

**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, JANUARY 27, 2014
COMMUNITY ROOM
6:00 P.M.**

- I. Financial Reports**
Finance and Administrative Services Frank Gryglewicz will discuss the December, 2013 Financial Report.
- II. Comprehensive Plan - 6:15 p.m.**
Community Development Director Alan White will discuss the Comprehensive Plan with City Council.
- III. PIF/CIP Update - 6:35 p.m.**
Deputy City Manager Mike Flaherty will discuss the Public Improvement Fund and Capital Improvement Program.
- IV. City Council and City Goals - 7:00 p.m.**
City Council and staff will discuss the City Council goals and the City's goals for 2014.
- V. Board and Commission Appreciation Celebration - 8:00 p.m.**
City Council will discuss the Board and Commission Appreciation Celebration.
- VI. Board and Commission Reports - 8:15 p.m.**
City Council will discuss their participation on the various boards and commissions on which they serve.
- VII. City Manager's Choice - 8:30 p.m.**
 - A.** Acoma Property letter of support
- VIII. City Attorney's Choice.**
- IX. City Council Choice.**



City of Englewood

Finance and Administrative Services Department Monthly Financial Report Annual Survey

A new year has begun and we would like your input on the Monthly Financial Report. Please return the completed survey by **February 7, 2014** to Frank Gryglewicz, Department of Finance and Administrative Services. *Your time in completing this survey is appreciated.*

Yes **No** Provide a monthly Financial Report and meet with City Council to discuss the financial report on a quarterly basis (**February, May, August and November**) unless the financial situation requires a more frequent meeting.

Yes **No** Is the content sufficient? If the content is not sufficient, what information would you like included or removed? If possible, please provide examples and/or samples of information you would like included.

Please provide other suggestions for the Monthly Financial Report?



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: January 6, 2014
Subject: Preliminary December 2013 Financial Report

THE NUMBERS IN THIS REPORT ARE PRELIMINARY AND WILL CHANGE AS INFORMATION IS OBTAINED AND ADJUSTMENTS MADE.

REVENUES:

- Through December 2013, the City of Englewood collected **\$40,035,211 or \$145,412, .4 percent more** than last year and \$985,112 more than budget (See the chart on page 4 and the attached full report for details on changes in revenue in past year.
- The City collected \$2,900,715 in property and \$266,881 in specific ownership taxes through December.
- **Sales and use tax revenues were \$23,082,913 or \$719,295 more than December 2012.**
- Cigarette tax collections were up \$5,470 compared to last year.
- Franchise fee collections were \$67,392 less than last year.
- Licenses and permit collections were \$463,219 more than 2012.
- Intergovernmental revenues were \$537,955 less than the prior year.
- Charges for services decreased \$87,108 from last year.
- Recreation revenues decreased \$195,199 from 2012.
- Fines and forfeitures were \$63,746 less than last year.
- Investments lost \$10,410 for the year due to rising interest rates. This loss is *not* a realized loss.
- Miscellaneous revenues were \$70,079 less than last year.
- Net rent revenues from McLellan Reservoir were \$573,526.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were up \$109,293 or 1.5 percent compared to last year.
- At this time potential refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed; the balance of the account to cover intercity claims is \$1,150,000.

CITY CENTER ENGLEWOOD (AREA 1):

- Sales and use tax collection through December 2013 were \$3,282,641 or \$131,873 less than last year.

EXPENDITURES:

- Expenditures through December were \$39,752,152 or \$513,435 less than the \$40,265,587 expended through December 2012. The City's refund of sales and use tax claims through December 2013 totaled \$31,152.
- Debt service payments by month over the past five years are shown graphically on page 13.

REVENUES OVER/UNDER EXPENDITURES:

- **Year-to-date revenues exceeded expenditures by \$283,059 compared to expenditures exceeding revenues by \$375,788 year-to-date 2012.**

TRANSFERS:

- Net 2013 transfers-in to date of \$1,066,568 were made by the end of December 2013 (please refer to page 16 for the make-up). No additional transfers are contemplated for the remainder of the year.

FUND BALANCE:

- **The estimated year-end total fund balance is \$10,105,433 or 25.2 percent of estimated revenue. The estimated ending 2013 unassigned fund balance is \$6,207,305 or 15.5 percent of estimated revenue.**
- The 2013 estimated Long Term Asset Reserve (LTAR) balance is \$2,619,375 (please refer to page 16).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$3,675,126 in revenue and spent \$3,240,636 year-to-date. Estimated year-end fund balance is \$978,486.

City of Englewood, Colorado

December 2013 Financial Report

The annual budget serves as the foundation for the City’s financial planning and control, and provides a comprehensive plan to provide high quality services to the Englewood community. Based upon conservative revenue estimates, the budget quantifies in dollars the many services and amenities the citizens of Englewood receive. The City has prepared a balanced budget and it is one where revenues plus beginning fund balance are equal to or exceed expenditures.

The monthly financial report provides on a periodic basis the review of the actual revenues and expenditures as compared to the budget. This point in time analysis compares the current year to the prior year and determines if the revenues and expenditures are on track with the budget. By monitoring the financial condition of the City, City staff and Council can work together to take action, if necessary, to maintain service levels, employees, and fiscal health of the City.

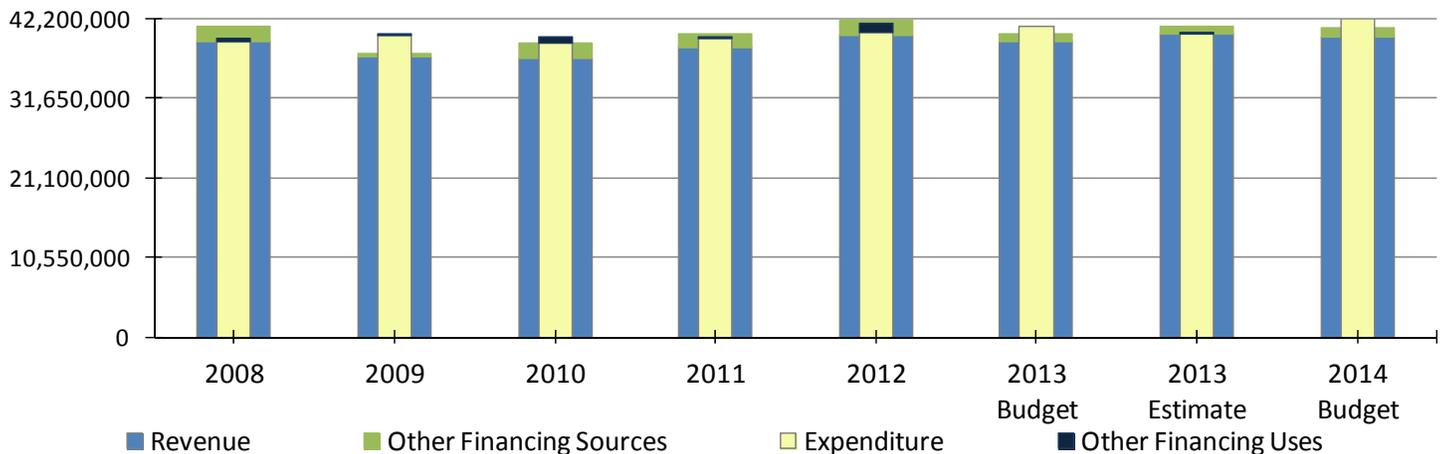
GENERAL FUND OVERVIEW AND ANALYSIS

The General Fund accounts for the major “governmental” activities of the City. These activities include “direct” services to the public such as police, fire, public works, parks and recreation, and library services. General government also provides administrative and oversight services through the offices of city manager and city attorney; the departments of information technology, finance and administrative services, community development, human resources, municipal court and legislation. Debt service, lease payments, and other contractual payments are also commitments of the General Fund.

General Fund - Surplus and Deficit

The graph below depicts the history of sources and uses of funds from 2008 to 2014 Budget. As illustrated, both surpluses and deficits have occurred in the past. The gap has narrowed over the past few years by reducing expenditures, freezing positions, negotiating lower-cost health benefits, increased revenue collections. Continued efforts will be required to balance revenues and expenditures, especially with persistent upward pressure on expenditures due to increases in the cost of energy, wages and benefits.

General Fund: Total Sources and Uses of Funds



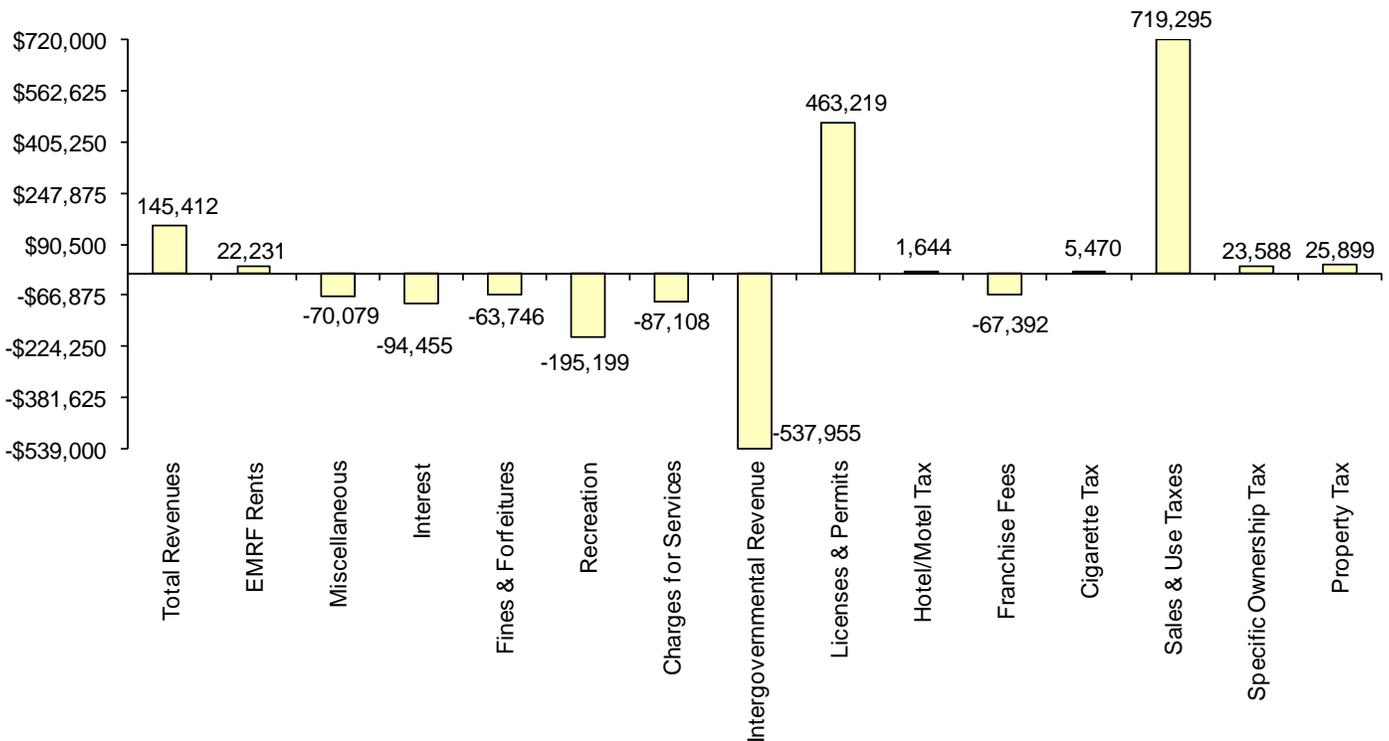
The table on the next page summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended December, 2013. Comparative figures for years 2012 and 2011 are presented as well. The table also highlights the dollar and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

	Dec-13	2013 vs 2012 Increase (Decrease)		Dec-12	2012 vs 2011 Increase (Decrease)		Dec-11
General Fund							
Year-To-Date Revenue	\$ 40,035,211	\$ 145,412	.36%	\$ 39,889,799	\$ 1,583,224	4.13%	\$ 38,306,575
Year-To-Date Expenditure	39,752,152	\$ (513,435)	(1.28%)	40,265,587	\$ 769,319	1.95%	39,496,268
Net Revenue (Expenditure)	\$ 283,059	\$ 658,847		\$ (375,788)	\$ 813,905		\$ (1,189,693)
Unassigned Fund Balance	\$ 6,207,305	\$ 1,254,382	25.33%	\$ 4,952,923	\$ (9,601)	(.19%)	\$ 4,962,524
Sales & Use Tax Revenue YTD	\$ 23,082,913	\$ 719,295	3.22%	\$ 22,363,618	\$ 626,508	2.88%	\$ 21,737,110
Outside City Sales & Use Tax YTD	\$ 7,474,276	\$ 109,293	1.48%	\$ 7,364,983	\$ (484,747)	(6.18%)	\$ 7,849,730

General Fund Revenues

The City of Englewood's total budgeted revenue is \$39,050,099. Total revenue collected through December 2013 was \$40,035,211 or \$145,412 (.4 percent) more than was collected in 2012. The chart below illustrates changes in General Fund revenues this year as compared to last year.

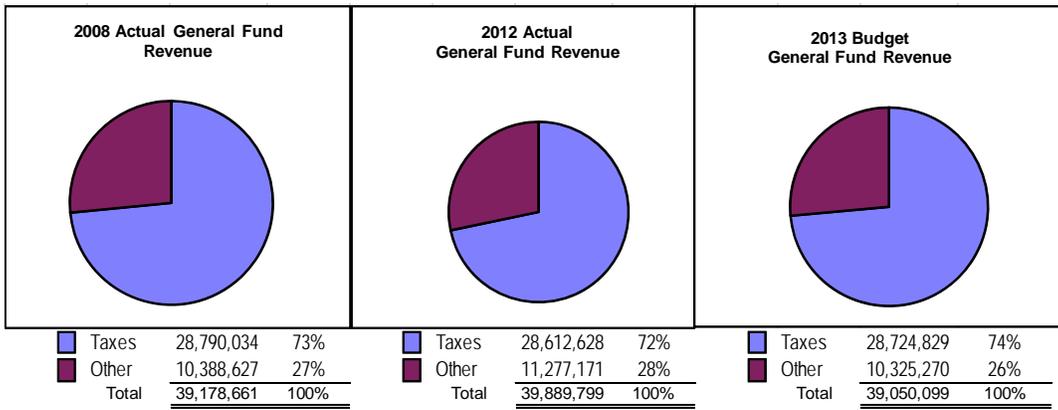
2013 Year-To-Date Change in General Fund Revenue as Compared to Prior Year



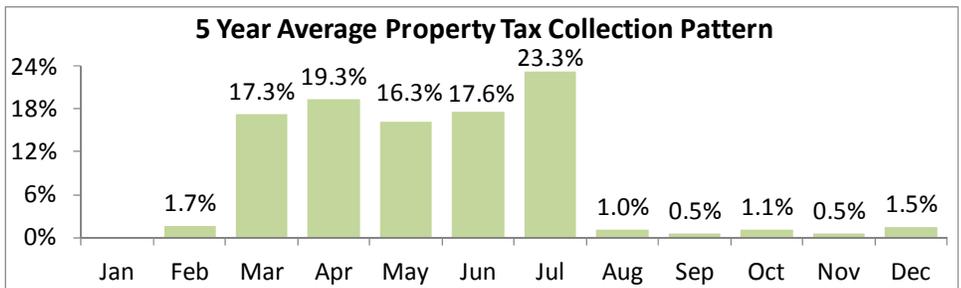
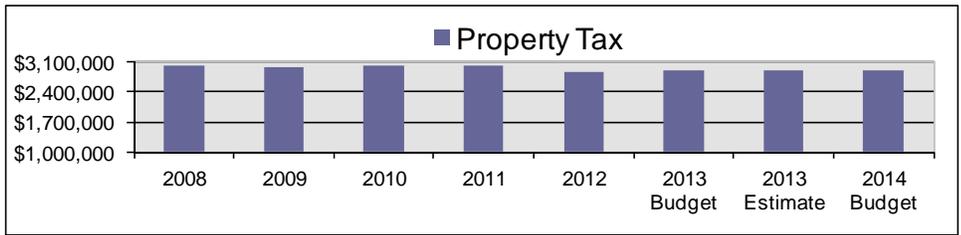
General Fund - Taxes

The General Fund obtains most of its revenue from taxes. In 2012 total audited revenues were \$39,889,799 of which \$28,612,628 (72 percent) came from tax collections. Taxes include property, sales and use, specific ownership, cigarette, utilities, franchise fees, and hotel/motel. The pie charts on the next page illustrate the contribution of taxes to total revenue for 2008, 2012 unaudited and 2013 Budget. Taxes as a percentage of total revenue have declined slightly as other fees and charges have been increased to help offset rising costs and relatively flat tax revenues.

General Fund Revenues - Taxes vs. Other



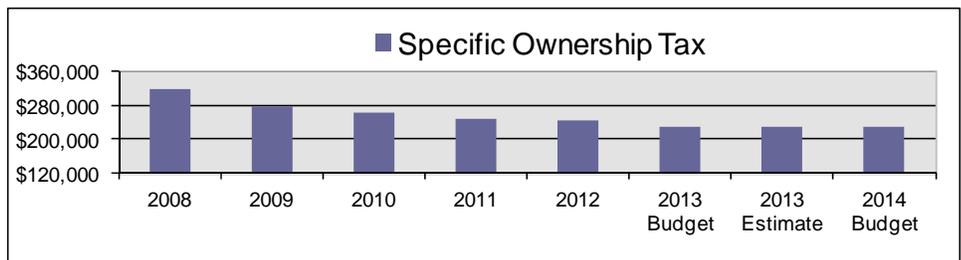
Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2012 mill levy collected in 2013 is 7.794 mills. The 2012 mill levy for general operations collected in 2013 is 5.880 mills. Voters approved a separate, dedicated mill levy for principal and interest payments on the City's general obligation debt for the construction of parks and recreation projects. The dedicated general obligation debt mill levy is accounted



Property Tax Mill Levy	2008	2009	2010	2011	2012	2013 Budget	2013 Estimate	2014 Budget
General Fund	5.880	5.880	5.880	5.880	5.880	5.880	5.880	5.880
Debt Service Fund	2.293	1.947	2.031	2.130	1.741	1.914	1.914	2.244
Total Mill Levy	8.173	7.827	7.911	8.010	7.621	7.794	7.794	8.124

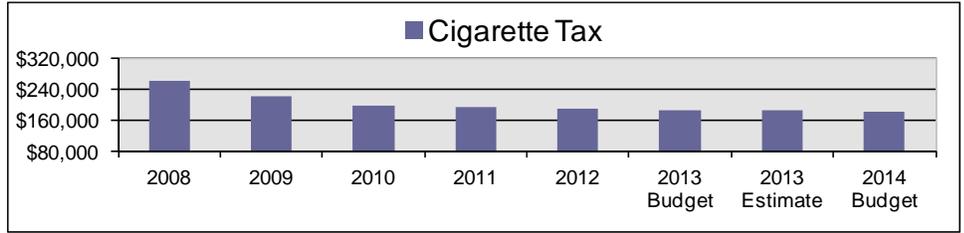
for in the Debt Service Fund. The dedicated general obligation debt mill levy dedicated for the City's general obligation debt collected in 2012 is 1.914 mills. Property tax collections declined from \$2,995,990 in 2008 to \$2,874,816 in 2012. This was a decrease of \$121,174 or four percent. In 2012 the City collected \$2,874,816 or 10 percent of 2012 total taxes and 7.2 percent of total revenues from property taxes. The City budgeted \$2,898,000 for 2013; and collected \$2,900,715 through December 2013. The estimate for the year is \$2,900,715.

Specific ownership: These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc. These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the following month. The City collected \$316,242 in 2008 and \$243,293 in 2012 which is a decrease of \$72,949 or 23.1 percent. The City collected \$243,293 in 2012 which is less than one percent of total revenues and total taxes. The City budgeted \$230,000 for 2013 and collected \$266,881 through December 2013. The estimate for the year is \$266,881.



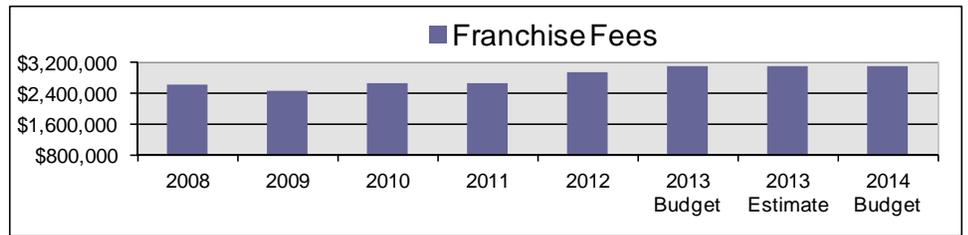
Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen

significantly in the past and continue to fall after the 2009 federal tax increase of approximately \$.62 per pack went into effect. This federal tax increase will fund the State Children’s Health Insurance Program (SCHIP). In 2008 the City collected \$261,743, but in 2012 the City collected \$189,618, which is a decrease of \$72,125 or 27.6 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2012. The City budgeted \$184,000 for the year and collected \$195,088 through December 2013, which is \$5,470 or 2.9 percent more than the \$189,618 collected through December 2012. The estimate for the year is \$195,088.

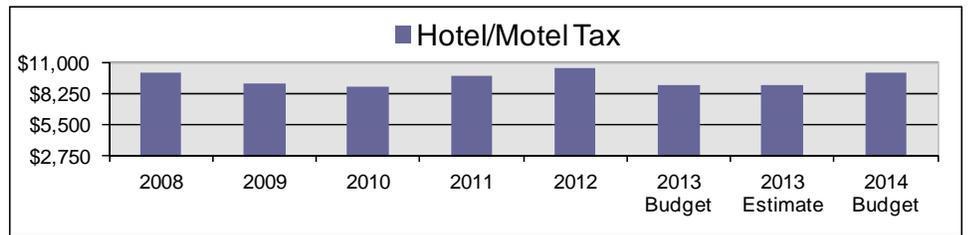


Franchise Fees: The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational tax on telephone services. The City collected \$2,588,214 in 2008 and \$2,930,888 in 2012, an increase of

\$342,674 or 13.2 percent. These taxes accounted for 10.2 percent of taxes and 7.4 percent of total revenues in 2012. The City budgeted \$3,067,552 for the year; collections through December totaled \$2,863,496 compared to \$2,930,888 collected during the same period last year. The estimate for the year is \$2,863,496.

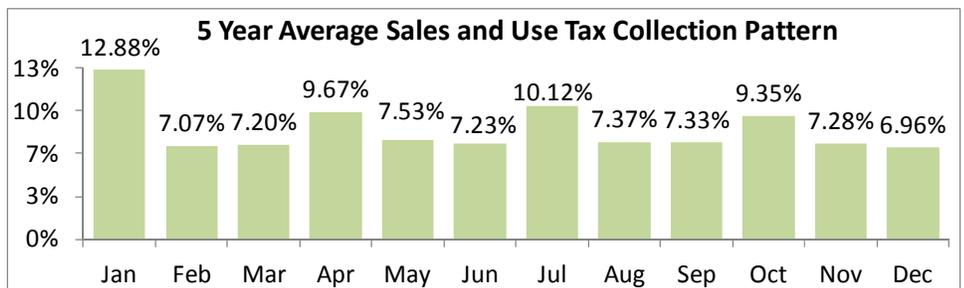
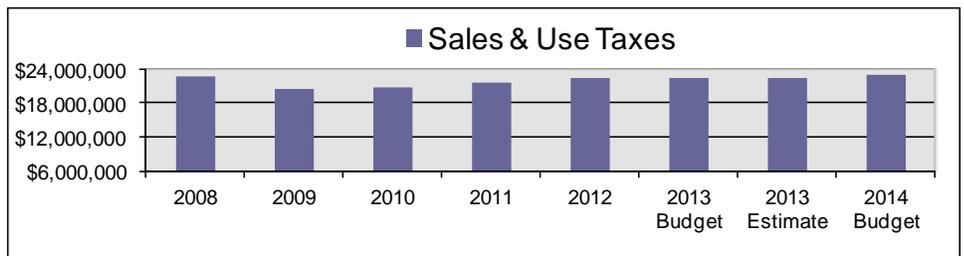


Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration. The City budgeted \$9,000 for the year and has collected \$12,039 through December 2013. The estimate for the year is \$12,039.



Sales and Use Taxes Analysis

Sales and use taxes are the most important (and volatile) revenue sources for the City. Sales and use taxes generated 78.2 percent of all taxes and 56.4 percent of total revenues collected in 2012. In 2008, this tax generated \$22,617,767 for the City of Englewood; in 2012 the City collected \$22,363,618, a decrease of \$254,618 (1.1 percent). This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Vendors no longer receive a fee for collecting and remitting their sales/use taxes. Taxes for the current month are due to the City by the twentieth day of the following month. The City budgeted \$22,336,277 for 2013. Sales

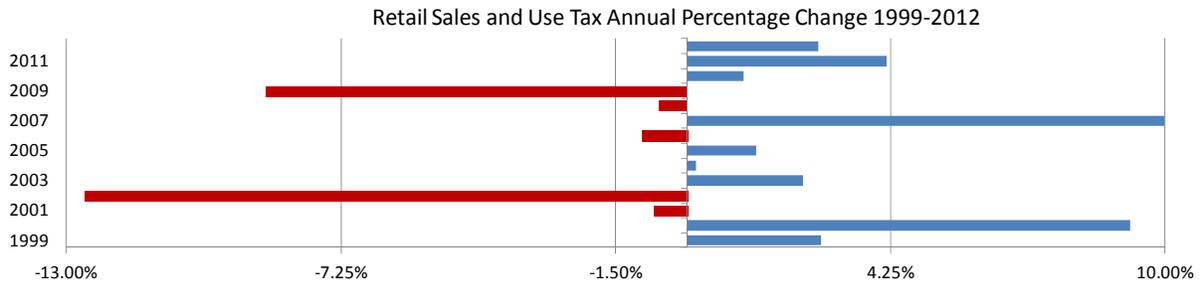


and Use Tax revenue (cash basis) through December 2013 was \$23,074,383 while revenue year-to-date for December 2012 was \$22,330,166, an increase of \$744,217 or 3.3 percent.

Collections (cash basis) for December 2013 were \$1,675,422 while collections for December 2012 and December 2011 were \$1,597,872 and \$1,419,727 respectively. December 2013 collections were 4.85 percent or \$77,550 more than December 2012 collections and \$255,695 or 18 percent more than December 2011 collections.

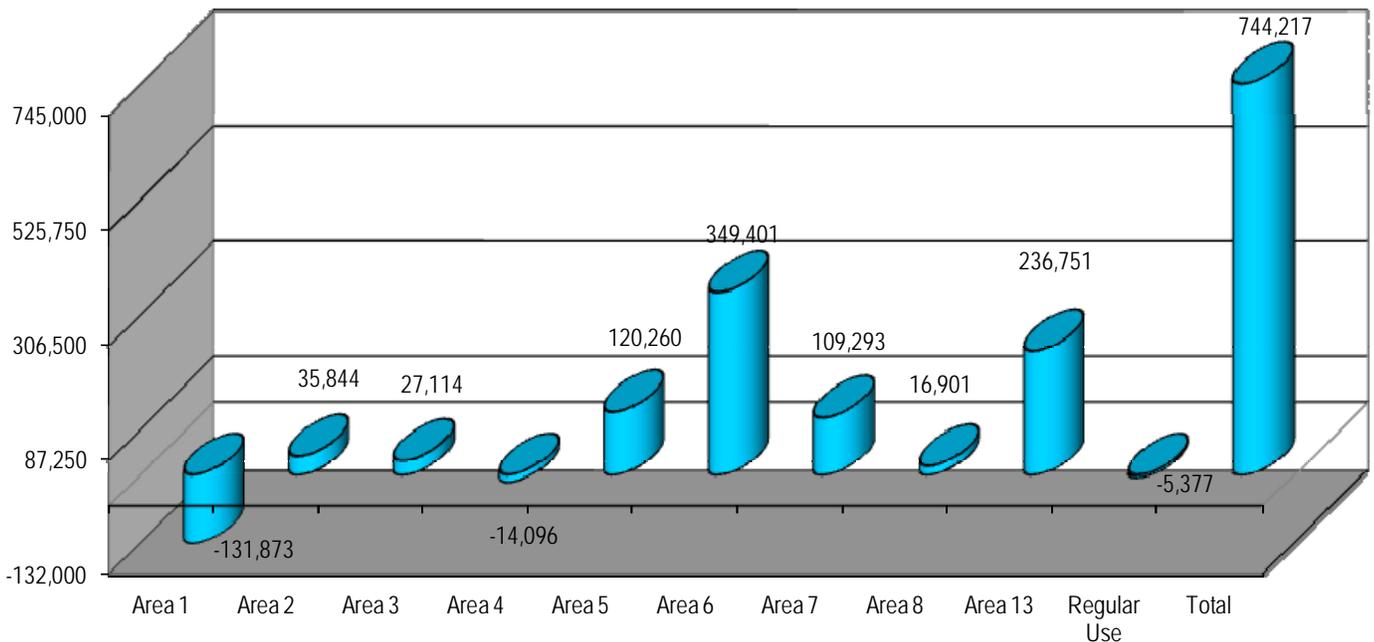
Outside City sales and use tax collections through December totaled \$7,474,276 equaling an increase of approximately \$109,293 from 2012 collections.

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



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

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



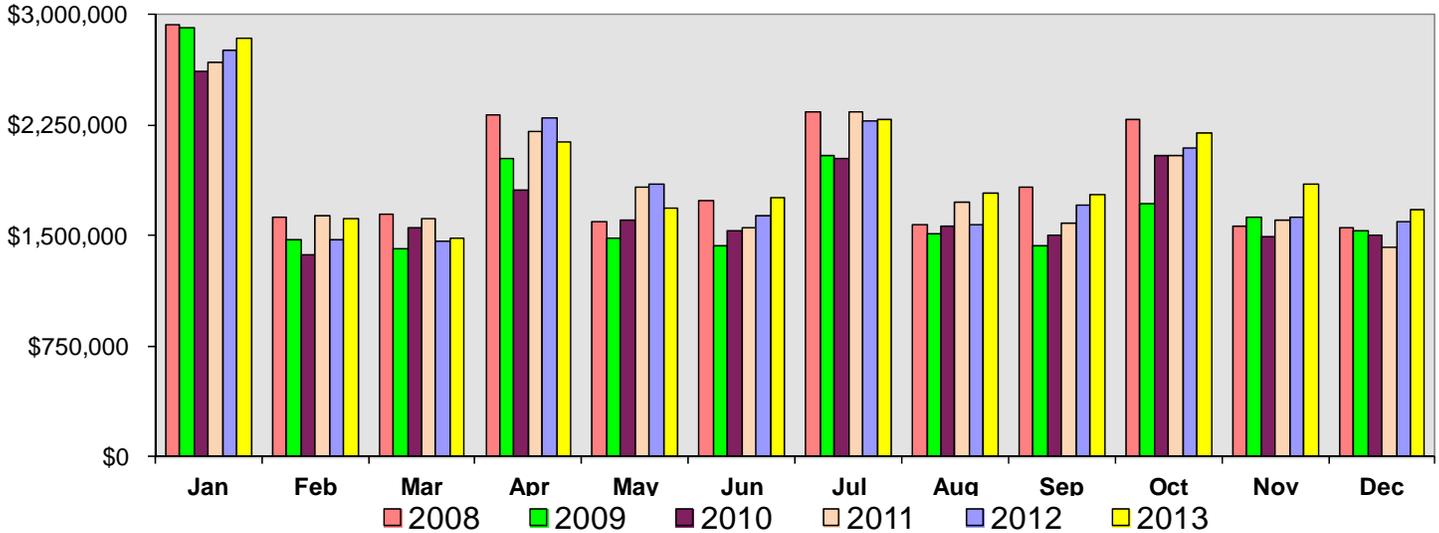
Please note that the geographic map of the sales tax areas was changed within the first quarter of 2012, and hopefully makes more sense. Some of the areas will look skewed until more comparable data is available in 2013. EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6.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

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

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

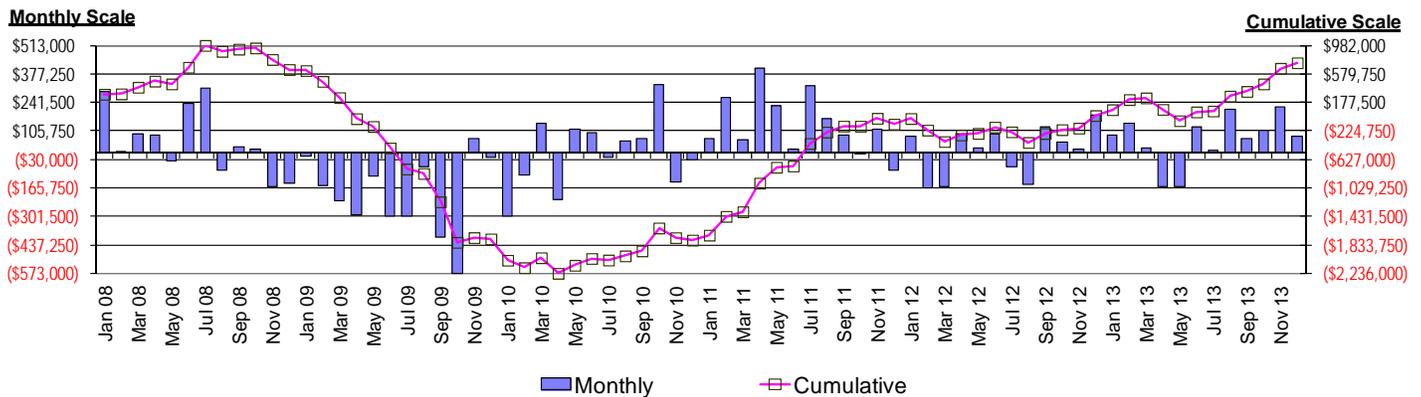
The bar graph below shows a comparison of monthly sales tax collections (cash basis) for 2008 through 2013.

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



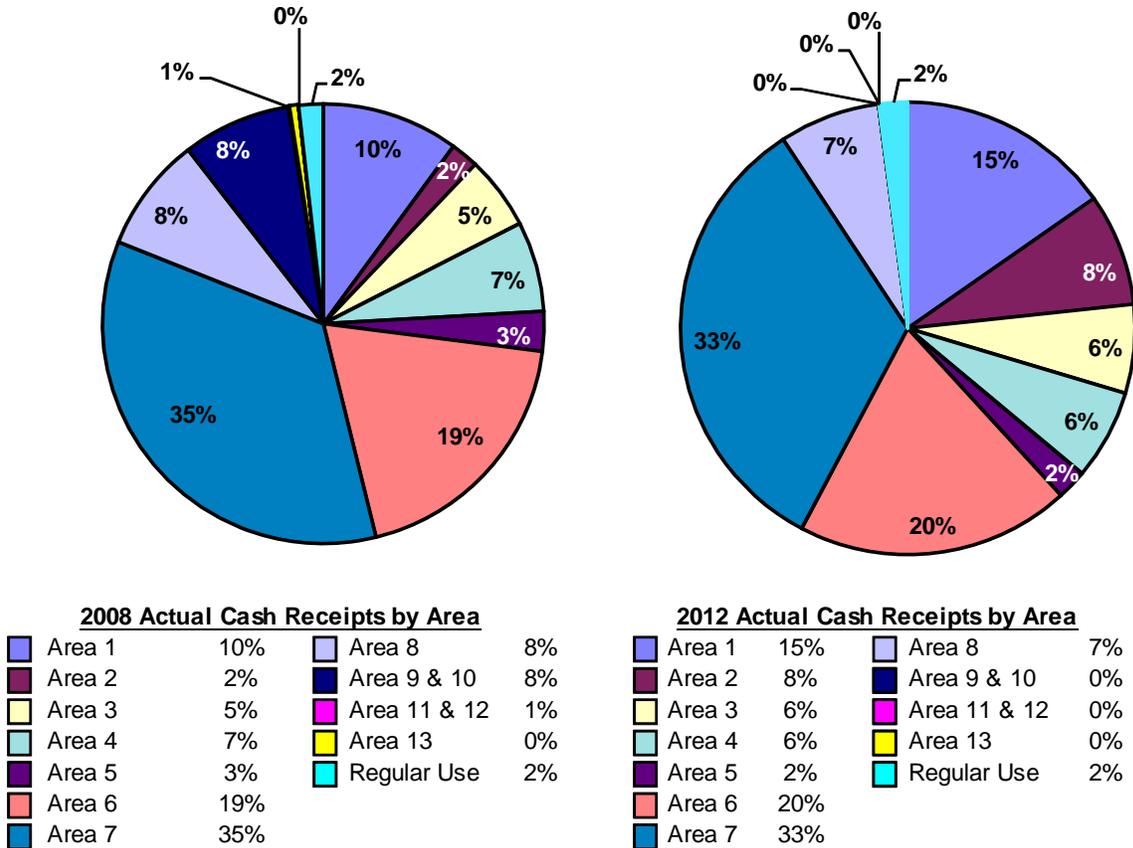
The next chart illustrates sales tax collections (cash basis) by month and cumulative for the years presented. For the period presented, the bar graph depicts the change in collections for a month as compared to the prior year, while the cumulative line graph is based on the beginning period monthly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

2008 - 2013 Monthly Change Sales and Use Tax Receipts



Sales tax collections are reported by various geographic areas as illustrated by the pie charts on the following page. These illustrate the changing collection patterns for 2008 and 2012.

Geographic Sales Tax Collection Areas



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

Area 1: This geographic area accounts for the sales tax collections from CityCenter Englewood. CityCenter Englewood had collections of \$3,282,641 year-to-date or 3.9 percent less than was collected during the same period last year.

Area 4: This geographic area’s collections are down one percent from last year.

Area 5: This area includes the new King Soopers. Collections which lagged for most of the year but rebounded with the reopening of King Soopers.

Area 6: This geographic area is up eight percent from last year.

Area 7: This geographic area records the outside city sales tax collections (Outside City). Outside City has been the geographic area responsible for much of the sales tax growth (and decline) in past years. Outside City collections have increased 1.5 percent from the same period last year. The chart below illustrates this area’s contribution to total sales and use taxes (cash basis) as well as total revenues since 2009 for collections through the month of December. The importance of Outside City has declined as a percentage of sales and use tax collections but it continues to remain an important impact on the City’s General Fund as illustrated by the following:

	2009	2010	2011	2012	2013
Total Sales and Use Taxes	20,591,187	20,575,238	22,211,917	22,330,166	23,074,383
Outside City Collections	6,435,979	6,291,222	7,849,730	7,364,983	7,474,276
Percentage of Total	31.3%	30.6%	35.3%	33.0%	32.4%
Total General Fund Revenues	36,466,889	36,714,454	38,306,575	39,889,799	40,035,211
Outside City Collections	6,435,979	6,291,222	7,849,730	7,364,983	7,474,276
Percentage of Revenues	17.6%	17.1%	20.5%	18.5%	18.7%

The City records the proceeds of some returns from Outside City into an unearned revenue (liability) account. The criteria staff uses to decide if proceeds should be placed in the unearned account is if a reasonable probability exists for another municipality to claim the revenue. This account currently has a balance of \$1,150,000 to cover intercity claims. The City paid \$32,152 in refunds including intercity sales/use tax claims through December 2013 compared to \$244,919 through December 2012. At this time *potential* refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed.

Area 8: This geographic area consists of collections from public utilities. Collections through December were about one percent more than last year. Weather conditions, energy usage conservation, and rising energy prices play an important role in revenue collections. Collections could increase or decrease if the remainder of the year is significantly hotter/colder than normal.

Area 13: This geographic area encompasses the Kent Place Development. Collections through December were \$237,575. Since this is the first year the area has collected taxes there is collection history to compare to.

Other Sales Tax Related Information

Finance and Administrative Services Department collected \$116,635 in sales and use tax audit revenues and general collections of balances on account through the month of December 2013, this compares to \$195,807 collected in 2012 and \$202,306 collected in 2011.

Of the 59 sales tax accounts reviewed in the various geographic areas, 36 (61 percent) showed improved collections and 23 (39 percent) showed reduced collections this year compared to the same period last year.

The Department issued 376 new sales tax licenses through December 2013; 421 and 467 were issued through December 2012 and 2011 respectively.

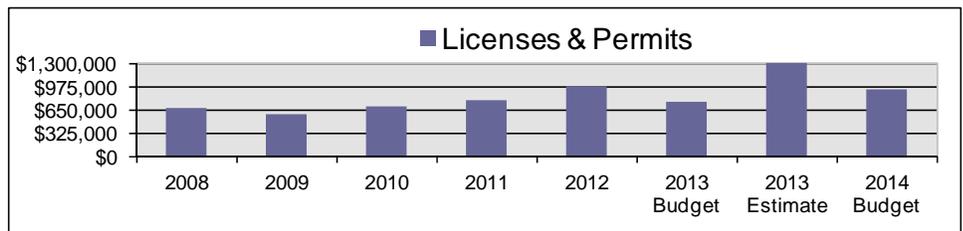
City records indicate that year-to-date 193 businesses closed (108 were outside the physical limits of Englewood) and 376 opened (233 of them were outside the physical limits of Englewood).

General Fund - Other Revenue

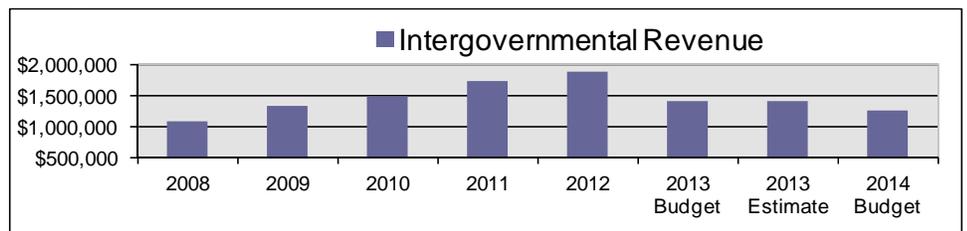
Other revenues (including McLellan rent) accounted for \$11,277,171 or 26.9 percent of the total revenues for 2012. The City budgeted \$10,325,270 for 2013.

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

Licenses and Permits: This revenue category includes fees from business and building licenses and permits. This revenue source generated \$983,359 during 2012 or 2.5 percent of total revenue and 9.2 percent of total other revenue. This revenue source totaled \$671,609 in 2008 and increased to \$983,359 in 2012, a 46.4 percent increase. The City budgeted \$767,153 for 2013 and year-to-date collected \$1,446,578 or \$463,219 (47.1 percent) more than the \$983,219 collected through December 2012. The estimate for the year is \$1,446,578.

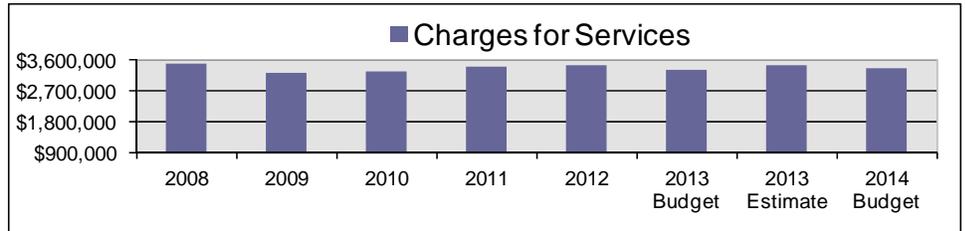


Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,387,598 for 2013. This revenue source totaled \$1,079,285 in 2008 and the City collected \$1,865,722 in 2012, a 72.8 percent increase. The City collected \$1,327,767 through December 2013 this is \$537,955 (28.8 percent) less than the \$1,865,722 collected in the same period in 2012. The estimate for the year is \$1,327,767.



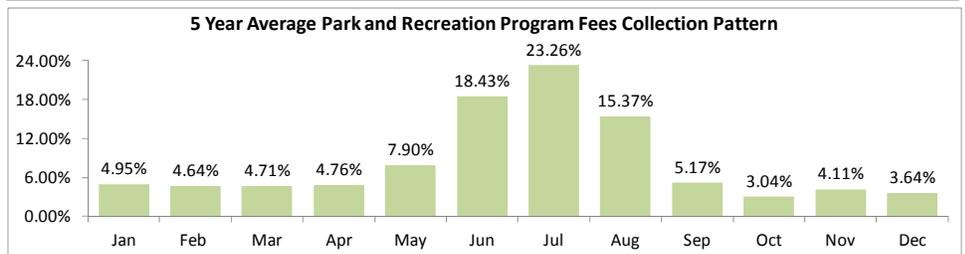
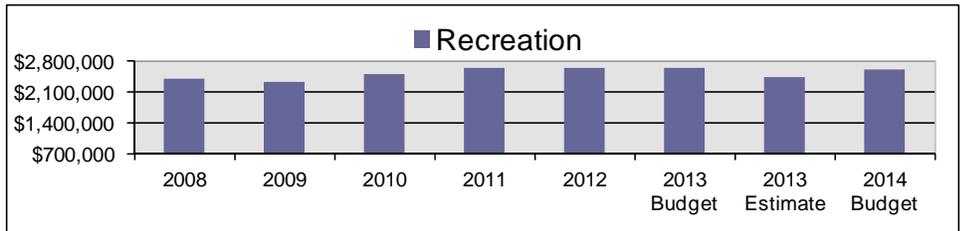
Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,277,773 for 2013.

This revenue source totaled \$3,476,583 in 2008 and decreased to \$3,441,525 in 2012, a one percent decrease. Total collected year-to-date was \$3,354,417 or \$87,108 (2.5 percent) less than the \$3,441,525 collected year-to-date in 2012. The estimate for the year is \$3,354,417.

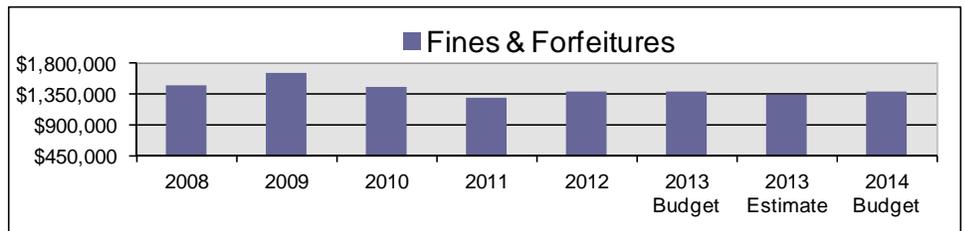


Recreation: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department. This revenue source is budgeted at

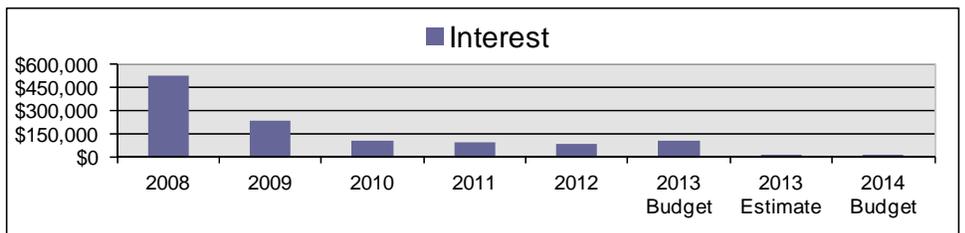
\$2,629,173 for 2013. This revenue source totaled \$2,364,758 in 2008 and increased to \$2,615,642 in 2012, a 10.6 percent increase. Total collections through December 2013 were \$2,420,443 compared to \$2,615,642 collected in 2012. The estimate for the year is \$2,420,443.



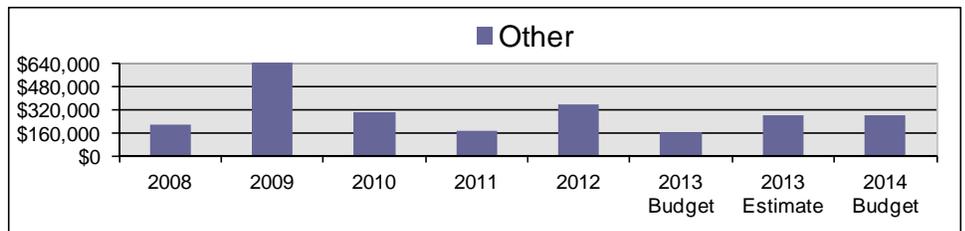
Fines and Forfeitures: This revenue source includes court, library, and other fines. The 2013 budget for this source is \$1,368,450. This revenue source totaled \$1,461,100 in 2008 and decreased to \$1,381,453 in 2012, a 5.4 percent decrease. Total collected year-to-date was \$1,317,707 or \$63,746 (4.6 percent) less than the \$1,381,453 collected in the same time period last year. The estimate for the year is \$1,317,707.



Interest: This is the amount earned on the City's cash investments. The 2013 budget for this source is \$100,000. This revenue source totaled \$520,325 in 2008 and decreased to \$84,045 in 2012, an 83.8 percent decrease. The City had an *unrealized* loss of \$10,410 through December 2013; while the City earned \$84,045 through December 2012 due to rising interest rates reducing the value of the portfolio. The estimate for the year is an unrealized loss of \$10,410.



Other: This source includes all revenues that do not fit in another revenue category. The 2013 budget for this source is \$156,294. This revenue source totaled \$215,823 in 2008 and increased to \$354,130 in 2012, a 67 percent increase. Total collected year-to-date is \$284,051 (19.8 percent) less than the \$354,130 collected last year during the same period. The estimate for the year is \$284,051.



Economic Incentives

The City of Englewood uses economic incentives to attract and maintain businesses. Businesses are the City’s lifeblood, not only do they generate sales and property taxes but they provide employment and shopping opportunities for citizens.

Englewood Economic Development Incentives Granted

Business	Public Use of Incentive Funds
King Soopers (Federal and Belleview)	Storm sewer replacement, water line improvements, access modifications and electrical line undergrounding.
Oxford LCP	Construct sidewalk enhancements in the public right of way.
Flood Middle School	Relocate City Ditch and sanitary sewer line, upgrade water line and underground electrical lines.
Restaurant at Englewood Market Place	Landscaping, maintenance and ADA ramp.
Cadence dba Broadbell LLC for Sprouts	
Farmers Market	Intersection and signalized intersection.

General Fund - Expenditures

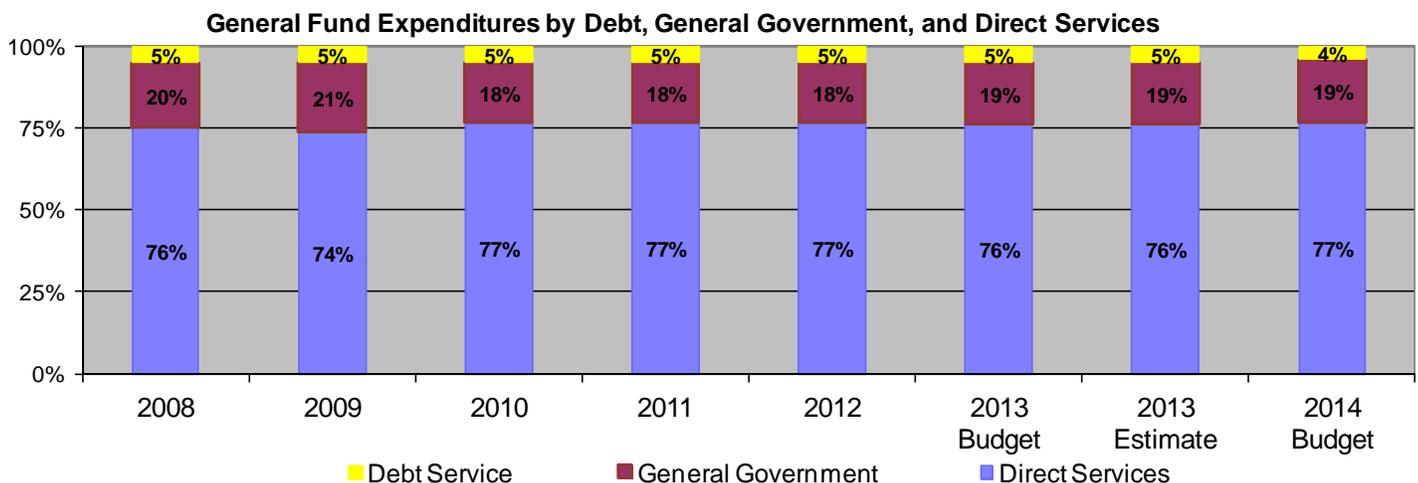
In 2006 the City adopted an outcome based budgeting philosophy. City Council and Staff outlined five outcomes to reflect, more appropriately, the desired result of the services delivered to the citizens of Englewood. The five outcomes identified are intended to depict Englewood as:

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

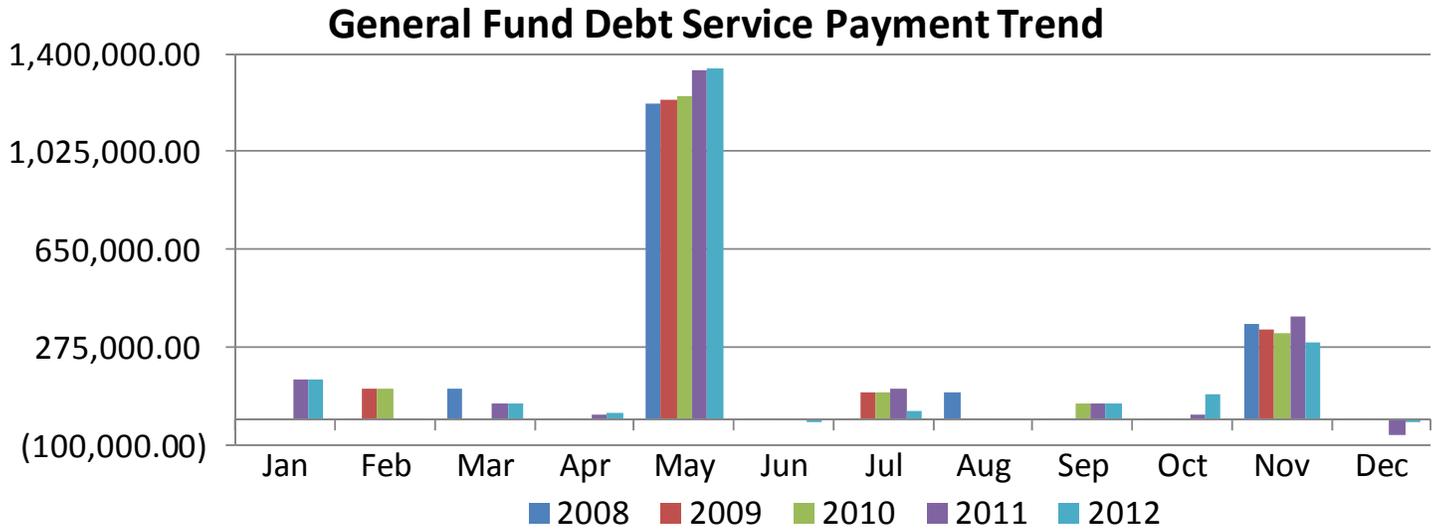
Outcome based budgeting is an additional tool the City Council and staff use to better develop ways to serve our citizens. This type of budgeting is refined and reviewed on an on-going basis to help us better focus our resources in meeting the objectives of our citizens.

The City budgeted total expenditures at \$41,110,026 for 2013, this compares to \$40,265,587 and \$39,496,268 expended in 2012 and 2011 respectively. Budgeted expenditures for 2013 general government (City Manager, Human Resources, etc.) totals \$7,636,290 or 18.6 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$31,411,162 or 76.4 percent of the total. Debt service (fixed costs) payments are \$2,062,574 or five percent of the total. Total expenditures through December were \$39,752,152 compared to \$40,265,587 in 2012 and \$39,496,268 in 2011. The expenditure estimate for the year is \$40,067,156.

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



Based on the past five years, the following graph depicts the debt service payments cash outflow. Debt service payments are typically made May and November of each year.



The schedule on the next page provides the expenditure for each of the General Fund departments for the years 2008 through 2014 Budget.

Expenditure	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Estimate	2014 Budget
General Government								
Legislation	350,254	346,044	309,870	298,731	316,043	330,436	280,000	354,570
City Manager	674,322	674,170	659,882	639,184	658,047	679,653	672,000	703,758
City Attorney	698,563	678,038	702,228	706,841	712,036	783,147	750,000	818,514
Municipal Court	915,303	914,494	901,469	848,775	886,249	962,993	925,000	1,026,895
Human Resources	579,136	456,275	419,422	430,792	469,343	481,392	410,000	468,826
Finance & Administrative Services	1,626,571	1,575,923	1,445,581	1,446,313	1,464,305	1,583,684	1,520,000	1,625,150
Information Technology	1,280,156	1,360,237	1,280,660	1,332,766	1,373,943	1,340,211	1,330,000	1,378,942
Community Development	1,464,725	1,366,437	1,301,473	1,359,264	1,262,451	1,324,774	1,125,000	1,235,802
Contingencies	59,759	160,578	48,138	152,423	143,810	150,000	90,000	200,000
Contribution to Component Unit(s)	-	800,000	-	-	-	-	-	-
General Government Subtotal	7,648,789	8,332,196	7,068,723	7,215,089	7,286,227	7,636,290	7,102,000	7,812,457
Direct Services								
Public Works	5,189,173	5,152,891	5,137,364	5,259,875	5,202,903	5,308,257	5,130,000	5,504,669
Police	9,974,925	10,183,890	10,312,633	10,395,239	10,788,935	11,250,771	11,200,000	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	1,261,112	1,275,554	1,284,083	1,145,613	1,180,771	1,251,293	1,170,000	1,250,536
Parks and Recreation	5,916,449	5,727,968	5,811,809	5,717,147	5,649,246	5,711,776	5,450,000	5,804,158
Direct Services Subtotal	29,557,103	29,660,571	29,971,792	30,184,716	30,922,409	31,411,162	30,902,582	32,305,442
Debt Service								
Debt Service-Civiccenter	1,575,850	1,571,752	1,570,705	1,658,857	1,570,921	1,573,000	1,573,000	1,573,000
Debt Service-Other	233,456	233,456	290,122	437,606	486,030	489,574	489,574	435,820
Debt Service Subtotal	1,809,306	1,805,208	1,860,827	2,096,463	2,056,951	2,062,574	2,062,574	2,008,820
Total Expenditure	39,015,198	39,797,975	38,901,342	39,496,268	40,265,587	41,110,026	40,067,156	42,126,719
% Expenditure Change	2.35%	2.01%	-2.25%	1.53%	1.95%	2.10%	-2.54%	5.14%
Other Financing Uses								
Transfers Out	408,915	177,011	750,000	301,246	1,339,330	0	0	0
Total Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	0	0	0
Total Uses of Funds	39,424,113	39,974,986	39,651,342	39,797,514	41,604,917	41,110,026	40,067,156	42,126,719
% Uses of Funds Change	1.92%	1.40%	-0.81%	0.37%	4.54%	-1.19%	-2.54%	5.14%

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

	2008	2009	2010	2011	2012	2013 Budget	2013 Estimate	2014 Budget
Population*	30,943	30,761	30,354	30,720	31,138	31,138	31,138	31,138
General Fund								
General Government Services	\$ 247	\$ 271	\$ 233	\$ 235	\$ 232	\$ 248	\$ 231	\$ 245
Direct Services	\$ 955	\$ 964	\$ 987	\$ 983	\$ 969	\$ 1,001	\$ 985	\$ 1,009
Public Works	\$ 168	\$ 168	\$ 169	\$ 171	\$ 169	\$ 175	\$ 162	\$ 170
Police	\$ 322	\$ 331	\$ 340	\$ 338	\$ 334	\$ 351	\$ 346	\$ 361
Fire	\$ 233	\$ 238	\$ 245	\$ 250	\$ 246	\$ 248	\$ 259	\$ 253
Library	\$ 41	\$ 41	\$ 42	\$ 37	\$ 37	\$ 40	\$ 38	\$ 40
Parks & Recreation	\$ 191	\$ 186	\$ 191	\$ 186	\$ 184	\$ 187	\$ 181	\$ 183
Debt Service	\$ 58	\$ 59	\$ 61	\$ 68	\$ 67	\$ 66	\$ 66	\$ 66
Total Expenditure Per Capita	\$ 1,261	\$ 1,294	\$ 1,282	\$ 1,286	\$ 1,268	\$ 1,315	\$ 1,283	\$ 1,320
Debt Service Fund								
General Obligation Debt Per Capita	\$ 36	\$ 36	\$ 36	\$ 31	\$ 31	\$ 31	\$ 31	\$ 36

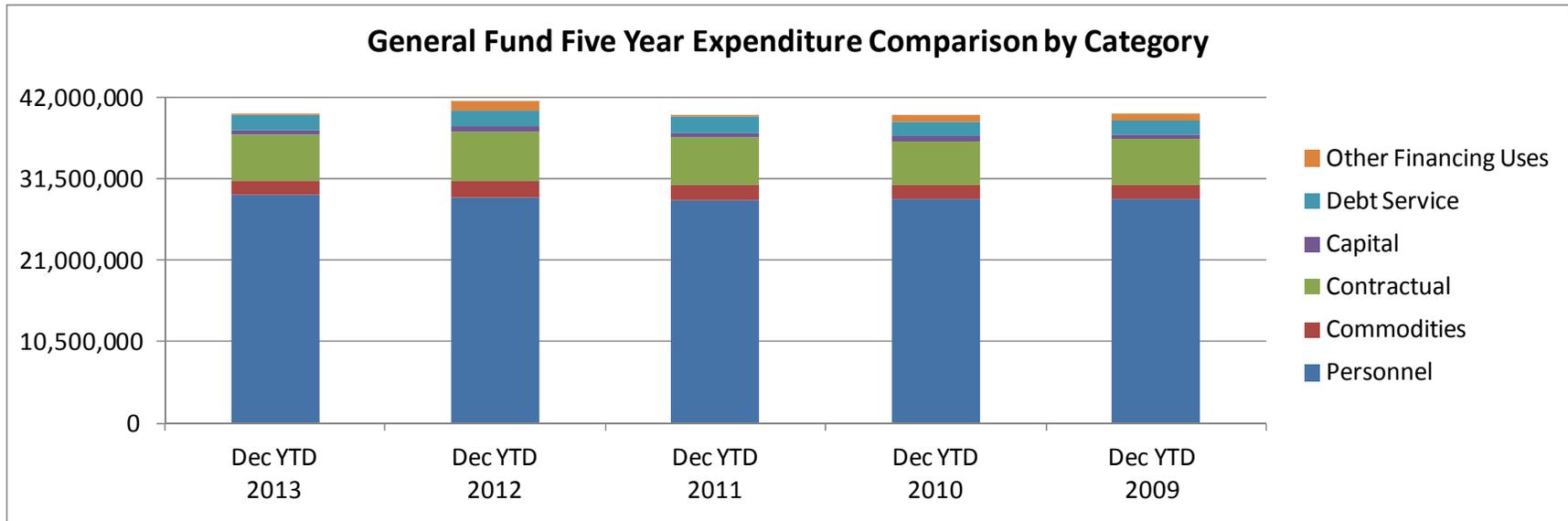
* Source: Colorado Department of Local Affairs Municipal Population Estimates By County

City of Englewood, Colorado

General Fund - Five Year Expenditure Comparison by Category

	Dec YTD 2013	YTD % Change	% of Total	Dec YTD 2012	YTD % Change	% of Total	Dec YTD 2011	YTD % Change	% of Total	Dec YTD 2010	YTD % Change	% of Total	Dec YTD 2009	% of Total
Personnel services														
Salaries and wages	21,938,646	-0.380%	53.366%	22,021,343	0.890%	54.202%	21,828,001	-1.770%	54.848%	22,221,991	-0.210%	56.043%	22,269,210	55.708%
Overtime	704,582	5.460%	1.714%	668,089	12.000%	1.644%	596,530	14.130%	1.499%	522,692	0.420%	1.318%	520,516	1.302%
Benefits	6,756,483	5.650%	16.435%	6,395,267	1.320%	15.741%	6,312,152	1.310%	15.861%	6,230,691	2.610%	15.714%	6,072,244	15.190%
Personnel services total	29,399,711	1.080%	71.515%	29,084,700	1.210%	71.587%	28,736,683	-0.820%	72.207%	28,975,374	0.390%	73.075%	28,861,970	72.200%
Commodities total	1,901,746	-8.300%	4.626%	2,073,929	6.440%	5.105%	1,948,413	13.290%	4.896%	1,719,791	-4.390%	4.337%	1,798,680	4.500%
Contractual services total	5,871,048	-7.520%	14.281%	6,348,526	4.360%	15.626%	6,083,111	6.970%	15.285%	5,686,570	-3.720%	14.341%	5,906,266	14.775%
Capital total	577,217	-18.230%	1.404%	705,907	11.180%	1.737%	634,918	-4.200%	1.595%	662,743	5.160%	1.671%	630,251	1.577%
Total Expenditures	37,749,722	-1.210%	91.826%	38,213,062	2.170%	94.055%	37,403,126	0.970%	93.984%	37,044,478	-0.410%	93.426%	37,197,168	93.051%
Debt service total	2,002,430	-2.440%	4.871%	2,052,526	-1.940%	5.052%	2,093,142	12.720%	5.259%	1,856,878	3.110%	4.683%	1,800,808	4.505%
Other financing uses total	73,006	0.000%	0.178%	1,339,329	0.000%	3.297%	301,246	0.000%	0.757%	750,000	0.000%	1.891%	977,011	1.891%
Total Uses of Funds	39,825,157	0.000%	96.875%	41,604,917	0.000%	102.403%	39,797,514	0.000%	100.000%	39,651,356	0.000%	100.000%	39,974,987	100.000%
Annual Total	41,110,026	1.185%		40,628,519	2.088%		39,797,514	0.369%		39,651,356	-0.810%		39,974,987	
YTD % of Annual Total	96.875%			102.403%			100.000%			100.000%			100.000%	

15



General Fund - Transfers

The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, and Internal Service Funds in order to buffer temporary gaps in revenue and expenditure amounts. In 2013 the General Fund is not in the position to provide funding to the Capital Projects Funds but has received the following net transfers:

Source of Funds	2013 Budget Amount	2013 YTD Net Amount	2012 Net Annual Amount
Special Revenue Funds			
Neighborhood Stabilization Program Fund	\$ -	\$ (73,006)	\$ 202,396
Capital Project Funds			
Public Improvement Fund (PIF)	989,574	989,574	201,517
Internal Service Funds			
Central Services Fund	50,000	50,000	-
Servicenter Fund	100,000	100,000	100,000
Risk Management Fund	-	-	205,000
Employee Benefits Fund	-	-	(80,000)
Net Transfers In (Out) Total	\$ 1,139,574	\$ 1,066,568	628,913

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

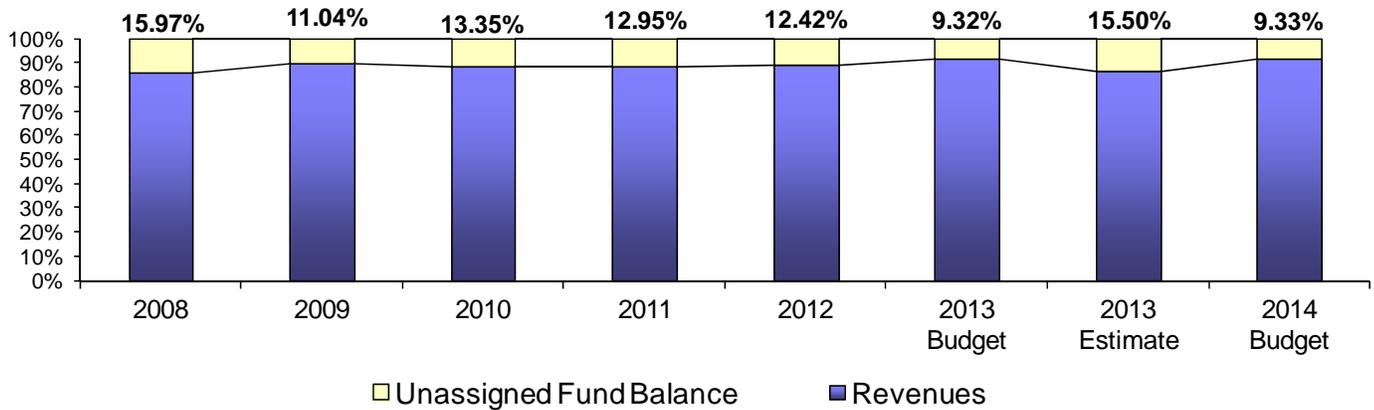
General Fund - Fund Balance

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

Long Term Asset Reserve (LTAR) At the 2008 Budget workshop, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious and strategic manner. The funds restricted in this account are to be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The balance at the end of December 2013 is \$2,619,375.

COPS Grant Reserve There was \$298,512 originally reserved to pay the City's required portion of the COPS Grant. The funds originated in the LTAR. This year, an estimated \$219,759 will be drawn down and the remaining \$78,753 will be drawn down in 2014. The COPS Grant has funded the Impact Team which is included in the 2014 Budget.

Unassigned Fund Balance As A Percentage of Revenue



The City's General Fund ended 2012 with total reserves of \$9,070,810, and an unassigned fund balance of \$4,952,923 or 12.42 percent of revenues or 12.3 percent of expenditures. The budgeted total reserves for 2013 are \$7,706,035 with an unassigned fund balance of \$3,638,148 or 9.2 percent of budgeted revenues or 8.9 percent of budgeted expenditures. Estimated total reserves for 2013 are \$10,105,433 with an unassigned fund balance of \$6,207,305 or 15.5 percent of estimated revenues or 15.5 percent of projected expenditures. The \$6,280,311 would allow the City to operate for approximately 56.5 days (using average daily estimated expenditures) if all other revenues and financing sources ceased. In these times of economic uncertainty, it is more important than ever to maintain reserves to help the City make up for revenue shortfalls and unexpected expenditure increases given that the one-time transfers made to the General Fund to help maintain reserves are no longer available.

PUBLIC IMPROVEMENT FUND OVERVIEW

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

Provided for your information is a table on the next page that illustrates the PIF Year-To-Date (YTD) revenues and expenditures for the years 2011 through 2013. The dollar and percentage change between each year is also provided. The Estimated Ending Fund Balance is included in order to account for the remaining PIF appropriation in addition to the remaining annual revenue anticipated for the fund.

Public Improvement Fund (PIF)	2013	2013 vs 2012 Increase (Decrease)		2012	2012 vs 2011 Increase (Decrease)		2011
YTD Revenues	\$ 3,675,126	\$ 929,574	33.86%	\$ 2,745,552	\$ 832,931	43.55%	\$ 1,912,621
YTD Expenditures	3,240,636	\$ 452,592	16.23%	2,788,044	\$ (1,003,439)	(26.47%)	3,791,483
Net Revenues (Expenditures)	\$ 434,490	\$ 476,982		\$ (42,492)	\$ 1,836,370		\$ (1,878,862)
Beginning PIF Fund Balance	\$ 1,320,371			\$ 934,251			\$ 2,686,457
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 1,754,861			\$ 891,759			\$ 807,595
Plus: Remaining Annual Revenue	-			174,007			33,620
Less: Remaining Annual Appropriation	(776,375)			(569,544)			(603,481)
Estimated Ending Fund Balance	\$ 978,486			\$ 496,222			\$ 237,734
Unappropriated Fund Balance as of December 31,				\$ 540,125			\$ 274,179

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

	2013 Estimate	2013 Adopted Budget	2013 YTD Actual	2013 Vs 2012		2012 YTD Actual	2012 Vs 2011		2011 YTD Actual
				Amount	%		Amount	%	
Vehicle Use Tax	\$ 1,300,000	\$ 1,200,000	\$ 1,408,029	\$ 113,979	9%	\$ 1,294,050	\$ 263,274	26%	\$ 1,030,776
Building Use Tax	\$ 1,804,475	\$ 1,804,475	\$ 1,860,250	\$ 1,046,424	129%	\$ 813,826	\$ 208,742	34%	\$ 605,085
Arapahoe County Road and Bridge Tax	\$ 198,528	\$ 197,000	\$ 198,528	\$ (3,446)	-2%	\$ 201,973	\$ 7,907	4%	\$ 194,067

Vehicle Use Tax is based on the valuation of new vehicles purchased by City of Englewood residents. This tax is collected and remitted by Arapahoe County at the time the vehicle is registered. **Building Use Tax** is based on the valuation of building permits issued by the City of Englewood. These revenue sources are monitored periodically to determine the revision of the 2013 Estimate. **Arapahoe County Road and Bridge Tax** is restricted to the construction and maintenance of streets and bridges. This tax is based on a mill levy established by Arapahoe County multiplied by the City's assessed valuation multiplied by 50%.

2013 Year-To-Date City Funds At-A-Glance

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

	Beginning Balance	Revenue	Expenditure	Other Sources (Uses)	Restricted/ Committed Balance	Estimated Ending Balance
Governmental Fund Types (Fund Balance)						
General Fund	9,070,810	39,556,152	39,752,151	1,251,870	3,919,375	6,207,305
Special Revenue Funds						
Conservation Trust	1,229,649	328,118	31,698	(1,414,393)	-	111,676
Open Space	1,519,439	150,162	386,175	(1,096,336)	-	187,090
Neighborhood Stabilization Program	448,903	892,122	864,257	(476,768)	-	-
Donors	446,272	305,962	218,788	-	-	533,446
Community Development	-	285,605	284,047	(1,558)	-	-
Malley Center Trust	268,974	2,113	15,000	-	-	256,088
Parks & Recreation Trust	454,647	12,572	10,808	-	-	456,411
Debt Service Fund						
General Obligation Bond	55,625	946,791	955,577	-	-	46,839
Capital Projects Funds						
PIF	1,320,371	3,669,505	1,440,640	(2,570,750)	-	978,486
MYCP	865,986	(2,115)	682,490	(110,983)	-	70,398
Proprietary Fund Types (Funds Available Balance)						
Enterprise Funds						
Water	14,302,488	7,925,780	11,299,079	-	-	10,929,189
Sewer	4,030,164	15,224,041	14,678,230	-	1,000,000	3,575,974
Stormwater Drainage	1,059,080	334,012	262,036	-	102,500	1,028,556
Golf Course	928,210	1,951,143	1,908,539	13,419	215,773	768,460
Concrete Utility	352,983	860,800	862,439	-	-	351,345
Housing Rehabilitation	442,167	183,065	202,867	549,774	-	972,139
Internal Service Funds						
Central Services	184,905	352,518	351,389	(50,000)	-	136,034
ServiCenter	1,217,858	2,468,686	2,061,649	(200,000)	-	1,424,895
CERF	1,568,208	843,851	896,921	100,000	-	1,615,138
Employee Benefits	3,152	5,503,159	5,479,638	-	-	26,673
Risk Management	3,735	1,219,442	1,171,417	-	-	51,760

CLOSING

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

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

FUNDS GLOSSARY

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

FUNDS GLOSSARY

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

Central Services Fund – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City on a cost reimbursement basis.

Community Development Fund – Accounts for the **art** Shuttle Program which is funded in part by the Regional Transportation District (RTD). **art** provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.

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

Conservation Trust Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.

Debt Service Funds account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond and loan principal and interest from special assessment levies when the government is obligated in some manner for payment.

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

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

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

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

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

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

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

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

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

MOA – Museum of Outdoor Arts

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

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

FUNDS GLOSSARY

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

Open Space Fund – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on January 1, 2004 and expires on December 31, 2023.

Parks and Recreation Trust Fund – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.

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

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

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

ServiCenter Fund – Accounts for the financing of automotive repairs and services provided by the ServiCenter to other departments of the City, or to other governmental units, on a cost reimbursement basis.

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

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

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

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

General Fund Comparative Revenue, Expenditure & Fund Balance Report as of December 31, 2013

Percentage of Year Completed = 100%

<i>Fund Balance January 1</i>	\$ 8,626,388	\$ 9,070,810	\$ 9,070,810	\$ 8,817,685	\$ 8,817,685	\$ 8,494,679	\$ 8,494,679			
	2013				2012			2011		
	Budget	Dec-13	% Budget	YE Estimate	Dec-12	Dec-12	% YTD	Dec-11	Dec-11	% YTD
<i>Revenues</i>										
Property Tax	2,898,000	2,900,715	100.09%	2,900,715	2,874,816	2,874,816	100.00%	2,994,213	2,994,213	100.00%
Specific Ownership Tax	230,000	266,881	116.04%	266,881	243,293	243,293	100.00%	246,062	246,062	100.00%
Sales & Use Taxes	22,336,277	23,082,913	103.34%	23,082,913	22,363,618	22,363,618	100.00%	21,737,110	21,737,110	100.00%
Cigarette Tax	184,000	195,088	106.03%	195,088	189,618	189,618	100.00%	190,763	190,763	100.00%
Franchise Fees	3,067,552	2,863,496	93.35%	2,863,496	2,930,888	2,930,888	100.00%	2,631,393	2,631,393	100.00%
Hotel/Motel Tax	9,000	12,039	133.77%	12,039	10,395	10,395	100.00%	9,820	9,820	100.00%
Licenses & Permits	767,153	1,446,578	188.56%	1,446,578	983,359	983,359	100.00%	778,536	778,536	100.00%
Intergovernmental Revenue	1,387,598	1,327,767	95.69%	1,327,767	1,865,722	1,865,722	100.00%	1,724,807	1,724,807	100.00%
Charges for Services	3,277,773	3,354,417	102.34%	3,354,417	3,441,525	3,441,525	100.00%	3,384,318	3,384,318	100.00%
Recreation	2,629,173	2,420,443	92.06%	2,420,443	2,615,642	2,615,642	100.00%	2,635,221	2,635,221	100.00%
Fines & Forfeitures	1,368,450	1,317,707	96.29%	1,317,707	1,381,453	1,381,453	100.00%	1,284,758	1,284,758	100.00%
Interest	100,000	(10,410)	-10.41%	(10,410)	84,045	84,045	100.00%	91,034	91,034	100.00%
EMRF Rents	638,829	573,526	89.78%	573,526	551,295	551,295	100.00%	425,159	425,159	100.00%
Miscellaneous	156,294	284,051	181.74%	284,051	354,130	354,130	100.00%	173,381	173,381	100.00%
Total Revenues	39,050,099	40,035,211	102.52%	40,035,211	39,889,799	39,889,799	100.00%	38,306,575	38,306,575	100.00%
<i>Expenditures</i>										
Legislation	330,436	276,424	83.65%	280,000	316,043	316,043	100.00%	298,731	298,731	100.00%
City Attorney	783,147	710,679	90.75%	750,000	712,036	712,036	100.00%	706,841	706,841	100.00%
Court	962,993	914,047	94.92%	925,000	886,249	886,249	100.00%	848,775	848,775	100.00%
City Manager	679,653	669,891	98.56%	672,000	658,047	658,047	100.00%	639,184	639,184	100.00%
Human Resources	481,392	406,114	84.36%	410,000	469,343	469,343	100.00%	430,792	430,792	100.00%
Financial Services	1,583,684	1,510,751	95.39%	1,520,000	1,464,305	1,464,305	100.00%	1,446,313	1,446,313	100.00%
Information Technology	1,340,211	1,322,978	98.71%	1,330,000	1,373,943	1,373,943	100.00%	1,332,766	1,332,766	100.00%
Public Works	5,308,257	5,117,640	96.41%	5,130,000	5,202,903	5,202,903	100.00%	5,259,875	5,259,875	100.00%
Fire Department	7,889,065	7,918,076	100.37%	7,952,582	8,100,554	8,100,554	100.00%	7,666,842	7,666,842	100.00%
Police Department	11,250,771	11,130,967	98.94%	11,200,000	10,788,935	10,788,935	100.00%	10,395,239	10,395,239	100.00%
Community Development	1,324,774	1,105,156	83.42%	1,125,000	1,262,451	1,262,451	100.00%	1,359,264	1,359,264	100.00%
Library	1,251,293	1,161,211	92.80%	1,170,000	1,180,771	1,180,771	100.00%	1,145,613	1,145,613	100.00%
Recreation	5,711,776	5,416,068	94.82%	5,450,000	5,649,246	5,649,246	100.00%	5,717,147	5,717,147	100.00%
Debt Service	2,062,574	2,004,255	97.17%	2,062,574	2,056,951	2,056,951	100.00%	2,096,463	2,096,463	100.00%
Contingency	150,000	87,895	58.60%	90,000	143,810	143,810	100.00%	152,423	152,423	100.00%
Total Expenditures	41,110,026	39,752,152	96.70%	40,067,156	40,265,587	40,265,587	100.00%	39,496,268	39,496,268	100.00%
Excess revenues over (under) expenditures	(2,059,927)	283,059	-13.74%	(31,945)	(375,788)	(375,788)		(1,189,693)	(1,189,693)	
Net transfers in (out)	1,139,574	1,066,568	93.59%	1,066,568	628,913	628,913	100.00%	1,512,699	1,512,699	100.00%
Total Fund Balance	\$ 7,706,035	\$ 10,420,437	135.22%	\$ 10,105,433	\$ 9,070,810	\$ 9,070,810	100.00%	\$ 8,817,685	\$ 8,817,685	100.00%

Fund Balance Analysis

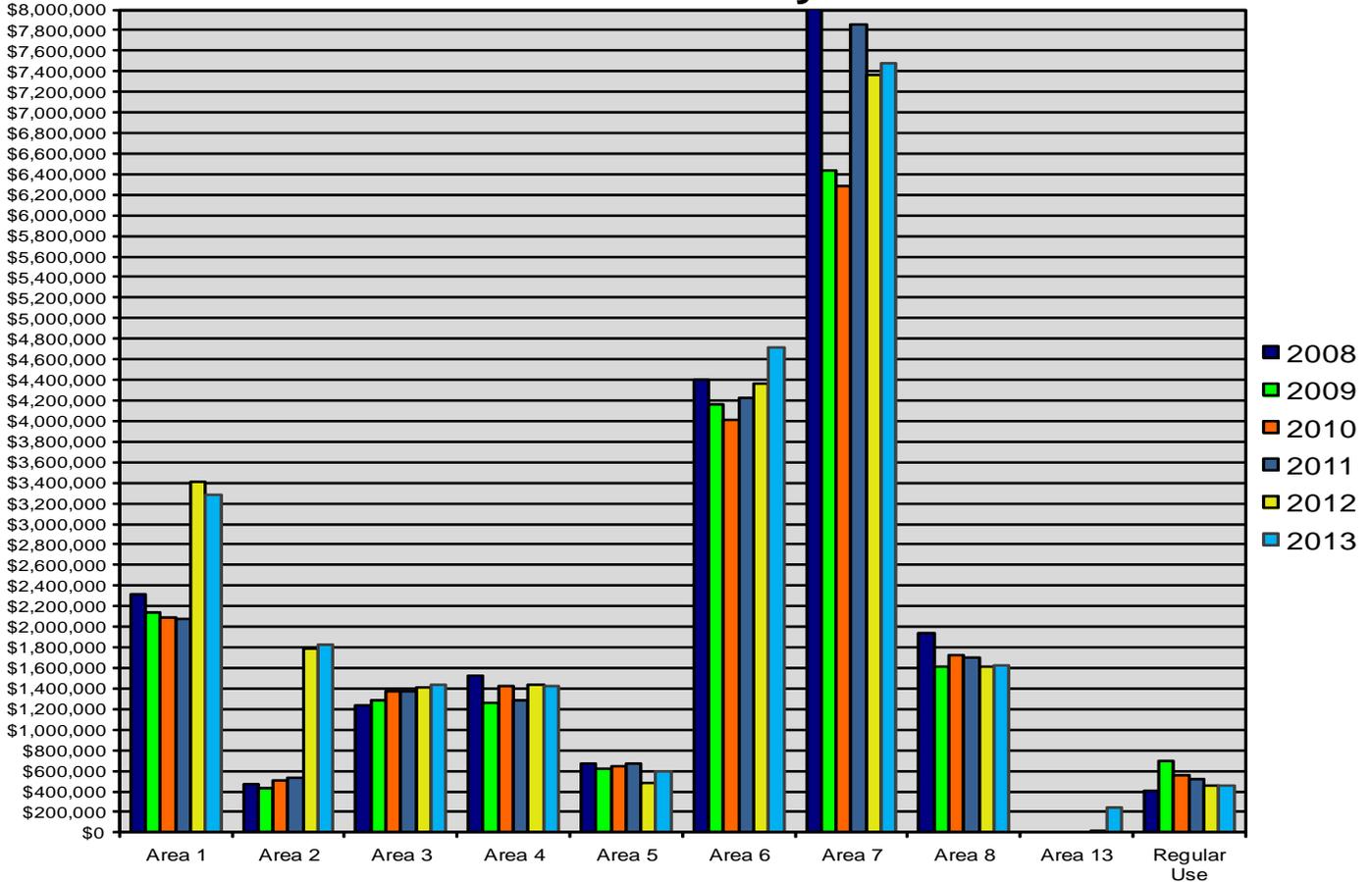
Total Fund Balance	\$ 7,706,035	\$ 10,420,437	\$ 10,105,433	\$ 9,070,810	\$ 8,817,685
Restricted Fund Balance					
-Emergencies (TABOR)	1,150,000	1,200,000	1,200,000	1,200,000	1,150,000
Committed Fund Balance					
-LTAR	2,619,375	2,619,375	2,619,375	2,619,375	2,406,649
-COPS Grant	298,512	78,753	78,753	298,512	298,512
Restricted/Committed	\$ 4,067,887	\$ 3,898,128	\$ 3,898,128	\$ 4,117,887	\$ 3,855,161
Estimated Unassigned Fund Balance	\$ 3,638,148	\$ 6,522,309	\$ 6,207,305	\$ 4,952,923	\$ 4,962,524
As a percentage of projected revenues	9.09%	16.29%	15.50%	12.42%	12.95%
As a percentage of projected expenditures	9.08%	16.28%	15.49%		
Target	3,905,010	-	5,857,515		

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

Cash Basis

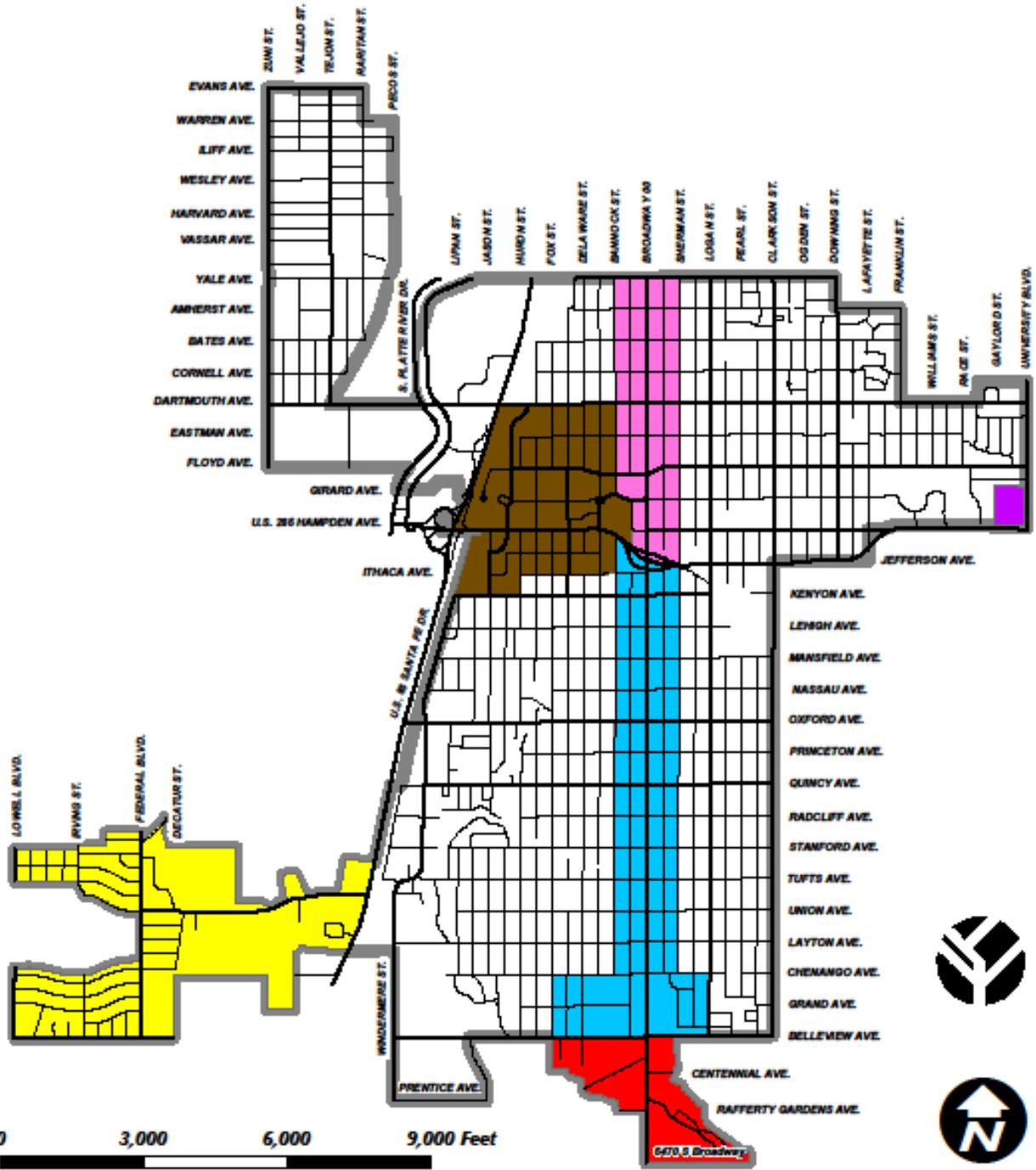
	2008	% Change	2009	% Change	2010	% Change	2011	% Change	2012	% Change	2013	% Change
Area 1	2,312,523	-2.50%	2,145,546	-9.54%	2,091,285	-9.57%	2,078,548	-0.61%	3,414,514	64.27%	3,282,641	-3.86%
Area 2	470,644	4.03%	437,761	-3.24%	503,914	7.07%	537,465	6.66%	1,788,419	232.75%	1,824,264	2.00%
Area 3	1,233,408	-2.19%	1,281,752	1.64%	1,374,807	11.46%	1,367,959	-0.50%	1,412,151	3.23%	1,439,265	1.92%
Area 4	1,522,308	-14.33%	1,265,788	-28.77%	1,421,743	-6.61%	1,283,335	-9.74%	1,437,818	12.04%	1,423,722	-0.98%
Area 5	668,902	-9.27%	617,516	-16.24%	640,137	-4.30%	670,239	4.70%	476,207	-28.95%	596,467	25.25%
Area 6	4,397,299	5.89%	4,166,112	0.33%	4,006,996	-8.88%	4,223,957	5.41%	4,367,469	3.40%	4,716,869	8.00%
Area 7	8,023,476	-1.16%	6,435,979	-20.71%	6,291,222	-21.59%	7,849,730	24.77%	7,364,983	-6.18%	7,474,276	1.48%
Area 8	1,937,347	13.23%	1,611,473	-5.82%	1,730,224	-10.69%	1,706,051	-1.40%	1,610,401	-5.61%	1,627,301	1.05%
Area 13							0	0.00%	824	0.00%	237,575	0.00%
Regular Use	412,599	44.30%	693,343	142.49%	554,507	34.39%	522,975	-5.69%	457,381	-12.54%	452,003	-1.18%
Subtotal	20,978,507	8.23%	18,655,269	-3.76%	18,614,835	-11.27%	20,240,259	8.73%	22,330,166	10.33%	23,074,383	3.33%
Area 9 and 10	1,850,827	34.98%	1,790,329	-3.27%	1,817,967	1.54%	1,825,002	0.39%	0	-100.00%	0	0.00%
Area 11 and 12	153,224	36.71%	145,589	-4.98%	142,436	-2.17%	146,656	2.96%	0	-100.00%	0	0.00%
Subtotal	2,004,051	35.11%	1,935,918	-3.40%	1,960,403	1.26%	1,971,658	0.57%	0	-100.00%	0	0.00%
Total	22,982,559	10.14%	20,591,187	-10.41%	20,575,238	-0.08%	22,211,917	7.95%	22,330,166	0.53%	23,074,383	3.33%
Refunds	518,888	109.45%	329,330	-36.53%	215,756	-34.49%	90,465	-58.07%	244,919	170.73%	38,421	-84.31%
Audit & Collections Revenue**	726,131	36.70%	482,693	-33.53%	376,960	-21.90%	202,306	-46.33%	195,807	-3.21%	120,744	-38.34%
**included Above												
Unearned Sales Tax	650,000	0.00%	600,000	-7.69%	600,000	0.00%	1,100,000	83.33%	1,150,000	4.55%	1,150,000	0.00%
Building Use	764,136	-61.16%	402,273	-47.36%	542,808	34.94%	605,085	11.47%	813,826	34.50%	1,860,250	128.58%
Vehicle Use	1,283,056	-10.58%	989,742	-22.86%	943,467	-4.68%	993,288	5.28%	1,279,315	28.80%	1,418,072	10.85%

December YTD Collections by Area 2008-2013



Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)	Area 5 - Federal and Belleview W of Santa Fe
Area 2 - S of Yale, north & south side of Jefferson Ave/US 285 between Bannock and Sherman	Area 6 - All other City locations
Area 3 - S of Jefferson Ave/US 285 between Bannock & Sherman and north side of Belleview between Logan & Delaware	Area 7 - Outside City limits
Area 4 - Broadway and Belleview (Between Fox and Sherman and south side of Belleview and to the Southern City Limits)	Area 8 - Public Utilities
	Area 13 - Hampden Avenue (US 285) and University Boulevard



City of Englewood, Colorado: Sales Tax Areas

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

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



M E M O R A N D U M

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

TO: Mayor Penn and Members of City Council
THROUGH: Gary Sears, City Manager
FROM: Alan White, Community Development Director
DATE: January 23, 2014
SUBJECT: Comprehensive Plan

The 2003 Englewood Comprehensive Plan (Roadmap Englewood) is a long range plan for the future physical development of the City. The Comprehensive Plan established goals and objectives and created a 20-30 year vision for Englewood. The Plan is not regulatory; rather, it is a policy document used to guide decisions dealing with land use, zoning, development, service and program provision, and infrastructure investment.

The current Comprehensive Plan established a general framework for the City's future embodied in the concepts of areas of change and areas of stability. These areas were not identified in the Plan, but were intended to be identified in a series of small area plans prepared after the Comp Plan. The South Broadway Corridor Plan, Downtown and Medical District Small Area Plan, and the Light Rail Corridor Plan are the small area plans that have been adopted by Council.

The vision of the Comprehensive Plan is supplemented by other plans that also have been adopted by Council: Parks and Recreation Master Plan, South Platte Open Space Plan, and Master Bicycle Plan. These various plans combined form the comprehensive vision of future Englewood.

The Comprehensive Plan vision is implemented through the following actions:

1. Modification of development regulations (UDC) to allow the type of development envisioned in the Plan.
2. Modification of the Zoning Map to zone areas of the community for the type of development envisioned in the Plan. (The Medical District rezoning is an example.)
3. Encouraging and approving private sector development proposals that are consistent with the goals and objectives of the Comp Plan, the development regulations, and Zoning Map.
4. Investing in public improvements that lead to private sector investment in development and construction.
5. Establishing programs and/or undertaking further study to address critical issues facing the community.

The City has accomplished a great deal on the “to-do lists” (objectives or recommendations) that are contained in the Comp Plan and various supplemental plans, including regulations, specific plans, general programs and public improvements related to Comp Plan objectives. However, much remains to be done, especially in the areas covered by #4 and #5 above, many of which can have a substantial impact on the City’s economic development efforts.

An analysis of the existing Comprehensive Plan reveals the following areas that need to be addressed. These would be areas of emphasis in any update process undertaken.

1. Data from the 2000 Census was included and is now out-of-date. Assembling these data in a separate document would have been a better approach. (The majority of the City Council Comp Plan subcommittee recommended revisions dealt with updating data.) What is important is not the inclusion of updated data, but what the data reveal as likely trends into the future. The trends have implications for land use, housing demand, service delivery, infrastructure needs and program development.
2. It is difficult to explain or understand the vision without a graphic representation of the major elements of the vision. For example, the following are not identified: areas of change and areas of stability, the geographic area that is “downtown”, preferred land use patterns, preferred locations of mixed use areas, or other visionary community elements that can be depicted on a map.
3. The Plan lacks sections dealing with creating a healthy, walkable and sustainable community. These topics are at the forefront in other communities in the region and nation. They are addressed to a minor degree in Roadmap Englewood, but not in a comprehensive manner. These topics are especially important given the aging of the City’s population and the changing demands the aging population will have on the City’s resources. These changing demands must be examined in light of scarce resources.
4. The Plan does not contain an implementation section which would typically establish short-term and long term actions to be undertaken to implement the plan. This is sometimes done in a follow-up document or strategic planning document where goals are prioritized and specific actions steps are identified to implement the goals.

An update to the Comp Plan, with a robust and inclusive public input process, is anticipated to take 18 to 24 months to complete at a significant cost. Other than adding elements addressing healthy community concerns and sustainability (which could be done at a later date as separate studies/plans), it is not likely that the long-term goals and objectives will change dramatically. The goals are broad, inclusive and provide a solid foundation for subsequent implementation actions. For example, Goal 1 of the Housing Section states: Promote a balanced mix of housing opportunities serving the needs of all current and future Englewood citizens. This goal and many others would likely be goals in every Comp Plan update in the future. As noted above, the recommended changes of the Council subcommittee mostly involved data updates, and not goals or objectives.

Council has approved a budget of \$150,000 for updating the Comp Plan over a two-year time frame. Rather than engage a consultant for 18 to 24 months at this cost, it could be more expeditious and effective to:

1. Collect and analyze updated Census and other data and determine impacts on land uses, housing, services, etc. (Assistance from a consultant would be requested.)
2. Review the goals and objectives with PZC and other Boards/Commissions in light of the changes in demographic data. (Staff could accomplish this.)
3. Develop a priority list of the most important goals/issues that Council feels need to be addressed in the short term. Following this, Council and staff would identify implementation actions, or actions steps, to include additional studies or plans, programs, public investments, and other needed actions. Essentially this task would result in an implementation plan for Roadmap Englewood.

The importance to the community in having a comprehensive plan is realized only when the community takes steps to connect the plan to the resources needed to implement the plan. In times of scarce resources, crafting strategies to facilitate investment and to enhance efficiency and effectiveness of government is critical. Commonly referred to as strategic planning, a strategic planning process could build off the existing Comprehensive Plan, but in contrast, would be a plan that focuses on a short range timeframe, critical issues, available resources, and strategies to address the critical issues or needs of the community.

A strategic planning process might serve to move the City forward more immediately by identifying and prioritizing important goals and issues identified in Roadmap Englewood; goals and issues that are not likely to change with an update to the Plan. Following the prioritization of goals and issues, action steps would be identified which would become work tasks to be completed by various departments, and would also form the basis for public improvement fund or capital project fund budget allocations. A strategic plan with clearly identified goals, tasks and outcomes might be a more focused approach to address pressing community needs and achieve the City's budget outcomes.



Memorandum

City Manager's Office

TO: Mayor Penn and Members of City Council
THROUGH: Gary Sears, City Manager
FROM: Michael Flaherty, Deputy City Manager
DATE: January 23, 2014
SUBJECT: 2014 Capital Project Supplemental Appropriations

During the initial capital budget preparation, the funding amount from the Public Improvement Fund (PIF) and Capital Project Fund (CPF) revenues was estimated at \$3.2 million. The preliminary 2014 funding for the combined Public Improvement Fund and Capital Projects fund was recommended at \$3,190,820, including \$435,820 for debt service transfers (lease purchase payments for previously acquired capital level equipment) and a \$400,000 General Fund transfer. For reference, I have attached a copy of the combined PIF/CPF 2014 approved capital project plan.

In the final budget approved by City Council, the unappropriated fund balance estimate was revised upwards to \$898,914. At that time, staff informed City Council that because the budgeted capital projects fund balance was relatively large and that several previously-deferred and other high-priority projects were not funded, that staff would identify additional projects for possible funding in 2014 and present that information to Council in January. The discussion of supplemental appropriations for capital projects is scheduled for the Council Study Session on January 27.

By way of background, with a few exceptions the City has funded capital projects on a "pay as you go" basis. The exceptions include Certificate of Participation Funding for the Civic Center and related improvements, the General Obligation Bond Parks and Recreation projects, and lease-purchasing of fire apparatus and technology systems. Since 2001, due to flat sales tax revenues, there have been no General Fund transfers to fund capital projects. The only source of capital funding has come from the Public Improvement Fund, comprised of Building and Auto use taxes, which have been flat as well. During this time, available capital funding has ranged from \$2-\$2.5 million annually, while annual capital maintenance costs of streets, buildings, and technology systems approached \$2 million, leaving little left for new projects or to address long-term needs. Supplemental capital appropriations in 2014 will begin to address some, but not all, of our current capital needs.

I have listed the possible capital projects for Council’s consideration below with comments and preliminary recommendations, subject to Council review and approval. Several of these projects have been deferred, some for several years, while others are new requests for 2014.

- **Building Systems replacement fund** **Request: \$300,000**
 This request would initiate a sinking fund for replacement of building systems (i.e. HVAC, boilers, roofing, plumbing, life/safety systems, flooring) for all City buildings. Public Works staff has identified \$1.8 million of building maintenance required over the next 5-7 years. Additionally, there are major system replacements that will require funding beyond the 5-7 year timeframe (i.e. Civic Center HVAC replacements 6 units at \$1 million each). Projects would be prioritized each year based on need. Emergency repairs could be accomplished as the need develops. One of the initial projects to be undertaken in 2014 would be the carpeting on the 3rd floor of Civic Center which has been in place since the building opened in 2000 and is in poor condition. Repairs are required at an increasing rate and cost. Carpeting on the first and second floors of the building has previously been replaced. The cost of the carpet replacement is estimated at \$136,000.
Recommendation (minimum) **\$136,000**
- **Dartmouth Avenue/Platte River bridge deck replacement** **Request: \$1,100,000**
 The decking of the Dartmouth/South Platte River bridge is deteriorating and is need of full replacement. A recent grant application was not successful. Public Works is exploring possible incremental replacement plans that, if feasible, may spread cost over time. Funding of \$750,000 for road and bridge rehabilitation was approved in the 2014 budget. However, Public Works had requested \$850,000 with the intent of using \$100,000 for a test repair section on the worst area of the Dartmouth Bridge (assuming full deck replacement funding is not available).
Recommendation **\$100,000**
- **Permit Tracking system upgrade-on line access** **Request: \$137,000**
 This project would allow for on-line access by City customers for permit application, plan submission, payments, and other related functions, and would provide for labor savings to the City. On-line permitting is a function for which City Council has historically indicated strong support.
Recommendation **\$137,000**
- **Fire Department (various) equipment replacement** **Request: \$397,000**
 The Fire Department submitted capital equipment requests in excess of \$500,000 for 2014 funding, with funding approved for projects totalling \$106,000. The remaining unfunded equipment includes technology equipment, emergency medical equipment, and station furniture. The highest priorities among projects not funded relate to the dispatch interface for the fire department. The station alert systems need to be replaced

at all three fire stations at an approximate total cost of \$150,000. We also need to equip our fire apparatus with mobile data terminals (MDTs) similar to the police vehicles at an approximate total cost of \$40,000. Unfortunately, the Arapahoe County E-911 Telephone Authority Board has not historically funded such items.

The next highest priorities relate to various medical equipment items with an approximate total cost of \$59,000. If approved for additional funding for half of this amount, \$29,500, it would provide for the match required to apply for a State EMS Grant for this equipment.

The final Fire Department request is for carpet replacement in the three fire stations, estimated at \$35,000.

Recommendation **\$200,000***

*To be allocated by the Fire Chief based on internal priorities, with the understanding that projects be phased in over a two-three year period.

- **Police locker room remodel** **Request: \$400,000**
Remodeling of the Police locker room project has been under study for the past few years. Initially, the Police Forfeiture fund was to be used to fund the majority of the project. However, as plans were developed cost increased and forfeiture funds were used for other purposes. The current balance of forfeiture funds is slightly over \$100,000. The minimum amount need to fully fund the project is \$300,000.
Recommendation **\$0***
*Defer the project until 2015 in anticipation of additional forfeiture funding becoming available which would reduce the amount needed from the PIF.
- **Hampden Streetscape design** **Request: \$100,000**
The Community Development Department has requested funding for design costs related to the Medical District corridor as implementation of an element of the Medical District Small Area Plan.
Recommendation **\$0***
*Defer pending status of potential Swedish Medical Center expansion. If expansion goes forward, Use Tax revenue from the project could be dedicated to the streetscape project.
- **City Council meeting web steaming system equipment** **Request: \$42,000**
In April 2013, City Council requested information on cost associated with web streaming of City Council meetings. Staff consulted with D.L. Adams Associates and obtained an estimate of \$42,000 to provide the required equipment to digitally record and web stream Council study sessions and regular meetings. Additional annual operating costs are estimated at \$8,000-\$17,400.

Recommendation

*

* As this project was Council-initiated, staff will defer to Council, both in terms of capital and annual operating costs, which are not budgeted in 2014.

- **South Platte River Run Project**

Request: \$100,000

This project was discussed with City Council during the January 21, 2014 study session. One of the key elements of the project is the Riverside Trail Head at the Broken Tee Golf Course. In addition to the \$130,000 for design (already budgeted and approved in the Open Space Fund) for the trailhead, Phase I of the project includes a projected \$100,000 as the City of Englewood match with Arapahoe Country for 2014. This amount was not budgeted in the 2014 budget because the project scope had not been finalized.

Recommendation

\$0*

*Over the past 10 years, funding of Parks and Recreation capital projects has been provided by the Open Space (shareback) Fund or the Conservation Trust Fund, which jointly total approximately \$1 million annually. While all available funds for 2014 from each of these sources have been appropriated, a reordering of current priorities could provide the necessary matching funds.

- **Xcel Solar garden program -equipment (solar panels) purchase**

- Option 1 - 42 panels: \$36,550

- Option 2 - 79 panel: \$68,750

- Option 3 – 235 panels: \$204,500

Members of City Council have previously expressed interest in the Xcel “Solar Garden” program. Staff was recently contacted by the Clean Energy Collective (CEC), a non-profit that is administering the Aurora and Arapahoe County community-owned solar array in Aurora. Under this program the City of Englewood could purchase solar panels in the solar array to offset Xcel electrical energy used at selected Englewood facilities with high demand factors. Each of the proposed options below would offset energy usage for Parks and Recreation irrigation pumping stations which, due to high demand costs from Xcel, are very high. By offsetting the demand costs with solar power credits the savings are considerable.

Option 1 represents the total cost (after credits) of 42 solar panels. The energy produced from these 42 panels would have a first-year payback of 14.3% with full payback within 7 years. The payback over a 20 year period would be 378%.

Option 2 is for the purchase of 79 panels, with a first-year payback of 12.8%, full payback within eight years, and a 20 year payback of 334%.

Option 3 is for the purchase of 235 panels, with a first-year payback of 15.5%, full payback in less than seven years, and a 20 year payback of 412%.

Financing (either 5 or 10 year term) is available through CEC, however the financing cost reduces savings by approximately 30% on a 10 year note.

Recommendation **\$36,550***

*With a seven year pay-back, Option One may be worth pursuing on a trial basis.

Alternative, Options One and Two might be pursued through either the 5 or 10 year financing plan. Note that Option 3 is a Golf Course project. As an enterprise fund, if the Parks and Recreation Department is interested, they may pursue through enterprise funds.

The preliminary recommendations above totals \$609,500, allowing City Council some flexibility to fund projects not recommended or to increase funding for one or more of the projects that have been recommended. Council may also wish to maintain a reasonable fund balance to provide for any emergency or unforeseen capital needs that may arise during 2014.

It is important to understand that the majority of capital projects requests being considered are either deferred capital needs or short-term needs. Numerous long-term capital needs, such as the building maintenance needs described in the first item above, as well as other long-term needs, including Fire apparatus, the Police/Fire complex, fire station upgrades, and implementation of current and future small area plans were not included in the 2014 capital projects requests. The City's Multi-Year Capital Plan (MYCP) includes requests in excess of \$30 million. Even if the increased PIF revenues from the current upturn in the economy continue, the current "pay as you go" approach will not meet these needs and an alternative approach, e.g., a bond issue, should be considered by City Council.

Multi-Year Capital Projects List 2014 Approved Projects

Fund	Fund Name	Dept.	Description	Comments	2014 Approved
30	Public Improvement Fund	FAS	Transfer to General Fund-Debt Service		\$435,820.00
30	Public Improvement Fund	FAS	Transfer to General Fund-Operations		\$400,000.00
30	Public Improvement Fund	PW	Road and Bridge Improvement	on-going	\$750,000.00
30	Public Improvement Fund	PW	Bridge Repairs	on-going	\$50,000.00
30	Public Improvement Fund	PW	Transportation System Upgrade	on-going	\$175,000.00
30	Public Improvement Fund	PW	Concrete Utility-City share	on-going	\$280,000.00
31	Capital Projects Fund	IT	Network Development		\$459,740.00
31	Capital Projects Fund	IT	Telecommunications System		\$150,000.00
31	Capital Projects Fund	IT	NEOGOV Performance Mgmt		\$20,200.00
31	Capital Projects Fund	IT	MUNIREvs Licensing & Tax Collection		\$100,000.00
31	Capital Projects Fund	IT	Departmental PC Replacement	on-going	\$100,000.00
31	Capital Projects Fund	CD	Light Rail Corridor Next Steps Study		\$40,000.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - CIVIC CENTER	On-going	\$24,650.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE SAFETY SERVICES	On-going	\$12,700.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - RECREATION CENTER	On-going	\$23,625.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - MALLEY	On-going	\$18,500.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - MILLER BUILDING	On-going	\$340.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - SUB STATION 2 - FOX	On-going	\$3,370.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - JEFFERSON STATION	On-going	\$7,311.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - ACOMA STATION	On-going	\$5,600.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - TEJON STATION	On-going	\$6,750.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - PIRATES COVE	On-going	\$2,813.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - HAMPDEN HALL	On-going	\$1,450.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - LIBRARY	On-going	\$6,960.00
31	Capital Projects Fund	PW	CPF/BUILDING MAINTENANCE - MUSEUM OF	On-going	\$560.00
31	Capital Projects Fund	PW	CPM10-2 Civic Center Roof Coating		\$30,000.00
31	Capital Projects Fund	Police	CAD/MIS System		\$10,000.00
31	Capital Projects Fund	Police	Radio CERF		\$10,000.00
31	Capital Projects Fund	Fire	Mattress Replacement - all stations		\$16,000.00
31	Capital Projects Fund	Fire	3- Life Pak 15 Units		\$90,000.00
31	Capital Projects Fund	FAS	1% Art in Public Places		\$11,406.00
	Total				\$3,242,795.00

2014 CITY COUNCIL KEY GOALS

Mayor Randy Penn

1. Continue upgrading business area from 285 to Belleview.
2. Begin study on industrial, commercial, residential and retail businesses in the Northwest section of Englewood (west of the Platte River).
3. Continue the work on River Run Park on the Platte River from Union to the Broken Tee Golf Course.
4. Begin developing a future plan on large Capital Projects.

Mayor Pro Tem Linda Olson

1. Safety and neighborhood cohesion: Increase neighborhood watches, communication about crime prevention and watchfulness; increase national night out and other similar neighborhood building events/programs
2. Citizen Engagement: City of Service website completion and consideration of KEB as home for COS; increased connections between Englewood needs and volunteer service.
3. Task Force on Aging: Explore strengths and weaknesses of service availability to the vastly expanding elder community in Englewood
4. Comp Plan revision or updating: Create a 3 year plan that is more actionable
5. Marketing/Rebranding Englewood: something that includes living, working, learning, and playing

Council Member Jill Wilson

1. Fire and Police sustainability plan
2. Will need detailed timeframe and frequent updates
3. Comprehensive Plan

Council Member Bob McCaslin

1. Public and private parking issues in Englewood
2. Safety and Cleanliness of motels/apartment



Memorandum

City Manager's Office

TO: Mayor Penn and Members of City Council
FROM: Gary Sears, City Manager
DATE: January 23, 2014
SUBJECT: 2014 Goals

Mayor and Members of the City Council,

In the last few weeks, the City's department directors have submitted goals for 2014, which are attached, and I believe will help guide the City through this coming year. In addition, we have included the key City Council goals for 2011, 2012, and 2013, as a reference for City Council regarding the accomplishments that have been achieved by the City during these past several years. We have also included our proposed list of the City's key goals for 2014, according to the City's five preferred Outcomes.

Prior to Monday evening's discussion about these goals, Council have heard a review of the 2013 year-end financial report, a discussion about the alternatives for the City's comprehensive plan, and a review of appropriations for our Capital Improvements (PIF) funds for 2014.

As a result of this discussion, staff is hopeful that we will receive guidance regarding the critical goals to be undertaken in 2014.

As a brief summary, however, from my viewpoint, I believe that the City has five overriding goals, identified by staff and Council that we will work to accomplish in 2014.

These five goals are as follows:

1. The continuation of the City's efforts to promote Economic Development within our community, including:
 - a. Finalization of key projects -Acoma Project, Chick-Fil-A, Flood Middle School Redevelopment, Sprouts shopping area, Kent Place-Forum Apartment complex, Development and implementation of small area plans for key areas of the City –Hospital District, South Broadway and the Light Rail corridors
 - b. Consideration of financing mechanisms to encourage development – Urban Renewal Authority
2. The continuation of work with the Englewood School District regarding the completion of the new school buildings in the City and related joint City/School projects.

3. The continuation of analysis of revenues enhancement in order to improve revenues/ expenditures ratios, with the assistance by the newly formed Budget Advisory Committee.
4. The completion of our review of the South Metropolitan Fire District and the Denver Fire service proposals, providing an analysis to City Council and the public regarding these alternatives; and providing an analysis of the City's current Fire Department based upon cost and sustainability issues facing the City.
5. Parks and Open Space improvements including consideration of the South Platte River proposed "River Run project" in conjunction with Littleton, Sheridan and Arapahoe County, based upon the proposed "River Run" project, the completion of Duncan Park and proposed future expansion of Pirates Cove.

We appreciate your consideration of these goals, and your consideration of the other proposed goals, which are attached. We look forward to the discussion, and your direction as a result of the upcoming meeting.

SUMMARY OF
GOALS AND ACCOMPLISHMENTS FOR 2011 - 2014

CITY OF ENGLEWOOD OUTCOME BASED BUDGET

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

Accomplishments for 2011

- Approvals for Kent Place developments
- Hired new police chief
- Improved expenditures versus revenue – maintain General Fund reserves
- Expanded lease of EMRF property to Larry Miller Nissan
- Secured private funding for portion of Art Shuttle costs

Accomplishments for 2012

- Developed a Business Forum for 2013
- Approved an incentive agreement for redevelopment of Martin Plastics site.
- Reorganized and prioritized the Economic Development function in Englewood
- Worked with Englewood Schools on redevelopment projects
- Initiate and study a Budget Advisory Committee
- improved revenues versus expenditures – maintain General Fund reserves
- Completed a new sign code
- Completed sub area plan for the Hospital District
- Implemented medical marijuana regulations
- Reviewed the Comprehensive Plan
- Worked with the Englewood Schools regarding sale of Flood School property for future redevelopment
- Developed an Economic Development Incentive Policy
- Completed Kent Place retail development
- Negotiated incentive package with King Soopers for redevelopment of their Belleview store

Accomplishments for 2013

- Completed work with Englewood Schools regarding use tax projects
- Implemented the Water Conservation Plan
- Negotiated a new utility franchise agreement with Xcel Energy
- Finalized Englewood/Littleton fire merger report
- Hired a new Fire Chief and Fire Marshal
- Worked with Craig Hospital on their \$90 million redevelopment project
- Negotiated new Contracts with the Fire and General Employee Unions

Finalized sale of the Englewood Historic Depot that insures permanent preservation of the structure

Implemented a major update of the City website and "launched" the City's Facebook page
Approved economic development projects including the PUD for Chick-fil-A, and major renovation/expansion of Groove Auto

Approved an economic incentive agreement with Cadence for development of former Larry Miller Nissan site – Sprouts and Advance Auto construction plans approved.

Initiated Little Dry Creed Plaza improvements to assist with leasing of underutilized Market Place property.

Key Goals 2014

1. A City that provides and maintains quality infrastructure.

Develop CIP plan using new use tax funds – CM

Explore bond issues for construction of a new fire/police facility – FAS

Improve the fire training center – FD

Develop master plan for the fire training facility, fire stations and admin. offices - FD

Implement online permitting and electronic plan submittal process – FD/Bldg.

Offer expanded technology assistance in computer lab, focusing on basic skills and search techniques – IT

Maintain the City's existing information technology systems and align with the City's Strategic Plan – IT

Redevelop Duncan Park – PR

Develop a radio equipment replacement schedule and strategy – PD/FD

Provide contract administration and construction supervision for Duncan Park, the Concrete Utility, and the Dartmouth Bridge – PW

Develop a plan for the replacement of the City's aging network infrastructure – PW

Rehabilitate both of the cities 3 million gallon drinking water storage tanks – UT

Repair and replace the roof at the Allen Water Treatment Plant – UT

Complete disinfection system modifications, including mechanical modifications for performance and reliability – WWTP

2. A safe, clean, healthy and attractive City.

Work on improvements to our agreement on the Humane Society - CM

Work with Englewood Schools on finalization of projects – CM

Develop CIP plan using new use tax funds – CM

Hotel/Motel redevelopment - CD

Initiate work under the Kaiser Permanente Grant – CD

Develop new Master Bicycle and Pedestrian Plan – CD

Improve City wide records management system – FAS

Develop succession plan for staff – HR

Work with Impact Team to develop responsive community approach to crime trends-PD

Continued funding for Impact Team – PD

Continue to look for ways to develop "Green City Programs" – PW/CM

Look for ways to reduce energy costs in buildings - PW

Look for ways to reduce the City's carbon footprint through non- petroleum based fuels, synthetic lubricants, idle reduction strategies, and GPS tracking - PW

Complete energy conservation project replacing lighting two major building – WWTP

3. A progressive City that provides responsive and cost efficient services
 - Look for additional ways to improve our budget revenue/expenditure report – CM/FAS
 - Transition housing program to include outsourcing of certain functions – CD
 - Improve City wide records management system – FAS
 - Complete MUNIRevs licensing and tax system – FAS
 - Successfully negotiate with the City Police Union – HR/CM
 - Improve our efforts regarding Risk Management – HR
 - Install self-checkout option for patron convenience – LS
 - Negotiate discounted purchase digit and online services in partnership with other Colorado libraries – LS
 - Analyze and report on alternatives for fire and emergency services, based upon the South Metropolitan Report, the Denver proposal, and our internal assessment of Englewood's fire and emergency capabilities and costs - FD
 - Look for state and federal grant opportunities for our fire and police departments – PD/FD
 - Implement a new credit card point of sale system leading to on-line payments – MC
 - Implement the outsourcing of the bill print function in the City's water department – UT
 - Complete the application for renewal of the City's Colorado discharge permit – WWTP

4. A City that is business friendly and economically diverse.
 - Improve access and parking for light rail – CM/CD
 - Economic Development - CD
 - Work with developers on the Acoma project, Flood Middle School project, Chick-fil-A project, and other projects being developed – CD
 - Work on the development of the medical sub-area – CD
 - Investigate policy changes and limited indoor improvements for the catalyst program – CD
 - Initiate Unified Development Code amendments including amendments to: home occupations, the light rail corridor plan, nonconforming structures, bulk plan modifications, and accessory dwelling units – CD
 - Continue to streamline and improve the development review process – CD
 - Expand role for URA – CD
 - Consider bonding hotel, downtown projects or other projects – CD
 - Define a process for distribution of BID funds - FAS
 - Work with Youth Associations regarding the new youth sports program – PR

5. A City that provides diverse, cultural, recreational and entertainment opportunities.
 - Remodel circulation desk to improve access for children and disabled patrons – LS
 - Expand STEM programming for preschool and school age children – LS
 - Work with the South Platte Working Group regarding the River Run and in Riverside trailhead – PR
 - Update Parks and Recreation Master Plan – PR
 - Develop Pirates Cove expansion feasibility study – PR



M E M O R A N D U M

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

TO: Mayor Penn and Members of City Council

THROUGH: Gary Sears, City Manager

FROM: Alan White, Community Development Director

DATE: January 27, 2014

SUBJECT: Acoma Property/Letter of Support

Medici Communities, LLC, the developer selected by the EURA to redevelop the Acoma Property, has requested a letter of support to submit with their application for housing tax credits from the Colorado Housing and Finance Authority (CHFA). Housing tax credits are an important component of Medici's financing plan for the project and support by City Council is critical.

In return for tax credits, the developer must provide affordable housing. As you may recall, Medici has proposed to provide the following number of units at the indicated rents:

- 10 units are at 30 & 40% AMI (area median income) levels. 2 units at 30% and 8 units at 40%. (Rents of \$438 to \$710).
- 40 units are 50 & 60% of AMI levels and are at or above market rents (\$730 to \$1,167).
- 64 units are above existing market rents (\$1,050 to \$1,550).

Staff is requesting a consensus to provide a letter of support (draft attached) signed by the Mayor.



CITY OF ENGLEWOOD
CITY COUNCIL

January 23, 2014

Ms. Tasha Weaver
Colorado Housing and Finance Authority
1981 Blake Street
Denver, CO 80202

Dear Ms. Weaver:

The purpose of this letter is to express the strong support the Englewood City Council has for the Broadway Lofts project being proposed by Medici Communities LLC at the corner of Broadway and Englewood Parkway in downtown Englewood.

The City of Englewood views the successful development of this property as instrumental to the health and vitality of the City as it will help address an increasing need for affordable and quality housing and will contribute to maintaining Englewood as a safe and stable community in the future. The City of Englewood has for an extended period invested much time and resources into this property and we are looking forward to bringing this effort to fruition by partnering with Medici Communities. The proposed mixed-use project is consistent with our Comprehensive Plan and meets many objectives of our Downtown and Medical District Small Area Plan.

A portion of the project site is owned by the City of Englewood and the City has entered into a contract to sell this property to the Urban Renewal Authority to facilitate the redevelopment project. Council believes the Medici project will stimulate additional investment in the area, transforming downtown into a vibrant mixed-use neighborhood and a focal point for the community.

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

1000 Englewood Parkway • Englewood, Colorado 80110 • Phone 303-762-2310 • FAX 303-762-2408
www.engagewoodgov.org • E-mail: council@engagewoodgov.org

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January 23, 2014

We encourage Colorado Housing and Finance Authority to look favorably upon Medici Communities' application for low income housing tax credits for Broadway Lofts. Please feel free to contact me with any questions you may have regarding the City's support for this project.

Sincerely,

Randy Penn
Mayor

CC: Members of City Council
City Manager Gary Sears
City Attorney Dan Brotzman
Community Development Director Alan White