

# Budget Advisory Committee

City of Englewood, Colorado

City Manager's Office

1000 Englewood Parkway

Englewood, CO 80110-2373

Website: [www.engagewoodgov.org](http://www.engagewoodgov.org)



## AGENDA

Englewood Civic Center  
Community Room, Second Floor  
Wednesday, July 17, 2013  
7:30am

These meetings are recorded, please be mindful of side conversations.

1. Call to Order
2. New Business
  - Introductions
  - Review Ordinance establishing the Budget Advisory Committee
  - Elect Chairperson and Officers
  - Establish Meeting Ground Rules
  - Establish Meeting Schedule
  - Discuss the City's Financial Structure and Budget Process
3. Budget Advisory Members Choice
4. Adjourn

Please note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood (303-762-2409) at least 48 hours in advance of when services are needed. Thank you.



# City of Englewood, Colorado Budget Advisory Committee

Formation Meeting  
Wednesday, July 17, 2013  
7:30am to 10:30am  
Community Room, Second Floor  
Englewood Civic Center

## Agenda

- Introductions
- Ordinance - Purpose of Committee and member composition aka Charter – Select Chairperson and other Officers (please refer to attachment)
- Establish Meeting Ground Rules
- Establish Meeting Schedule
- Discuss the City's Financial Structure and Budget Process
- Budget Advisory Committee Member Choice
- Adjourn

Financial Reports available at the following Link:

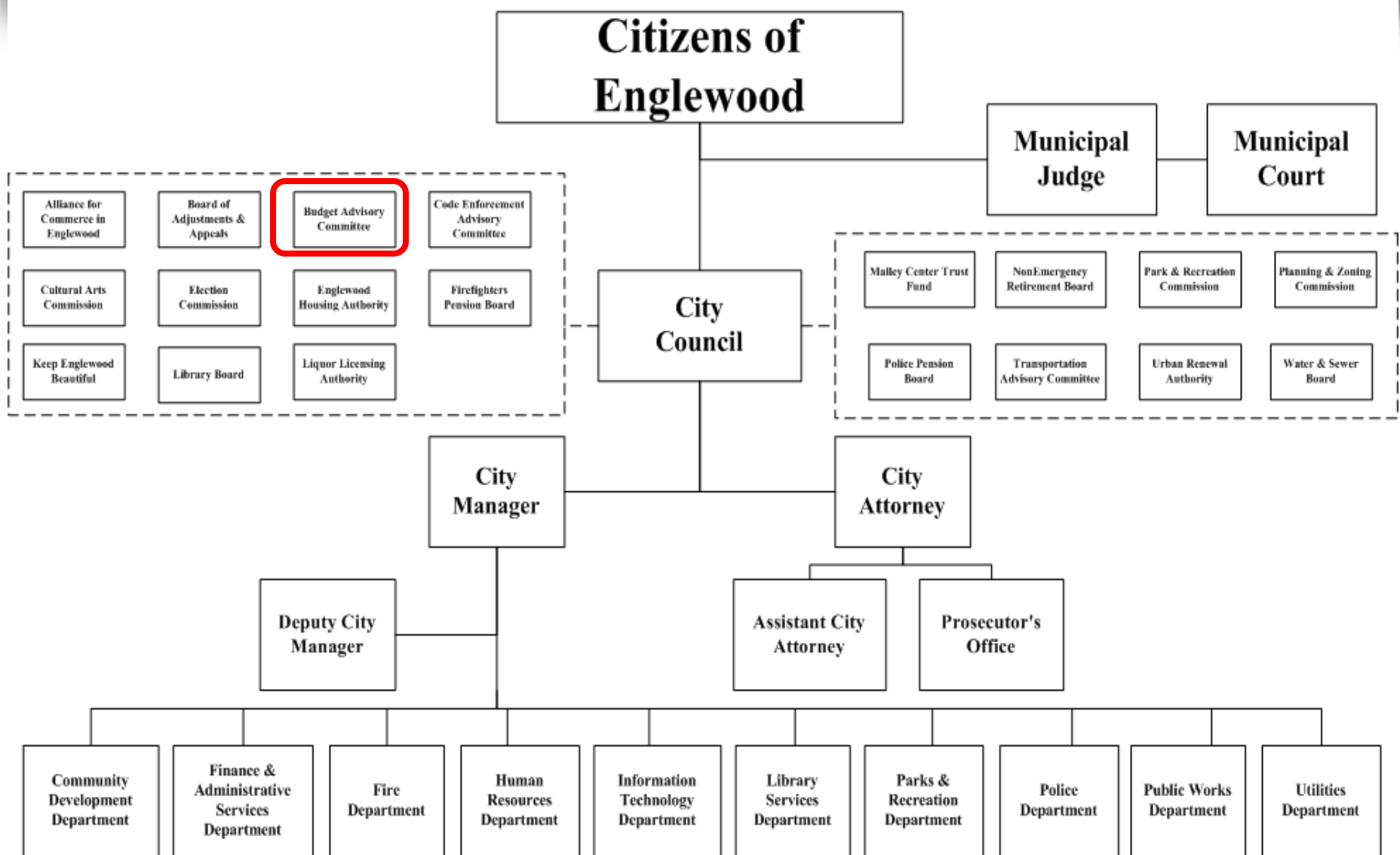
<http://www.englewoodgov.org/inside-city-hall/city-departments/financial-services/budget-and-financial-reports>

- Monthly Financial Report – Focus on the General Fund’s Sources and Uses of Funds
- Comprehensive Financial Report (CAFR) – Annual Financial Report for the City of all Funds and Financial Activity for the City
- Annual Budget – Financial Plan for the City funds for which a budget is required

The City's Budget is the responsibility of the City Manager as outlined in the City's Home-Rule Charter

- Article VII City Manager section 52 Powers and Duties (d) - Prepare budgets annually and submit them to the Council and be responsible for their administration after adoption (please refer to attachment)

- The City's Budget adheres to the provisions of:
- the Local Government Budget Law of Colorado as described in Colorado Revised Statutes (CRS) section 29-1-103 (please refer to attachment) and,
  - the City's Home-Rule Charter as outlined in Article X Part I sections 81 through 96 (please refer to attachment)



City Council expects that the first year of the Budget Advisory Committee is one of learning the City's budget preparation process. Beginning in 2014, the Budget Advisory Committee is tasked with providing City Council a report regarding the proposed 2015 Budget by the **Public Hearing** to be scheduled in **September, 2014**.

### Powers and Duties section 2-14-5-F

“Once the budgets have been reviewed and have incorporated requests for new programs and/or personnel authorized by the City Manager, the Budget Advisory Committee shall submit a written report of its findings and recommendations (BAC Report). The BAC Report shall be delivered to Council prior to the public hearing regarding the budget.”



## Financial Structure

- Fund – A self-balancing set of accounts, comprised of assets, liabilities, fund balance, revenue/receipts and expense/disbursements
- Fund Types – Budgets Formally Adopted

### Governmental – 11 Funds

- General Fund
- Special Revenue Funds
- Capital Projects Funds
- Debt Service Fund

### Proprietary – 10 Funds

- Enterprise Funds
- Internal Service Funds

## Accounting Methods

- Cash Basis – Revenues are recorded only when cash is received and expenditures are recorded only when payment is made. (Similar to checkbook register entries or bank statement entries.)
- Accrual Basis – Revenues are recorded when measurable and earned and expenses are recognized when a good or service is used.  
(Proprietary Fund Types)

## Accounting Methods Continued...

- Modified accrual is a combination of cash basis and full accrual basis. Revenues are recognized when they are both measurable and available.

Measurable — the cash flow from the revenue can be reasonably estimated.

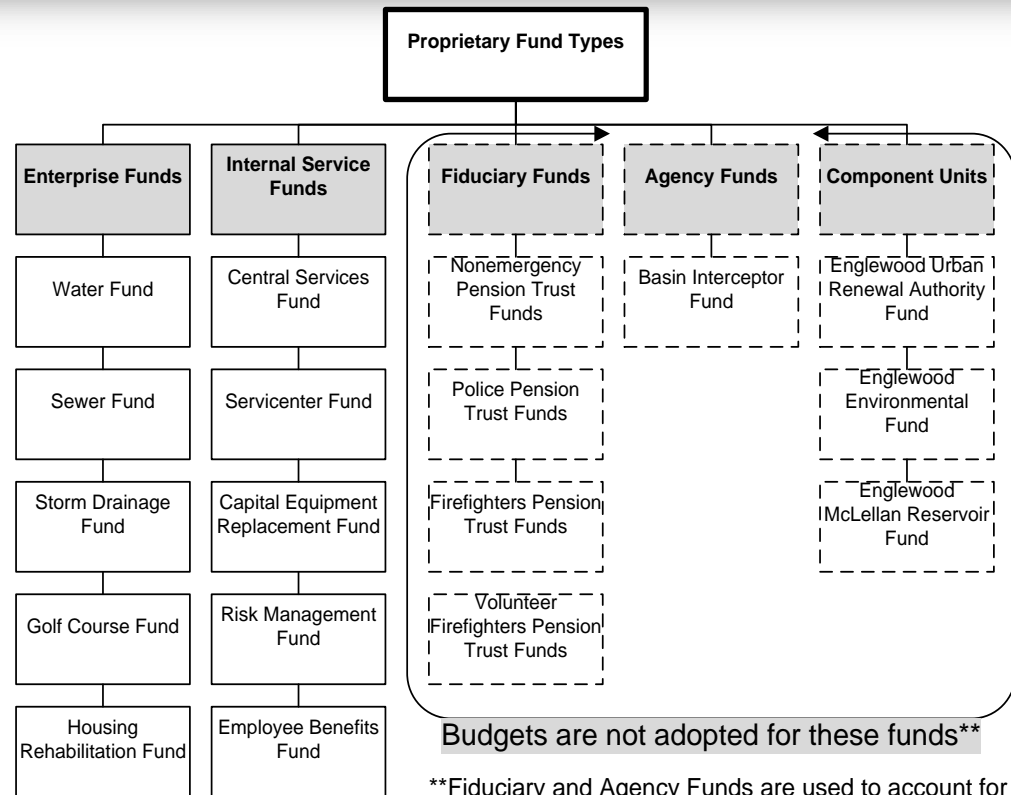
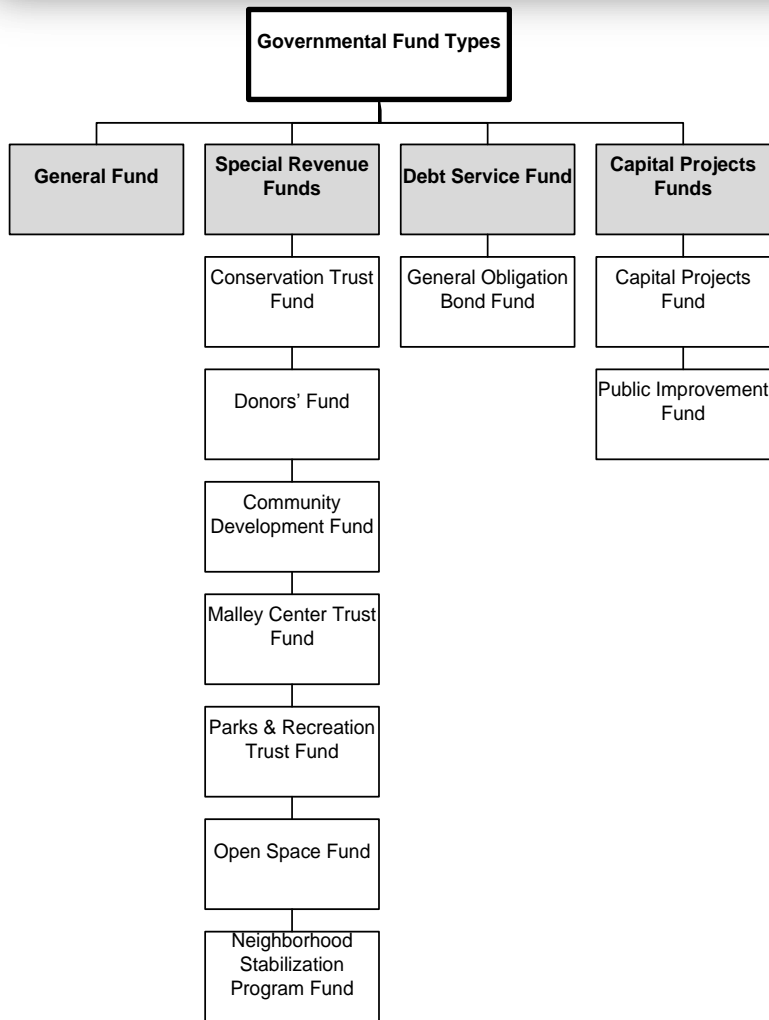
Available — the revenue is available to finance current expenditures to be paid within 60 days.

## Modified Accrual Continued...

- Expenditures, however, are recorded on a full accrual basis because they are measurable when they are incurred.
- Depreciation expense is not recorded for governmental funds under the modified accrual basis — assets are instead expensed in the operating fund when purchased because they are a current use of funds.

(Governmental Fund Types)

# Fund Structure Overview



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

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

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

- The **General Fund** is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

## Definition of Fund Types and City Funds Continued...

- The **special revenue funds** account for the proceeds of specific revenue sources that are legally restricted for expenditures of specified purposes.
  - *Conservation Trust Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.
  - *Donors' Fund* – Accounts for funds donated to the City for various specified activities.
  - *Community Development Fund* – Accounts for the operation revenue and expenditures of Englewood's "circulator" shuttle, **art**, which is funded in part by the Regional Transportation District. **art** provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.
  - *Malley Center Trust Fund* – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.
  - *Parks and Recreation Trust Fund* – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.
  - *Open Space Fund* – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on January 1, 2004 and originally set to expire on December 31, 2013. The expiration date was extended to December 31, 2023 by the voters in 2011.
  - *Neighborhood Stabilization Program Fund* – Accounts for the federal grant awarded to acquire, rehabilitate and resale approximately twenty foreclosed residential properties.

- The **debt service funds** account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond and loan principal and interest from special assessment levies when the government is obligated in some manner for payment.
  - *General Obligation Bonds Fund* – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.
- The **capital project funds** account for financial resources to be used for the acquisition and/or construction of major capital facilities other than those financed by the proprietary funds.
  - *Public Improvement Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes and a share in the Arapahoe County Road and Bridge Mill Levy.
  - *Capital Projects Fund* – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.



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

- **Enterprise funds** report the business-type activities. The City uses enterprise funds to account for six separate operations and prepares budgets for the following enterprise funds:
  - The *Water Fund* accounts for revenues and expenses associated with providing water services to City of Englewood residents.
  - The *Sewer Fund* accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.
  - The *Golf Course Fund* accounts for revenues and expenses associated with the operations of the Englewood Municipal Golf Course.
  - The *Storm Drainage Fund* accounts for revenues and expenses associated with maintaining the City's storm drainage system.
  - The *Concrete Utility Fund* accounts for revenues and expenses associated with maintaining the City's sidewalks, curbs and gutters.
  - The *Housing Rehabilitation Fund* accounts for revenues and expenses associated with the City's housing rehabilitation programs.

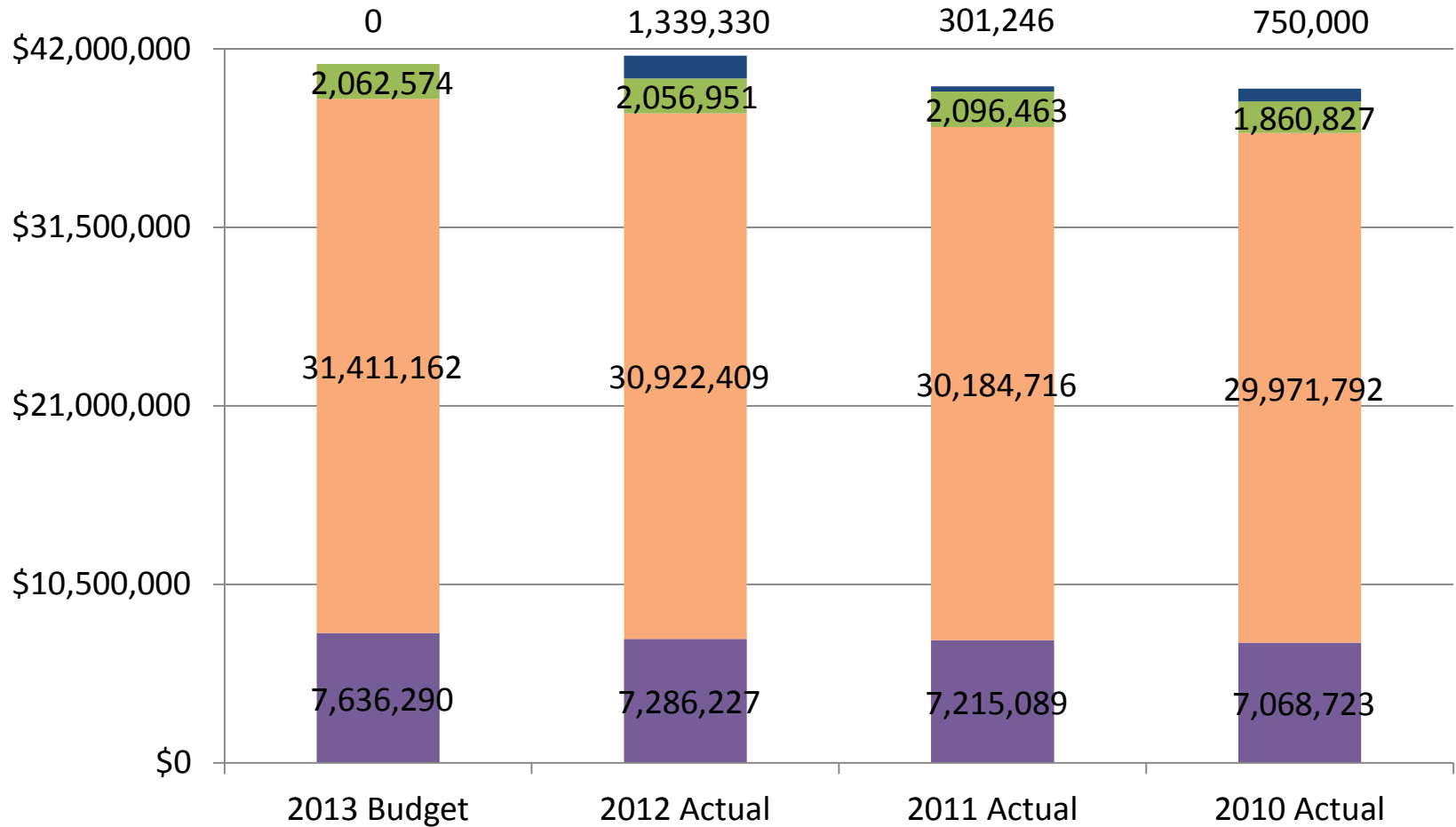
- **Internal service funds** are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis. The City accounts for and prepares budgets for the following internal service funds:
  - *Central Services Fund* – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City.
  - *Servicenter Fund* – Accounts for the financing of automotive repairs and services provided by the Servicenter to other departments of the City, or to other governmental units.
  - *Capital Equipment Replacement Fund* – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.
  - *Employee Benefits Fund* – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.
  - *Risk Management Fund* – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

## Outcomes Outlined

- Outcome based budgeting and performance measurement management are used in conjunction with citizen surveys by the City Council and staff to better focus the available resources in a manner that produce the desired results/outcomes of our citizens.
- City Council and Staff identified five outcomes that appropriately reflect the desired effect of the programs and services delivered to the citizens of Englewood. The effect of the City's programs and services will hopefully portray Englewood as
  - a City that provides and maintains quality infrastructure,
  - a safe, clean, healthy, and attractive City,
  - a progressive City that provides responsive and cost efficient services,
  - a City that is business friendly and economically diverse, and
  - a City that provides diverse, cultural, recreational and entertainment opportunities.

- Debt Service - Certificates of Participation (Civic Center Project) and Equipment Capital Leases – **Nondiscretionary**
- General Government Services – Provide Administrative and Oversight Services for the City
  - Legislation (City Council and Boards and Commissions)
  - Offices of City Manager and City Attorney
  - Englewood Municipal Court
  - Departments of Human Resources, Finance and Administrative Services, Information Technology, Community Development
- Direct Services – Provide Services to the Public and infrastructure for Public Use
  - Public Works
  - Police
  - Fire
  - Library
  - Parks and Recreation

# General Fund - Uses of Funds



■ Transfers (out)    
 ■ Debt Service    
 ■ Direct Services    
 ■ General Government

## 2012 General Fund Sources of Funds



**56%** - Sales and Use Tax



**9%** - Charges for Services



**7%** - Property Tax



**7%** - Franchise Fees



**7%** - Recreation Fees



**14%** - Other Sources

2012 General Fund  
Uses of Funds



Direct Services –  
**74%**



General Government –  
**18%**



Debt Service – **5%**



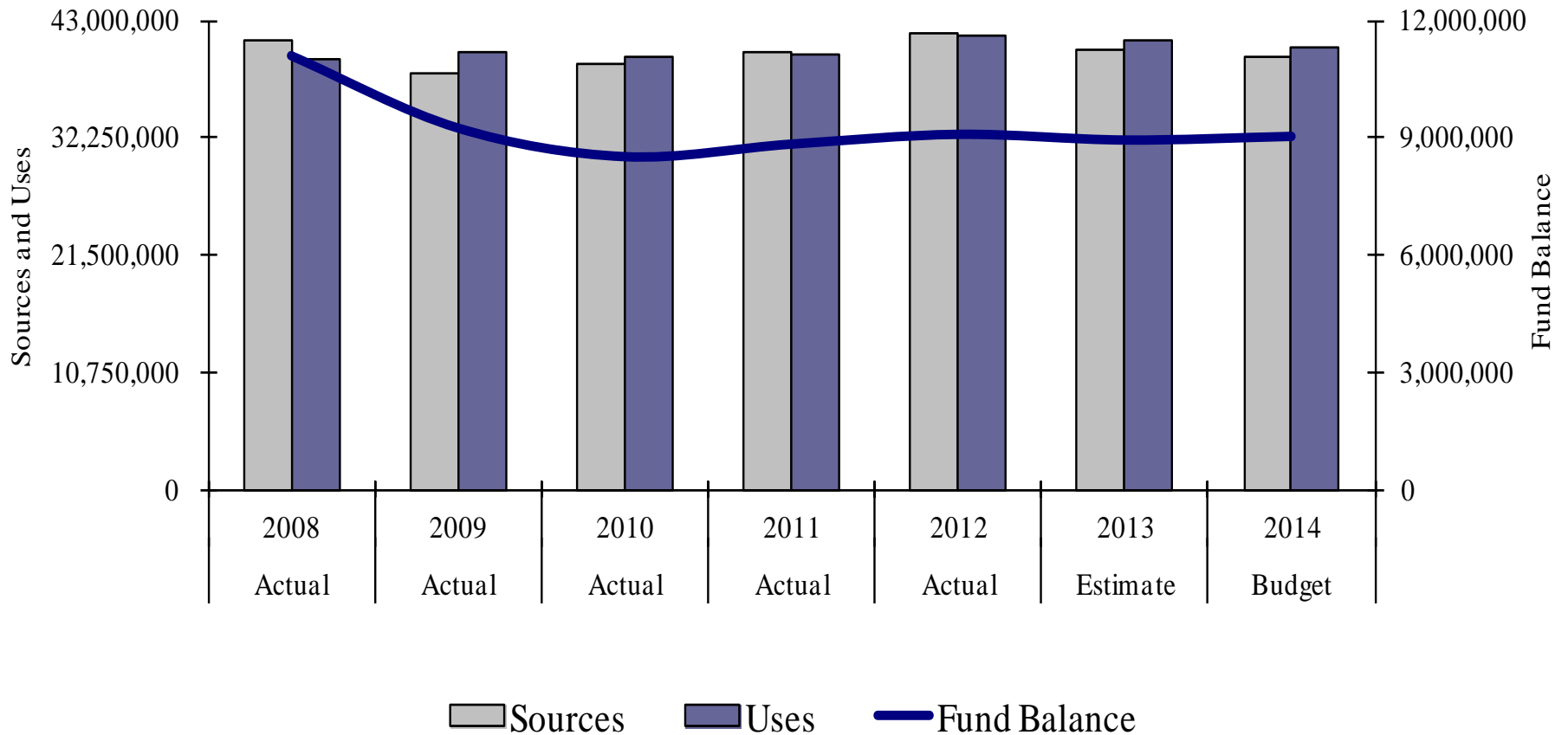
Transfers Out – **3%**

General Fund Statement of Fund Sources  
and Uses and Changes in Fund Balance

	2008	2009	2010	2011	2012	2013	2013	2014
	Actual	Actual	Actual	Actual	Actual	Adopted Budget	Estimated Actual	Proposed Budget
<b>Beginning Fund Balance</b>	<b>\$ 9,374,427</b>	<b>\$ 11,102,763</b>	<b>\$ 9,234,957</b>	<b>\$ 8,494,679</b>	<b>\$ 8,817,685</b>	<b>\$ 8,626,388</b>	<b>\$ 9,070,810</b>	<b>\$ 8,923,796</b>
<b>Sources of Funds</b>								
Total Revenue	39,178,660	37,078,724	36,819,579	38,306,575	39,889,799	39,050,099	39,066,052	39,066,415
Other Financing Sources	1,973,789	1,028,456	2,091,485	1,813,945	1,968,243	1,139,574	1,309,022	489,574
<b>Total Sources of Funds</b>	<b>41,152,449</b>	<b>38,107,180</b>	<b>38,911,064</b>	<b>40,120,520</b>	<b>41,858,042</b>	<b>40,189,673</b>	<b>40,375,074</b>	<b>39,555,989</b>
<b>Uses of Funds</b>								
Total Expenditures	39,015,198	39,797,975	38,901,342	39,496,268	40,265,587	41,110,026	40,522,088	39,462,105
Other Financing Uses	408,915	177,011	750,000	301,246	1,339,330	-	-	-
<b>Total Uses of Funds</b>	<b>39,424,113</b>	<b>39,974,986</b>	<b>39,651,342</b>	<b>39,797,514</b>	<b>41,604,917</b>	<b>41,110,026</b>	<b>40,522,088</b>	<b>39,462,105</b>
<b>Net Sources (Uses) of Funds</b>	<b>1,728,336</b>	<b>(1,867,806)</b>	<b>(740,278)</b>	<b>323,006</b>	<b>253,125</b>	<b>(920,353)</b>	<b>(147,014)</b>	<b>93,884</b>
<b>Ending Fund Balance</b>	<b>\$ 11,102,763</b>	<b>\$ 9,234,957</b>	<b>\$ 8,494,679</b>	<b>\$ 8,817,685</b>	<b>\$ 9,070,810</b>	<b>\$ 7,706,035</b>	<b>\$ 8,923,796</b>	<b>\$ 9,017,680</b>
<b>Percentage Change</b>		<b>-16.82%</b>	<b>-8.02%</b>	<b>3.80%</b>	<b>2.87%</b>	<b>-15.05%</b>	<b>15.80%</b>	<b>1.05%</b>

Please Note: The 2013 Estimate and Proposed 2014 columns are placeholders as the departments are gathering data and completing the documents that will update these fields at a later date.





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General Fund Total Sources of Funds  
2014 Proposed Budget

	<i>2008 Actual</i>	<i>2009 Actual</i>	<i>2010 Actual</i>	<i>2011 Actual</i>	<i>2012 Actual</i>	<i>2013 Adopted Budget</i>	<i>2013 Estimated Actual</i>	<i>2014 Proposed Budget</i>
<i>Sources of Funds</i>								
Property Tax	2,995,990	2,971,303	3,020,884	2,994,213	2,874,816	2,898,000	2,898,000	2,898,000
Specific Ownership Tax	316,242	276,414	263,434	246,062	243,293	230,000	230,000	230,000
Sales & Use Taxes	22,617,767	20,624,659	20,866,515	21,737,110	22,363,618	22,336,277	22,336,277	22,336,277
Cigarette Tax	261,743	218,449	196,320	190,762	189,618	184,000	184,000	184,000
Franchise Fees	2,588,214	2,452,611	2,620,191	2,631,393	2,930,888	3,067,552	3,067,552	3,067,552
Hotel/Motel Tax	10,078	9,140	8,806	9,820	10,395	9,000	9,000	9,000
Licenses & Permits	671,609	588,328	695,563	778,536	983,359	767,153	768,643	768,643
Intergovernmental Revenue	1,079,285	1,319,282	1,465,970	1,724,807	1,865,722	1,387,598	1,387,781	1,388,144
Charges for Services	3,476,583	3,185,443	3,254,830	3,384,317	3,441,525	3,270,618	3,284,135	3,284,135
Recreation Program Fees	2,364,758	2,315,598	2,489,781	2,635,221	2,615,642	2,629,173	2,629,173	2,629,173
Library Fines	22,746	21,370	21,923	19,884	19,884	20,000	20,000	20,000
Fines & Forfeitures	1,438,354	1,618,308	1,416,034	1,264,875	1,361,569	1,348,450	1,348,450	1,348,450
Interest Income	520,325	230,000	100,545	91,034	84,045	100,000	101,718	101,718
Other	215,823	635,982	293,658	173,382	354,130	163,449	162,494	162,494
Contribution from Component Units	599,143	611,837	105,125	425,159	551,295	638,829	638,829	638,829
<b>Total Revenue</b>	<b>39,178,660</b>	<b>37,078,724</b>	<b>36,819,579</b>	<b>38,306,575</b>	<b>39,889,799</b>	<b>39,050,099</b>	<b>39,066,052</b>	<b>39,066,415</b>
<b>Other Financing Sources</b>	<b>1,973,789</b>	<b>1,028,456</b>	<b>2,091,485</b>	<b>1,813,945</b>	<b>1,968,243</b>	<b>1,139,574</b>	<b>1,309,022</b>	<b>489,574</b>
<b>Total Sources of Funds</b>	<b>41,152,449</b>	<b>38,107,180</b>	<b>38,911,064</b>	<b>40,120,520</b>	<b>41,858,042</b>	<b>40,189,673</b>	<b>40,375,074</b>	<b>39,555,989</b>

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General Fund Total Uses of Funds  
2014 Proposed Budget

	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Proposed Budget</i>
<i>Uses of Funds</i>								
Legislation	350,254	346,044	309,870	298,731	316,043	330,436	312,953	312,964
City Manager's Office	674,322	674,170	659,882	639,184	658,047	679,653	685,119	698,484
City Attorney's Office	698,563	678,038	702,228	706,841	712,036	783,147	661,139	670,852
Municipal Court	915,303	914,494	901,469	848,775	886,249	962,993	853,973	876,762
Human Resources	579,136	456,275	419,421	430,792	469,343	481,392	435,211	442,630
Finance & Administrative Services	1,626,571	1,575,923	1,445,581	1,446,313	1,464,305	1,583,684	1,553,395	1,587,098
Information Technology	1,280,156	1,360,237	1,280,660	1,332,766	1,373,943	1,340,211	1,250,564	1,263,823
Community Development	1,464,725	1,366,437	1,301,473	1,359,264	1,262,451	1,324,774	1,248,677	1,405,827
Public Works	5,189,173	5,152,891	5,137,364	5,259,875	5,202,903	5,308,257	5,236,181	5,318,301
Police	9,974,925	10,183,890	10,312,633	10,395,239	10,788,935	11,250,771	11,702,557	11,326,451
Fire	7,215,444	7,320,268	7,425,903	7,666,842	8,100,554	7,889,065	7,745,883	7,727,487
Library Services	1,261,112	1,275,554	1,284,083	1,145,613	1,180,771	1,251,293	1,202,401	1,177,578
Parks & Recreation Services	5,916,449	5,727,968	5,811,809	5,717,147	5,649,246	5,711,776	5,421,461	4,391,274
<i>Departments Expenditure Subtotal</i>	37,146,133	37,032,189	36,992,376	37,247,382	38,064,826	38,897,452	38,309,514	37,199,531
Contribution to Component Units	-	800,000	-	-	-	-	-	-
Contingencies	59,759	160,578	48,139	152,423	143,810	150,000	150,000	200,000
Debt Service-Civic Center	1,575,850	1,571,752	1,570,705	1,658,857	1,567,377	1,573,000	1,573,000	1,573,000
Debt Service-Other	233,456	233,456	290,122	437,606	489,574	489,574	489,574	489,574
<i>Other Expenditure Subtotal</i>	1,869,065	2,765,786	1,908,966	2,248,886	2,200,761	2,212,574	2,212,574	2,262,574
<b><i>Total Expenditure</i></b>	<b>39,015,198</b>	<b>39,797,975</b>	<b>38,901,342</b>	<b>39,496,268</b>	<b>40,265,587</b>	<b>41,110,026</b>	<b>40,522,088</b>	<b>39,462,105</b>
<i>Other Financing Uses</i>	408,915	177,011	750,000	301,246	1,339,330	-	-	-
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	2008 <i>Actual</i>	2009 <i>Actual</i>	2010 <i>Actual</i>	2011 <i>Actual</i>	2012 <i>Actual</i>	2013 <i>Adopted Budget</i>	2013 <i>Estimated Actual</i>	2014 <i>Proposed Budget</i>
<b>Beginning Fund Balance</b>	\$ 9,374,427	\$11,102,763	\$ 9,234,957	\$ 8,494,679	\$ 8,817,685	\$ 8,626,388	\$ 9,070,810	\$ 8,923,796
<i>Net Sources (Uses) of Funds</i>	1,728,336	(1,867,806)	(740,278)	323,006	253,125	(920,353)	(147,014)	93,884
<b>Fund Balance Before Designated Amounts</b>	<b>11,102,763</b>	<b>9,234,957</b>	<b>8,494,679</b>	<b>8,817,685</b>	<b>9,070,810</b>	<b>7,706,035</b>	<b>8,923,796</b>	<b>9,017,680</b>
<i>Restricted-TABOR Emergency Reserve</i>	1,280,000	1,170,000	1,150,000	1,150,000	1,200,000	1,150,000	1,200,000	1,200,000
<i>Committed-LTAR</i>	3,485,143	3,131,979	2,130,520	2,406,649	2,619,375	2,619,375	2,619,375	2,619,375
<i>Committed-Contractual Reserve</i>	80,800	39,200	298,512	298,512	298,512	298,512	298,512	298,512
<b>Designated Fund Balance</b>	<b>4,845,943</b>	<b>4,341,179</b>	<b>3,579,032</b>	<b>3,855,161</b>	<b>4,117,887</b>	<b>4,067,887</b>	<b>4,117,887</b>	<b>4,117,887</b>
<b>Unassigned Fund Balance</b>	<b>\$ 6,256,820</b>	<b>\$ 4,893,778</b>	<b>\$ 4,915,647</b>	<b>\$ 4,962,524</b>	<b>\$ 4,952,923</b>	<b>\$ 3,638,148</b>	<b>\$ 4,805,909</b>	<b>\$ 4,899,793</b>
Unassigned Fund Balance as a percentage of Total Revenue	15.97%	13.20%	13.35%	12.95%	12.42%	9.32%	12.30%	12.54%
Fund Balance Before Designated Amounts as a percentage of Total Revenue	28.34%	24.91%	23.07%	23.02%	22.74%	19.73%	22.84%	23.08%
Fund Balance Before Designated Amounts as a percentage of Total Expenditures	28.46%	23.20%	21.84%	22.33%	22.53%	18.74%	22.02%	22.85%

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## Fund Balance Composition

- Designated Fund Balance
  - TABOR Emergency Reserve – 3% of fiscal spending (excluding debt service)
  - Committed – LTAR – Long-Term Asset Reserve - The amount represents funds from the sale, lease, or earnings from long-term assets. These funds should be used in a careful, judicious and strategic manner. The funds restricted in this account may only be expended if the funds are appropriated in the annual budget or by supplemental appropriation.
  - Committed – COPS Grant (Reserve Ends 2014) - Community Oriented Policing Services (COPS) Grant-The amount represents the grant's fourth year funding commitment.
- Unassigned Fund Balance

- General Fund Unassigned Fund Balance is maintained at a target range between 10% and 16% of General Fund total revenue or approximately one to two months of General Fund budgeted expenditures
- One-time revenue sources are typically used for capital acquisition or construction projects; the on-going maintenance is accounted for in the department's budget
- Several Departments have independent long-range plans (IT, Parks and Rec, Library, CD)
- Multi-Year Capital Plan provides for the current year plus four future year department requests for acquisitions and/or construction projects – The Deputy City Manager reviews and prioritizes the PIF and CPF requests

Taxpayer's Bill of Rights (TABOR) – contains tax, spending, revenue and debt limitations that apply to the State of Colorado and all local governments.

- Enterprises are defined as government-owned businesses authorized to issue revenue bonds and receive less than 10% of annual revenue in grants from all state and local governments combined. They are excluded from the provisions of TABOR. ([Enterprise Funds qualify](#))
- TABOR Emergency Reserves must be at least 3% of Fiscal Year Spending (excluding bonded debt service) and may not be used to compensate for economic conditions, revenue shortfalls or salary or benefit increases.
- On November 4, 1997, a majority of the City's electors authorized the City to collect and spend or retain in a reserve all revenues without regard to any limitations under TABOR.



## 2014 Budget Calendar (please refer to attachment)

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

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

CMO - City Manager's Office

FAS - Finance and Administrative Services



## Documents used to create budgets...

- General Fund Five Year Forecast (please refer to attachment)
- Service Enhancement Forms – Request Personnel and/or Capital Acquisition or Construction
- Budget Workbooks – line item budget request summarized into the following expense/diture categories – personnel, commodities, contractual, capital, debt services or transfer
- Budget Word Documents – Provides department major initiatives; goals and activities and how they tie to the outcomes
- 2014 Budget Guidelines (please refer to attachment)

Deputy City Manager reviews and prioritizes the capital requests for the following funds:

- ❖ Public Improvement Fund (PIF)
- ❖ Capital Projects Fund (CPF)
- ❖ Conservation Trust Fund (CTF)
- ❖ Open Space Fund (OSF)

## Public Improvement Fund Sources

- Vehicle Use Tax
- Building Use Tax
- Road and Bridge Arapahoe County Tax
- General Fund Transfer if funds available
- Capital Projects Fund Transfer if funds available
- Potential Source - PIF Mill Levy – Englewood Municipal Home-Rule Charter Article X Part I section 96 – “The Council may levy annually a tax of not more than two mills to be assessed upon the valuation within the City at the same time as the regular annual taxes for City expenses for the benefit of a fund to be known as the "Public Improvement Fund". The fund is to be established for the purpose of paying, in whole or in part, the cost of general or special improvements of the City. ...”

## Capital Projects Fund Sources

- Utilities share in information network infrastructure maintenance and development
- General Fund Transfer if funds available
- PIF Transfer if funds available

## Conservation Trust Fund Source

- State Lottery Proceeds Distribution

## Open Space Fund Sources

- Arapahoe County Open Space Tax Shareback
- Arapahoe County Grants – as applied for and awarded

# QUESTIONS...



## Next Steps...

### Upcoming Budget Meeting Dates – **Community Room**, Englewood Civic Center **Second Floor**

- **August 26** – Council Study Session Preliminary Proposed 2014 Budget (6pm-9pm)
- **September 9** – Tentative Council Study Session Proposed Budget Review (6pm-9pm)
- **September 16** – Public Hearing on Proposed 2014 Budget (7:30pm)
- **September 23** – Budget Workshop (6:00pm-9:30pm)

## BY AUTHORITY

ORDINANCE NO. 16  
SERIES OF 2013

COUNCIL BILL NO. 13  
INTRODUCED BY COUNCIL  
MEMBER JEFFERSON

AN ORDINANCE AMENDING TITLE 2, OF THE ENGLEWOOD MUNICIPAL CODE 2000 BY THE ADDITION OF A NEW CHAPTER 14, ESTABLISHING A BUDGET ADVISORY COMMITTEE FOR THE CITY OF ENGLEWOOD, COLORADO.

WHEREAS, The City's finances and budget activities are important to the very essence of the City of Englewood's community; and

WHEREAS, the City Council recognizes the importance of citizen involvement in setting the scope of the budget activities in the City; and

WHEREAS, this year as well as all future years the Budget Advisory Committee shall meet with the Revenue and Budget Manager, the Director of Finance and Administrative Services and the City Manager at meetings which shall be open to the public and recorded in the same manner as other boards and commissions; and

WHEREAS, each City department shall present its budget to the City Manager and Budget Advisory Committee; and

WHEREAS, Council recognizes that there is a steep learning curve in understanding the budget and making recommendations; and

WHEREAS, the Budget Advisory Committee will be learning the budget process in the initial year; and

WHEREAS, the City Manager shall put together a curriculum or outline of the budget process with the Budget Advisory Committee coordinating agendas for this year and next to reach the Budget Advisory Committee goals and requirements set forth in this Ordinance; and

WHEREAS, the goals/outcomes and accomplishments of the Budget Advisory Committee shall be reviewed at the yearly Council Budget Workshop.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ENGLEWOOD, COLORADO, AS FOLLOWS:

Section 1. The City Council of the City of Englewood hereby approves amending Title 2, of the Englewood Municipal Code 2000, by adding a new Chapter 14, establishing the Budget Advisory Committee, which shall read as follows:

**2-14: BUDGET ADVISORY COMMITTEE:**

**20-14-1: Purpose:** The Budget Advisory Committee (BAC) is established by Council and the City Manager to advise the City on the development, implementation, and evaluation of the annual City Budget. Participation in Budget Advisory Committee is an opportunity not only to advise on the prioritization of how city tax dollars are spent, but also to advise policymakers in their decision-making process in an open and transparent process.

**2-14-2: Composition and Membership:** The Committee will be comprised of five (5) members appointed by City Council and a non-voting Council liaison.

**2-14-3: Terms of Members:** Members will be appointed to overlapping terms of three (3) years. The City Council shall make appointments to fill vacancies for unexpired terms.

**2-14-4: Compensation:**

- A.** The members of the Committee shall serve without compensation.
- B.** Reasonable expenses directly related to performing the duties of the Committee shall be allowed.

**2-14-5: Powers and Duties:**

The Budget Advisory Committee shall have the following powers and duties:

- A.** The Committee shall meet at least once each month at a time to be established by the City Manager.
- B.** At the start of each budget year the City Manager shall meet with the Budget Advisory Committee and shall review projections of major revenue sources.
- C.** The City Manager shall work with the Budget Advisory Committee to establish budget guidelines for the coming year.
- D.** Each department shall present its budget to the Revenue and Budget Manager, the Director of Finance and Administrative Services, the City Manager and Budget Advisory Committee. Said meetings shall be open to the public and recorded in the same manner as other boards and commissions.
- E.** Annual capital improvement recommendations shall be made only by the Planning and Zoning Commission as required by the Englewood Home Rule Charter not the Budget Advisory Committee.



F. Once the budgets have been reviewed and have incorporated requests for new programs and/or personnel authorized by the City Manager, the Budget Advisory Committee shall submit a written report of its findings and recommendations (BAC Report). The BAC Report shall be delivered to Council prior to the public hearing regarding the budget.

**2-14-6: Appointment of Officers and Adoption of Rules:**

A. The Committee shall organize, adopt administrative rules and procedures and elect from its members such officers as it shall deem necessary to accomplish its purposes. Officers of the Committee shall be elected for one-year (1) terms. No officer shall serve in the same capacity for more than two (2) consecutive terms.

B. The chairperson may appoint such standing or special sub-committees from the membership of the Committee as the Committee shall determine necessary or useful in carrying out its purposes and powers. The purpose, term and members of each sub-committee shall be determined by the chairperson.

**2-14-7: Sunset Provision:** The Budget Advisory Committee and the provisions of Title 2, Chapter 14, shall terminate in three (3) years unless the Committee and the provisions of Title 2, Chapter 14, are renewed by Council ordinance.

Section 2. Safety Clauses. The City Council, hereby finds, determines, and declares that this Ordinance is promulgated under the general police power of the City of Englewood, that it is promulgated for the health, safety, and welfare of the public, and that this Ordinance is necessary for the preservation of health and safety and for the protection of public convenience and welfare. The City Council further determines that the Ordinance bears a rational relation to the proper legislative object sought to be obtained.

Section 3. Severability. If any clause, sentence, paragraph, or part of this Ordinance or the application thereof to any person or circumstances shall for any reason be adjudged by a court of competent jurisdiction invalid, such judgment shall not affect impair or invalidate the remainder of this Ordinance or its application to other persons or circumstances.

Section 4. Inconsistent Ordinances. All other Ordinances or portions thereof inconsistent or conflicting with this Ordinance or any portion hereof are hereby repealed to the extent of such inconsistency or conflict.

Section 5. Effect of repeal or modification. The repeal or modification of any provision of the Code of the City of Englewood by this Ordinance shall not release, extinguish, alter, modify, or change in whole or in part any penalty, forfeiture, or liability, either civil or criminal, which shall have been incurred under such provision, and each provision shall be treated and held as still remaining in force for the purposes of sustaining any and all proper actions, suits, proceedings, and prosecutions for the enforcement of the penalty, forfeiture, or liability, as well as for the purpose of sustaining any judgment, decree, or order which can or may be rendered, entered, or made in such actions, suits, proceedings, or prosecutions.

Introduced, read in full, and passed on first reading on the 6th day of May, 2013.

Published by Title as a Bill for an Ordinance in the City's official newspaper on the 10th day of May, 2013.

Published as a Bill for an Ordinance on the City's official website beginning on the 8th day of May, 2013 for thirty (30) days.

Read by title and passed on final reading on the 20<sup>th</sup> day of May, 2013.

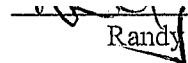
Published by title in the City's official newspaper as Ordinance No. 16, Series of 2013, on the 24th day of May, 2013.


Published by title on the City's official website beginning on the 22nd day of May, 2013 for thirty (30) days.

This Ordinance shall take effect thirty (30) days after publication following final passage.


ATTEST: 



  
\_\_\_\_\_  
Randy P. Penn, Mayor

 Loucrishia A. Ellis, City Clerk

I, Loucrishia A. Ellis, City Clerk of the City of Englewood, Colorado, hereby certify that the above and foregoing is a true copy of the Ordinance passed on final reading and published by title as Ordinance No. 16, Series of 2013.

  
\_\_\_\_\_  
Loucrishia A. Ellis

## **ARTICLE VII. - CITY MANAGER**

[49: - Appointment; qualifications.](#)

[50: - Absence.](#)

[51: - Removal; severance pay.](#)

[52: - Powers and duties.](#)

### **49: - Appointment; qualifications.**

The Council shall appoint and fix the salary of the City Manager who shall be the chief executive officer and head of the administrative branch of the City Government. He shall be selected on the basis of administrative and executive qualifications. During his tenure of office, the City Manager shall reside within the City of Englewood. No Councilman shall be appointed City Manager during the term for which he shall have been elected.

### **50: - Absence.**

To perform his duties during his temporary absence or disability, the Manager may designate a qualified City employee by letter filed with the City Clerk. If he fails to make such designation, the Council may by resolution appoint a qualified City employee to perform the duties of the Manager until he shall return.

### **51: - Removal; severance pay.**

Council shall appoint the City Manager for an indefinite term and shall have power to remove him, by majority vote of its members. Upon his removal, the City Manager shall be paid the balance of his salary for the current month and his salary for the next calendar month.

### **52: - Powers and duties.**

The City Manager shall:

- (a) Be responsible for enforcement of the laws and ordinances of the City;
- (b) Appoint, suspend, transfer and remove City employees unless otherwise provided;
- (c) Make appointments based upon merit and fitness;
- (d) Prepare budgets annually and submit them to the Council and be responsible for their administration after adoption;
- (e) Prepare and submit to the Council, as of the end of the fiscal year, a complete report on finances and administrative activities of the City for the preceding year, and, upon request of the Council make written or verbal reports concerning the affairs of the City under his supervision;
- (f) Keep the Council advised of the financial condition and future needs of the City, and make such recommendations to the Council for adoption as he may deem necessary or expedient;

PART I - HOME RULE CHARTER

ARTICLE VII. - CITY MANAGER

- (g) Exercise supervision and control over all executive and administrative departments, including the authority, with prior approval of Council by ordinance to establish, consolidate, or abolish administrative departments;
- (h) Enforce all terms and conditions imposed in favor of the City or its inhabitants in any contract or public utility franchise, and, upon knowledge of any violation thereof, report the same to the Council for such action and proceedings as may be necessary to enforce the same;
- (i) Participate in discussions with the Council in an advisory capacity;
- (j) Inform the public concerning plans and activities of Council and of the City Administration;
- (k) Establish a system of accounting and auditing for the City to conform with the Uniform System of Municipal Accounting and Auditing; show that legal provisions have been complied with and reflect the financial condition and financial operation of the City; establish cost accounting systems whenever practicable;
- (l) Be responsible for engineering, architectural, maintenance, construction, and work equipment services required by the City except those assigned to other departments by this Charter;
- (m) Provide, upon action by Council, for the development and maintenance of airports, services and facilities for air transportation; and may cooperate with other public authorities, private corporations or individuals in or outside the City in furthering the above outlined function;
- (n) Perform such other duties as may be prescribed by this Charter or required of him by the Council and not inconsistent with this Charter.

C.R.S. 29-1-103

COLORADO REVISED STATUTES

\*\*\* This document reflects changes current through all laws passed at the Second Regular and First Extraordinary Sessions of the Sixty-Eighth General Assembly of the State of Colorado 2012 and Constitutional and Statutory amendments approved at the General Election on November 6, 2012 \*\*\*

TITLE 29. GOVERNMENT - LOCAL

GENERAL PROVISIONS

ARTICLE 1. BUDGET AND SERVICES

PART 1. LOCAL GOVERNMENT BUDGET LAW OF COLORADO

C.R.S. 29-1-103 (2012)

29-1-103. Budgets required

(1) Each local government shall adopt an annual budget. To the extent that the financial activities of any local government are fully reported in the budget or budgets of a parent local government or governments, a separate budget is not required. Such budget shall present a complete financial plan by fund and by spending agency within each fund for the budget year and shall set forth the following:

(a) All proposed expenditures for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed by any spending agency during the budget year;

(b) Anticipated revenues for the budget year;

(c) Estimated beginning and ending fund balances;

(d) The corresponding actual figures for the prior fiscal year and estimated figures projected through the end of the current fiscal year, including disclosure of all beginning and ending fund balances, consistent with the basis of accounting used to prepare the budget;

(e) A written budget message describing the important features of the proposed budget, including a statement of the budgetary basis of accounting used and a description of the services to be delivered during the budget year; and

(f) Explanatory schedules or statements classifying the expenditures by object and the revenues by source.

(2) No budget adopted pursuant to this section shall provide for expenditures in excess of available revenues and beginning fund balances.

(3) (a) The general assembly finds and declares that the use of lease-purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern.

(b) In addition to the governmental entities included in the definition of "local government" in section 29-1-102, the provisions of this subsection (3) shall apply to every home rule city, home rule city and county, school district, and junior college district.

(c) As used in this subsection (3), "lease-purchase agreement" means a capital lease as defined in the generally accepted accounting principles issued by the governmental accounting standards board that the controller prescribes for the state as specified in section 24-30-202 (12), C.R.S.

(d) (I) The budget adopted by every local government shall separately set forth each of the following:

(A) The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property;

(B) The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms;

(C) The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property;

(D) The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal terms.

(II) Each budget required to be filed pursuant to section 29-1-113 shall include a supplemental schedule that contains the information described in this paragraph (d).

(e) (I) No local government shall enter into any lease-purchase agreement whose duration, including all optional renewal terms, exceeds the weighted average useful life of the assets being financed. In the case of a lease-purchase agreement involving both real property and other property, the lease-purchase agreement shall provide that the real property involved shall be amortized over a period not to exceed its weighted average useful life and the other property shall be separately amortized over a period not to exceed its weighted average useful life. This provision shall not prevent a local government from releasing property from a lease-purchase agreement pursuant to an amortization schedule reflecting the times when individual pieces of property have been amortized.

(II) Nothing contained in this paragraph (e) shall be construed to apply to any lease-purchase agreement entered into prior to April 9, 1990.

HISTORY: Source: L. 90: Entire part R&RE and (3) added, pp. 1431, 1289, § § 1, 4, effective January 1, 1991. L. 2009: (3)(c) amended, (HB 09-1218), ch. 132, p. 573, § 8, effective July 1.

Editor's note: This section is similar to former § 29-1-104 as it existed prior to 1990.

#### ANNOTATION

Law reviews. For article, "Lease-Purchase Financing: The Local Government Budget Law of Colorado", see 20 Colo. Law. 63 (1991).

[C.R.S. 29-1-103](#)

PART I - HOME RULE CHARTER  
ARTICLE X. - FINANCE ADMINISTRATION

PART I. - BUDGET

**PART I. - BUDGET**

- [81: - Fiscal year.](#)
- [82: - Submission of the budget.](#)
- [83: - Scope of annual budget.](#)
- [84: - The budget message.](#)
- [85: - Departmental estimates.](#)
- [86: - Public record.](#)
- [87: - Public hearing.](#)
- [88: - Changes by Council.](#)
- [89: - Certification of tax levy.](#)
- [90: - Adoption of the budget and the appropriation ordinances.](#)
- [91: - Revised allotments.](#)
- [92: - Transfers of appropriations.](#)
- [93: - Additional appropriations.](#)
- [94: - Appropriations to lapse.](#)
- [95: - Capital budget.](#)
- [96: - Public improvement levy.](#)

**81: - Fiscal year.**

The fiscal year of the City Government shall begin January first and end on December thirty-first of each year.

**82: - Submission of the budget.**

Not later than September fifteenth of each year, the City Manager shall submit to the Council:

- (a) An annual or current expense budget, hereafter referred to as the "Budget" which shall be a complete financial plan for the ensuing fiscal year consisting of the budget proper and the budget message.
- (b) A Capital budget.

**83: - Scope of annual budget.**

The Budget shall contain:

- (a) An estimate of anticipated revenue from all sources other than the tax levy of the ensuing fiscal year.
- (b) An estimate of the general fund cash surplus at the end of the current fiscal year or of the deficit to be made up by appropriation.
- (c) The estimated expenditures necessary for the operation of the several departments, offices, and agencies of the City.

PART I - HOME RULE CHARTER  
ARTICLE X. - FINANCE ADMINISTRATION

PART I. - BUDGET

- (d) Debt service requirements for the ensuing fiscal year.
- (e) An estimate of the sum required to be raised by the tax levy for the ensuing fiscal year, and the rate of levy necessary to produce such sum, based on a percentage of collection not exceeding the lowest percentage of current levy collection experienced during the three preceding complete fiscal years.
- (f) A balance between the total estimated expenditures and total anticipated revenue from all sources, taking into account the estimated general fund cash surplus or deficit at the end of the current fiscal year. All estimates shall be in detail, showing revenues by sources and expenditures by organizational units, activities, character or object. The budget shall be arranged to show comparative figures for receipts and expenditures for at least two prior years and for the current year, and the City Manager's recommendations for the ensuing year.

**84: - The budget message.**

The budget message shall contain the recommendations of the City Manager concerning the fiscal policy of the City, a description of the important features of the budget plan, an explanation of all major increases or decreases in budget recommendations as compared with prior years, and a summary of the proposed budget showing comparisons similar to those required in the budget proper, itemized by principal sources of revenue and the main items of expenditure.

**85: - Departmental estimates.**

The head of each department, office or agency shall submit to the City Manager, at such date as the City Manager shall determine, estimates of revenue and expenditure for that department, office or agency.

The City Manager shall review the estimates and in preparing the budget may revise them as he deems advisable.

**86: - Public record.**

The budget shall be a public record in the office of the City Clerk and shall be open to public inspection. Sufficient copies shall be made available for the use of the Council and the public, the number of copies to be determined by the City Manager.

**87: - Public hearing.**

A public hearing on the budget shall be held by Council within three weeks after its submission. Notice of time and place of said hearing shall be published within seven days after submission of the budget in the manner provided in this Charter for the publication of ordinances.

**88: - Changes by Council.**

After conclusion of such public hearing, the Council may insert new items of expenditure or may increase, decrease, or strike out items of expenditure, except that no item of appropriation for debt service shall be reduced. If Council shall decrease the total proposed expenditures, such decrease shall be reflected in full in the tax levy. If Council shall increase the total proposed expenditures, such increase shall be reflected in the tax levy or by appropriate provision in other revenues.

If the Council increases the total proposed expenditures by more than five percent (5%), another public hearing shall be held as provided in this Charter.

**89: - Certification of tax levy.**

Not later than October 16th, or such date as may be required by state law, Council shall meet and pass a tax levy ordinance in which shall be included such levy as in its judgment may be deemed proper and wise, in mills, upon each dollar of the assessed



PART I - HOME RULE CHARTER  
ARTICLE X. - FINANCE ADMINISTRATION

PART I. - BUDGET

valuation of all taxable property within the corporate limits of the City, and shall cause same to be certified as by law required. If Council fails in any year to make such tax levy as above provided, then the rate last fixed shall be the rate for the ensuing fiscal year, which rate shall be levied as by law provided.

**90: - Adoption of the budget and the appropriation ordinances.**

Not less than thirty days prior to the first day of the next fiscal year, Council shall adopt a bill for the Budget and a bill for the Appropriation Ordinance.

**91: - Revised allotments.**

If at any time during the fiscal year the City Manager shall ascertain that the cash receipts for the year, plus general fund cash surplus from the preceding year, will be less than the total appropriation, he shall reconsider the anticipated further expenditures to be made by each of the several departments, offices and agencies, and shall take such other action as may be reasonably calculated to forestall the incurring of a deficit.

(Amended 11-2-1965)

**92: - Transfers of appropriations.**

The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within the same department, office or agency. At the request of the City Manager, the Council may by resolution transfer any unencumbered appropriation balance or portion thereof from one department, office or agency, to another.

**93: - Additional appropriations.**

Appropriations in addition to those contained in the budget shall be made only on the recommendation of the City Manager, and only if the City Treasurer certifies that there is available a cash surplus sufficient to meet such appropriations. These limitations shall not apply to meeting a public emergency caused by act of God or the public enemy or some contingency which could not have been reasonably foreseen at the time of the adoption of the budget, in which event Council may authorize the expenditure of funds in excess of such budget by ordinance or resolution duly adopted by a two-thirds vote of Council. In case of such emergency and the passage of an ordinance or resolution authorizing additional expenditures in excess of the budget and if there be funds or money available for such excess expenditures in some other fund which will not be needed for expenditures during the balance of the fiscal year, Council shall transfer such available money from such fund to the fund from which the excess expenditure is to be paid. If sufficient money which can be so transferred is not available to meet the authorized excess expenditure, then Council may make a temporary loan through the issuance of registered warrants so as to provide for such excess expenditures. The total amount of such temporary loans shall not exceed such amount as can be raised by a two mill levy on the assessed valuation of the taxable property within the City.

**94: - Appropriations to lapse.**

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

(Amended 11-6-2007)

PART I - HOME RULE CHARTER  
ARTICLE X. - FINANCE ADMINISTRATION

PART I. - BUDGET

**95: - Capital budget.**

As a part of the budget message, or as a separate report thereto, the City Manager shall present a program of proposed capital projects for the ensuing fiscal year and for five fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, officer or agency, annually in the same manner as estimates of other budgetary requirements are prepared by the City Manager. The City Manager shall recommend to the Council those projects to be undertaken during the ensuing fiscal year and the method of financing the same.

**96: - Public improvement levy.**

The Council may levy annually a tax of not more than two mills to be assessed upon the valuation within the City at the same time as the regular annual taxes for City expenses for the benefit of a fund to be known as the "Public Improvement Fund". The fund is to be established for the purpose of paying, in whole or in part, the cost of general or special improvements of the City. The proceeds of such levy shall be kept by the City Treasurer in a special account until invested as authorized by the Council. The Council shall have power to transfer from time to time to the Public Improvement Fund any portion of the General Fund surplus not otherwise appropriated. Appropriations for construction of permanent improvements, from the Public Improvement Fund, shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned, provided any project shall be deemed to have been abandoned if five fiscal years elapse without any expenditure from the appropriation therefor. Any unappropriated balance in the Public Improvement Fund may be transferred by the Council for payment of outstanding general or special bonded indebtedness of the City.

City of Englewood, Colorado  
**2014 Budget Calendar**

<b>Time Frame</b>	<b>Task</b>	<b>Department(s)</b>
January - April, 2013	Review and calculate revenue projections for General Fund, Special Revenue Funds, Debt Service Funds and Capital Projects Funds	FAS
April-May, 2013	Update Department Service Enhancement and Capital Request Forms	All Departments
April 22, 2013	Study Session-2012 Overview, 2013 Budget and 2014 Budget Planning Discussion including Five Year Budget Projection and LTAR funds with City Council and Executive Management Staff	All Departments
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July 15, 2013	Departments submit proposed budgets and Divisional Budget pages to Budget Office.	All Departments
July 15, 2013	Study Session-6 month update revenue, expenditures Study Session-Discuss status of 2013 and the Proposed 2014 Budget	FAS
July 17, 2013	Inaugural Meeting of the Budget Advisory Committee - Community Room 7:30am - 10:30am	CMO, FAS
Weeks of July 29, 2013 and August 5, 2013	Departments review budgets workbooks and budget pages with CMO	All Departments
Week of August 26, 2013	CMO finalizes PROPOSED BUDGET; Finalize Budget Pages for Proposed Budget	CMO/FAS
August 26, 2013	Proposed 2014 Budget Study Session	All Departments
July - Aug 31, 2013	Proposed Budget document prepared, Budget Overview prepared. Provide the City Attorney's Office with DRAFT Ordinances for the Budget, Appropriation and the Mill Levy	FAS
August 28, 2013	Publish on Official City Website the time & place of Budget Hearing (Charter Article X Part I Budget §87)	FAS
<b><i>August 30, September 6 and 13, 2013</i></b>	<b><i>Publish in the Herald the time &amp; place of Budget Hearing (Charter Article X Part I Budget §87)</i></b>	<b><i>FAS</i></b>
September 5, 2013	Proposed budget to Council (legally required by September 15 - Charter Article X Part I Budget §82)	FAS
September 9, 2013	Study Session Proposed Budget Review 6-9pm (Tentative)	All Departments
<b><i>September 16, 2013</i></b>	<b><i>Public Hearing (Charter Article X Part I Budget §87)</i></b>	<b><i>CMO</i></b>
<b><i>September 23, 2013</i></b>	<b><i>Budget Workshop - 6:00pm to 9:30pm</i></b>	<b><i>All Departments</i></b>
Oct 1 - Dec 31, 2013	Produce and Distribute Budget Document (including the Colorado Department of Local Government and GFOA)	FAS
October 7, 2013	First Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
October 21, 2013	Second Reading: Introduce bills for ordinances-Mill Levy, Budget and Appropriations (Charter Article X Part I Budget §89-90)	FAS
December 8, 2013	Final Assessed Valuation from Arapahoe County	FAS
<b><i>December 15, 2013</i></b>	<b><i>Certify Mill Levy to Arapahoe County</i></b>	<b><i>FAS</i></b>

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

CMO - City Manager's Office

FAS - Finance and Administrative Services

City of Englewood, Colorado  
 Finance and Administrative Services Department  
 April 22, 2013

2013 Budget and 2014 Proposed Budget Update

2014 Estimated Increases/(Decreases)

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Wages (2% increase)	500,000				
Health (9% increase)	300,000				
Property & Liability (? Increase)					
Pension OH Fire					
Pension Volunteer Fire					
Pension OH Police					
Pension NERP	19,054				
Commodities (no increase)					
Contractual (no increase)					
Capital (no increase)					
Impact Team (Unfunded)	131,488				
<b>Proposed New Positions:</b>					
Ass't Fire Marshall					
CMO Videographer					
Library P/T Childrens' Area					
<b>Other:</b>					
Fire Chief Salary Full Year	48,549				
Permit Technician Full Year	12,995				
Deputy Fire Chief Vehicle	37,000				
Fire Training	15,000				
Outside Burn	14,000				
Part Time Salary Survey					
Malley Extended Hours	15,000				
CD Add'l Studies	100,000				
<b>Total</b>	<b>1,193,086</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Other Budgetary Requests to Consider (The amounts are not included in the above amounts)**

<b>Capital:</b>	
Rec Center Lift	100,000
Rec Center Boilers	60,000

**Reductions**  
 CD retirements

City of Englewood, General Fund Revenue, Expenditure, & Fund Balance 2008 - 201

22-Apr-13

Scenario II: EMRF Available for GF Use, 2014 expenditure increase estimated and 2.25 percent increase in exp 2015 - 20'

		S/F Increase (Decrease)		9.98%		-0.60%		-8.81%		1.17%		-4.17%		1.74%		2.88%		1.88%		2.00%		2.00%		2.00%		2.00%	
		Other Taxes		1.79%		10.18%		-3.03%		0.41%		-1.39%		-3.26%		-3.57%		0.09%		2.25%		2.25%		2.25%		2.25%	
		Franchise		-0.24%		9.84%		-5.24%		6.83%		16.17%		11.38%		4.66%		2.50%		2.50%		2.50%		2.50%		2.50%	
		Other Revs		7.39%		2.82%		-4.68%		-0.35%		4.08%		2.11%		4.16%		-1.03%		2.00%		2.00%		2.00%		2.00%	
		Investments		16.39%		26.44%		-55.80%		-56.28%		-9.46%		9.85%		-7.68%		18.98%		2.00%		2.00%		2.00%		2.00%	
		Expenditures		6.41%		2.35%		2.01%		-2.25%		1.53%		3.68%		1.95%		2.10%		2.25%		2.25%		2.25%		2.25%	
Line		Actual 2006	Actual 2007	2007 vs 2006 Percent Change	Actual 2008	'08 vs '07 Percent Change	Actual 2009	'09 vs '08 Percent Change	Actual 2010	'10 vs '09 Percent Change	Actual 2011	'11 vs '10 Percent Change	Budget 2012	Actual 2012	'12 vs '11 Percent Change	2012 Budget Vs. 2012 Actual	Budget / Estimate 2013	Proposed Budget 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018		'08 vs '12 Percentage	Total '08 - '12		
<b>REVENUES</b>																											
1	Property	2,559,369	2,623,118	2.49%	2,995,990	14.21%	2,971,303	-0.82%	3,020,884	1.67%	2,994,213	-0.88%	2,880,000	2,874,816	-3.99%	(5,184)	2,898,000	2,963,205	3,029,877	3,098,049	3,167,755	3,239,030	Average Growth 2008 - 2012	-0.81%	(121,174)		
2	Specific Ownership	333,018	341,423	2.52%	316,242	-7.38%	276,414	-12.59%	263,434	-4.70%	246,062	-6.59%	250,000	243,293	-1.13%	(6,707)	230,000	235,175	240,466	245,877	251,409	257,066	Average Growth 2008 - 2012	-4.61%	(72,949)		
3	Sales and Use (Net of Refunds)	20,688,258	22,753,820	9.98%	22,617,767	-0.60%	20,624,659	-8.81%	20,866,515	1.17%	21,737,110	4.17%	22,115,126	22,363,618	2.88%	248,492	22,783,003	23,238,663	23,703,436	24,177,505	24,661,055	25,154,276	Average Growth 2008 - 2012	-0.22%	(254,149)		
4	Franchise Fees	2,362,000	2,356,385	-0.24%	2,588,214	9.84%	2,452,611	-5.24%	2,620,191	6.83%	2,631,393	0.43%	3,056,938	2,930,888	-11.38%	(126,050)	3,067,552	3,144,241	3,222,847	3,303,418	3,386,003	3,470,654	Average Growth 2008 - 2012	2.65%	342,674		
5	Cigarette	293,776	278,785	-5.10%	261,743	-6.11%	218,449	-16.54%	196,320	-10.13%	190,763	-2.83%	190,000	189,618	-0.60%	(382)	184,000	178,480	173,126	167,932	162,894	158,007	Average Growth 2008 - 2012	-5.10%	(72,125)		
6	Hotel/Motel	9,554	9,722	1.76%	10,078	3.66%	9,140	-9.31%	8,806	-3.65%	9,820	11.51%	8,713	10,395	5.86%	1,682	9,000	10,629	10,868	11,113	11,363	11,618	Average Growth 2008 - 2012	0.63%	317		
7	Total Taxes	26,245,975	28,363,253	8.07%	28,790,034	1.50%	26,552,576	-7.77%	26,976,150	1.60%	27,809,361	3.09%	28,500,777	28,612,628	2.89%	111,851	29,171,555	29,770,392	30,380,620	31,003,893	31,640,479	32,290,650	Average Growth 2008 - 2012	-0.12%	(177,406)		
8	Licenses and Permits	623,945	1,168,977	87.35%	671,609	-42.55%	588,328	-12.40%	695,563	18.23%	778,536	11.93%	574,025	983,359	26.31%	409,334	767,153	782,496	798,146	814,109	830,391	846,999	Average Growth 2008 - 2012	9.28%	311,750		
9	Intergovernmental Revenue	1,193,863	1,106,280	-7.34%	1,079,285	-2.44%	1,319,282	22.24%	1,465,970	11.12%	1,724,807	17.66%	1,552,315	1,865,722	8.17%	313,407	1,387,598	1,415,350	1,443,657	1,472,530	1,501,981	1,532,020	Average Growth 2008 - 2012	14.57%	786,437		
10	Charges for Services	3,053,106	3,113,550	1.98%	3,476,583	11.66%	3,185,443	-8.37%	3,254,830	2.18%	3,384,318	3.98%	3,392,567	3,441,525	1.69%	48,958	3,270,618	3,336,030	3,402,751	3,470,806	3,540,222	3,611,027	Average Growth 2008 - 2012	-0.20%	(35,058)		
11	Recreation	2,099,202	2,235,938	6.51%	2,364,758	5.76%	2,315,598	-2.08%	2,489,781	7.52%	2,635,221	5.84%	2,599,668	2,615,452	-0.74%	15,774	2,629,173	2,681,756	2,735,392	2,790,099	2,845,901	2,902,819	Average Growth 2008 - 2012	2.12%	250,884		
12	Fines and Forfeitures	1,566,922	1,445,641	-7.74%	1,461,100	1.07%	1,639,678	12.22%	1,437,957	-12.30%	1,284,758	-10.65%	1,318,450	1,381,543	7.53%	63,003	1,368,450	1,395,819	1,423,735	1,452,210	1,481,254	1,510,879	Average Growth 2008 - 2012	-1.09%	(79,647)		
13	Net Investment Income	353,575	411,516	16.39%	520,325	26.44%	230,000	-55.80%	100,545	-56.28%	91,034	-9.46%	100,000	84,045	-7.68%	(15,955)	100,000	102,000	104,040	106,121	108,243	110,408	Average Growth 2008 - 2012	-16.77%	(436,280)		
14	Net Rental Revenues - McLellar				599,143		611,837		105,125		425,159		663,040	551,295	-29.67%	(111,745)	638,829	161,652	1,244,056	1,511,210	1,510,931	3,297,778	2013 may require road construction	-1.60%	(47,848)		
15	Other Revenue	229,675	166,247	-27.62%	215,823	29.82%	635,982	194.68%	293,658	-53.83%	173,381	-40.96%	419,153	354,130	-104.25%	(65,023)	163,449	280,000	280,000	280,000	280,000	280,000	Average Growth 2008 - 2012	12.82%	138,307		
16	Total Revenues	35,366,263	38,011,402	7.48%	39,178,660	3.07%	37,078,724	-5.36%	36,819,579	-0.70%	38,306,575	4.04%	39,120,001	39,889,799	4.13%	769,798	39,496,825	39,925,496	41,812,397	42,900,979	43,739,403	46,382,581	Average Growth 2008 - 2012	0.36%	711,139		
<b>EXPENDITURES</b>																											
<b>General Government</b>																											
17	Legislation (includes MOA contractual obligation)	306,360	323,964	5.75%	350,254	8.12%	346,044	-1.20%	309,870	-10.45%	298,731	-3.59%	333,793	316,043	5.80%	17,750	330,436	330,436	337,871	345,473	353,246	361,194	Average Growth 2008 - 2012	-1.95%	(34,211)		
18	City Attorney	586,588	694,358	18.37%	698,563	0.61%	678,038	-2.94%	702,228	3.57%	706,841	0.66%	746,434	712,036	-4.73%	(34,398)	783,147	783,147	800,768	818,785	837,208	856,045	Average Growth 2008 - 2012	0.39%	13,473		
19	Municipal Court	831,859	890,152	7.01%	915,303	2.83%	914,493	-0.09%	901,469	-1.42%	848,775	-5.85%	974,717	901,469	-4.42%	(73,248)	962,993	962,993	984,660	1,006,815	1,029,469	1,052,632	Average Growth 2008 - 2012	-0.63%	(29,054)		
20	City Manager	618,649	673,949	8.94%	674,322	0.06%	674,170	-0.02%	659,882	-2.12%	639,184	-3.14%	672,072	658,047	-2.95%	(14,025)	679,653	679,653	694,945	710,581	726,570	742,917	Average Growth 2008 - 2012	-0.48%	(16,275)		
21	Community Development	1,366,545	1,412,444	3.36%	1,464,725	3.70%	1,366,437	-6.71%	1,301,473	-4.75%	1,359,264	4.44%	1,478,398	1,262,451	-7.12%	(215,947)	1,324,774	1,324,774	1,354,581	1,385,059	1,416,223	1,448,088	Average Growth 2008 - 2012	-2.76%	(202,274)		
22	Human Resources	516,302	557,855	8.05%	579,136	3.81%	456,275	-21.21%	419,421	-8.08%	430,792	2.71%	470,910	469,343	-0.35%	(1,567)	481,392	481,392	492,223	503,298	514,623	526,202	Average Growth 2008 - 2012	-3.79%	(109,793)		
23	Finance & Administrative Service	1,589,900	1,568,074	-1.37%	1,626,571	3.73%	1,575,924	-3.11%	1,445,581	-8.27%	1,446,313	0.05%	1,541,645	1,464,305	-4.42%	(77,340)	1,583,684	1,583,684	1,619,317	1,655,752	1,693,006	1,731,099	Average Growth 2008 - 2012	-2.00%	(47,848)		
24	Information Technology	1,103,732	1,254,364	13.65%	1,280,156	2.06%	1,360,237	6.26%	1,280,660	-5.85%	1,332,766	4.07%	1,360,355	1,373,943	3.09%	(13,588)	1,340,211	1,340,211	1,370,366	1,401,199	1,432,726	1,464,962	Average Growth 2008 - 2012	1.47%	93,787		
25	Contributions to Component Unit				800,000		800,000		0	#DIV/0!			0	0			0	0	0	0	0	0					
26	Contingency	230,692	130,925	-43.25%	59,759	-54.36%	160,578	168.71%	48,139	-70.02%	152,423	216.63%	150,000	143,810	-5.65%	(6,190)	150,000	200,000	200,000	200,000	200,000	200,000	Average Growth 2008 - 2012	28.13%	84,051		
27	Total General Government	7,150,627	7,506,085	4.97%	7,648,789	1.90%	8,332,196	8.93%	7,068,727	-15.16%	7,215,089	2.07%	7,728,324	7,286,223	-0.99%	(442,097)	7,636,290	7,686,290	7,854,732	8,026,963	8,203,070	8,383,139	Average Growth 2008 - 2012	-0.95%	(362,562)		
<b>Direct Government</b>																											
28	Safety Services	15,588,534																									
29	Fire		6,840,649		7,215,444	5.48%	7,320,268	1.45%	7,425,903	1.44%	7,666,842	3.24%	7,711,732	8,100,554	5.66%	(388,822)	7,889,065	7,889,065	8,066,569	8,248,067	8,433,648	8,623,405	Average Growth 2008 - 2012	2.45%	885,110		
30	Police		9,656,710		9,974,925	3.30%	10,183,890	2.09%	10,312,633	1.28%	10,395,239	0.80%	10,921,455	10,788,935	-3.79%	(132,520)	11,250,771	11,250,771	11,503,913	11,762,751	12,027,413	12,298,030	Average Growth 2008 - 2012	1.63%	814,010		
31	Public Works (includes CAM contractual obligation)	5,024,251	5,421,774	7.91%	5,189,173	-4.29%	5,152,891	-0.70%	5,137,364	-0.30%	5,259,875	2.38%	5,436,637	5,202,903	-1.08%	(233,734)	5,308,257	5,308,257	5,427,693	5,549,816	5,674,687	5,802,367	Average Growth 2008 - 2012	0.05%	(13,739)		
32	Recreation	5,534,106	5,568,094	0.58%	5,916,449	6.29%	5,727,968	-3.19%	5,811,809	1.48%	5,717,147	-1.83%	5,834,425	5,649,246	-1.19%	(185,179)	5,711,776	5,711,776	5,840,291	5,971,698	6,106,061	6,243,447	Average Growth 2008 - 2012	-0.90%	(267,203)		
33	Library	1,265,511	1,259,525	-0.47%	1,261,112	0.13%	1,275,554	1.15%	1,284,083	0.67%	1,145,613	-10.78%	1,256,481	1,180,771	-3												

# Memorandum

To: Gary Sears, City Manager, Mike Flaherty, Deputy City Manager, and Department Directors  
From: Frank Gryglewicz, Director of Finance and Administrative Services  
Date: June 25, 2013  
Re: **Revised** Budget Guidelines and Requests 2013/2014

Please note the 2014 Budget Workbooks will be distributed the week of May 6<sup>th</sup>. After discussing the 2013 forecast and the 2014 preliminary budget with staff, City Manager's Office, and City Council, the following guidelines and requests are listed below.

**The revenue forecast is expected to grow slowly in 2013 and 2014; therefore, expenditure growth must be tightly controlled and held closely to 2013 levels.**

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

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

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

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