid to them by other companies. Revenue may refer to income in general, or it may refer to the amount, in a monetary unit, received during a period of time, as in "Last year, Company X had revenue of \$32 million."
RTD	Regional Transportation District. In 1969, the Regional Transportation District was formed to provide a comprehensive public transportation network in the Denver area with a sales tax of six-tenths of one percent to subsidize operations. The district runs buses, light rail and access-a-ride operations. In November, 2004 voters approved an increase in the tax to 1% to be in effect January 1, 2005.
SCADA	Supervisory Control And Data Acquisition.
SCFD	Scientific and Cultural Facilities District. The Scientific & Cultural Facilities District (SCFD) is a regional special district that funds more than 300 scientific and cultural organizations in the six metro Denver counties of Adams, Arapahoe, Boulder, Denver, Douglas and Jefferson. Its creation by an overwhelming majority of the vote in 1988 is a testament to the broad public support for diverse cultural organizations in the region. The sales tax of one-tenth of one percent (a penny on every \$10) supports the organizations and currently produces more than \$30 million annually. Voters reaffirmed their support in 1994, when they approved the tax for another ten-year period.
SPCURE	South Platte Coalition for Urban River Evaluation.
Special Revenue Fund	A fund used to account for revenues legally earmarked for a particular purpose. For example, if revenues from a hotel/motel occupancy tax are earmarked for tourism and convention development, a hotel/motel tax fund would account for the revenue and expenditure associated with that purpose.

GLOSSARY

Supplemental Appropriation	Additional budget authority approved through an appropriation act after adoption of the budget. A legislative body may find it necessary during the fiscal year to approve additional budget authority for the local government, particularly for unforeseen contingencies such as a disaster or settlement of a lawsuit.
TABOR	<p>This bill, passed in 1992, was known as the Taxpayer Bill of Rights or Amendment I. Article X, Section 20 of the Colorado Constitution contains tax, spending, revenue and debt limitations which apply to the State of Colorado and all local governments.</p> <p>Enterprises, defined as government-owned businesses authorized to issue revenue bonds and receiving under 10% of annual revenue in grants from all state and local governments combined, are excluded from the provisions of TABOR. The City's management believes its Enterprise Funds, as listed in the Table of Contents, qualify for this exclusion.</p> <p>Spending and revenue limits are determined based on the prior year's Fiscal Year Spending adjusted for allowable increases based upon inflation and local growth. Fiscal Year Spending is generally defined as expenditures plus reserve increases with certain exceptions. Revenue in excess of the Fiscal Year Spending limit must be refunded unless the voters approve retention of such revenue.</p> <p>TABOR requires local governments to establish Emergency Reserves. These reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service). Local governments are not allowed to use the emergency reserves to compensate for economic conditions, revenue shortfalls, or salary or benefit increases.</p> <p>The City's management believes it is in compliance with the provisions of TABOR. However, TABOR is complex and subject to interpretation. Many of the provisions, including the interpretation of how to calculate Fiscal Year Spending limits, may require judicial interpretation.</p> <p>On November 4, 1997 a majority of the City's electors authorized the City to collect and spend or retain in a reserve all revenues without regard to any limitations under TABOR.</p>
TMDL	Total maximum daily load.
USEPA	See EPA.



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