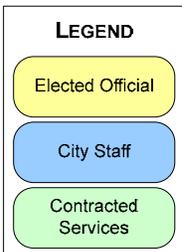
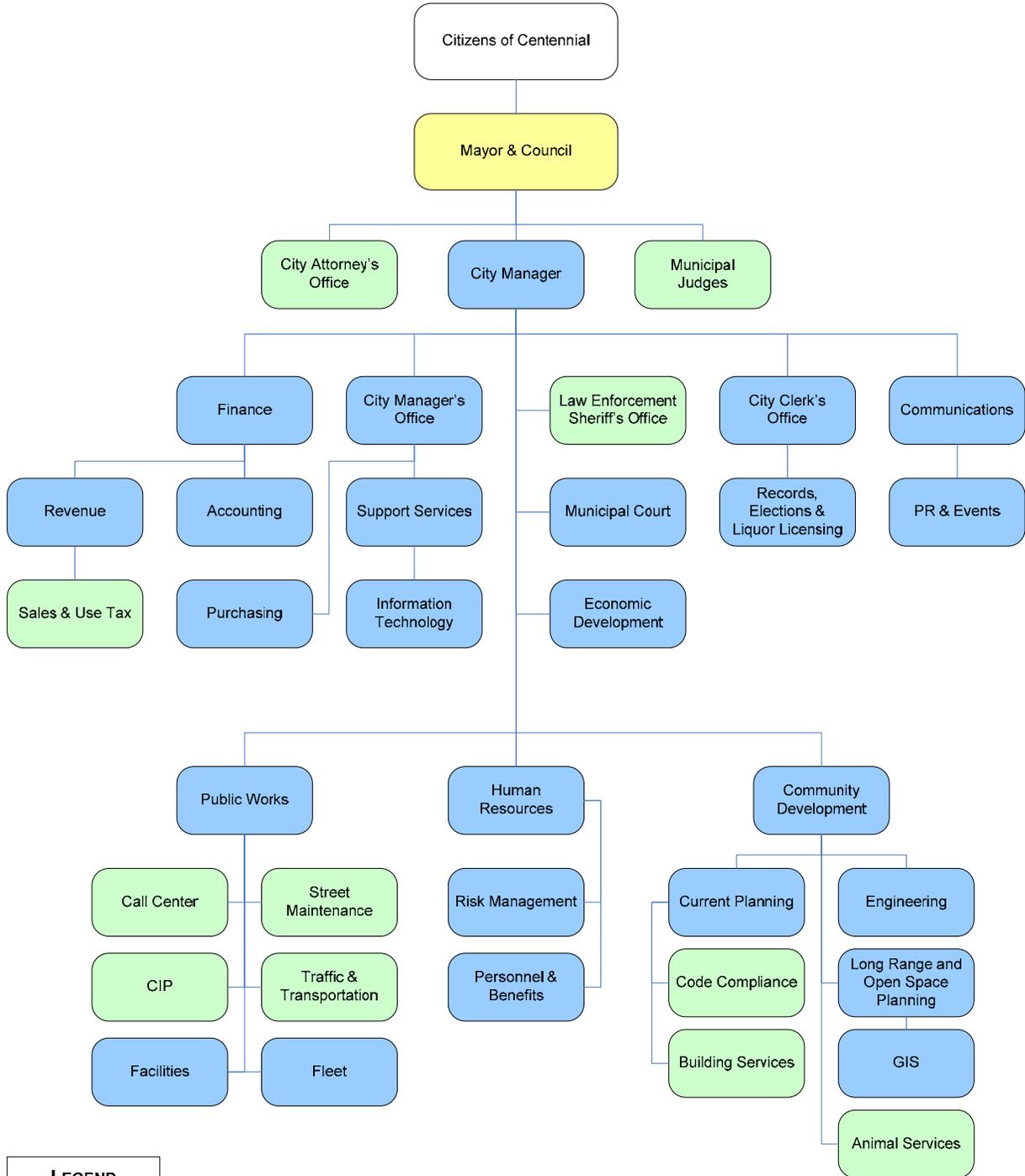




INTRODUCTION

City of Centennial Organization Chart by Service Area





Government Structure

The City Manager is responsible to the City Council for the proper administration of all business of the City, and is required to present the City's Annual Budget to Council for approval. The City of Centennial provides the following major services: law enforcement, public works, capital improvement projects, municipal court, building services, economic and community development services, animal services, liquor licensing, business and sales tax licensing, sales tax administration and management and communication services.

Home Rule as it Relates to the Budget

The Home Rule Charter was adopted in 2008 and required changes in the budget process and timeline. Article XI of the Home Rule Charter defines all requirements of the budget. In summary, a proposed preliminary budget must be presented to City Council on or before the twentieth (20th) day of September of each year. City Council must have a public hearing on the proposed budget each year. Notice of the hearing is published at least once seven (7) days prior and copies of the proposed budget are available to the public. The City Council may make changes to the budget prior to the adoption of the budget. The Annual Budget is adopted by Resolution no later than the fifteenth (15th) day of December of each year. The budget will not be considered adopted unless a public hearing occurs prior to the vote of the City Council and there is an affirmative vote of a majority of the City Council to adopt the budget.

Per the Home Rule Charter, the adopted budget must contain:

- an estimate of anticipated revenue from all sources for the ensuing year
- 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
- the estimated expenditures necessary for the operation of the departments, offices and agencies of the City
- debt service requirements for the ensuing fiscal year
- 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
- a balance between the total estimated expenditures, including any deficit to be met and monies set aside for public improvements and total anticipated revenue, plus any surplus

The budget estimates must be in detail showing revenues by source and expenditures by departments, organizational units, activities, character and object.

Elected Officials

The City of Centennial was incorporated in 2001 and became a home-rule city under Article XX of the Colorado Constitution on June 17, 2008. The Home Rule Charter established a Council-Manager form of government. The City Council is the legislative power which appoints the City Manager to run matters of the City. City Council is comprised of eight members, two elected from each District that serve four year staggered terms. The Mayor serves a four year term and is elected at-large.





Elected Officials and Term of Office:

Mayor



Cathy Noon
January 2014

Council District 1



Rick Dindinger
January 2014



Vorry Moon
January 2012

Council District 2



Sue Bosier
January 2014



Keith Gardner
January 2012



Elected Officials and Term of Office (Cont.):

Council District 3



Rebecca McClellan
January 2014



Patrick Anderson
January 2012

Council District 4

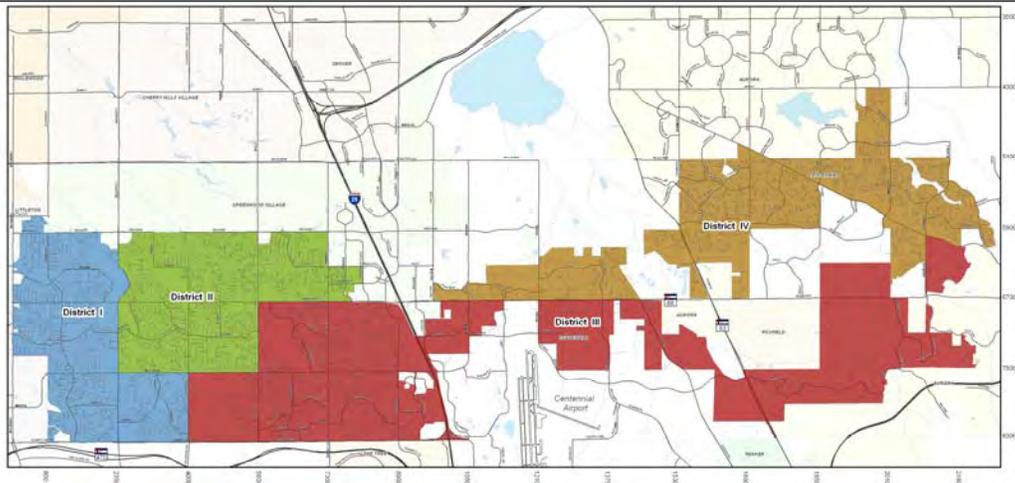


Ron Weidmann, Mayor Pro Tem (2010)
January 2014



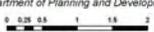
Todd Miller
January 2012

District Map



- Districts**
- District I
 - District II
 - District III
 - District IV
- Interstate
— Urban Principal Arterial
— Urban Regional Highway
— Rivers


City of Centennial
City Council Districts
Department of Planning and Development





Government Structure (Cont.)

City Employees & Benefits

The City has 57.5 authorized full-time equivalent (FTE) positions (exempt and non-exempt in the 2011 budget). Contract employees are not included in the FTE count as they are not City employees. Centennial neither recognizes nor bargains with any employee union.

A benchmark survey is conducted each year using a variety of resources to establish salary adjustments. Employees are eligible to receive salary increases based on individual performance. Actual salaries and benefits are calculated assuming that each authorized position is filled for the entire budget period at the current salary level.

Other benefits provided to City employees include vacation leave, sick leave, and paid holidays. Health care benefits include medical, dental and vision insurance, disability plans, and life insurance. The City offers pre-tax options on health insurance premiums, flexible spending accounts under Section 125 of the Internal Revenue Code, and 401(a) and 457 retirement savings plans.

Contractors

Centennial contracts with private entities and builds partnerships with neighboring jurisdictions to provide services to the citizens of Centennial. Many of the City's core services, including Law Enforcement and Public Works, are contracted using third-party service providers.

Scope of Services

The City of Centennial provides the following major services:

- Law Enforcement
- Street Maintenance
- Traffic & Transportation Management
- Code Compliance
- Building Services
- General Administration
- Economic and Community Development
- Animal Services
- Liquor Licensing
- Business & Sales Tax Licensing
- Sales Tax Administration

A major goal of the City is to provide responsive government. The City has a twenty-four (24) hour, seven (7) days a week call center that is ready to respond to the needs of the community. In addition, utilizing contractors for government services provides flexibility in responding to the changing needs of the community.



Community Profile

Community Vision

We are a proud, thriving community committed to excellence and reinforced by a unifying community vision of a dynamic, healthy and safe Centennial. We honor the integrity and values of our neighborhoods and support a government that is responsive, respectful and accountable to our citizens.

We are committed to the conservation of the environmental beauty of our City and promoting a vibrant economy with a sustainable future. Our City strives to provide outstanding services to all residents and nurture a supportive community that enhances the lives of all our citizens.

Our fiscally responsible values integrate sustainable policies and practices into the fabric of our community and emphasize a healthy balance of economic development and quality of life. As we aspire to establish a community that leads by example, from the top down, we celebrate our past and embrace our future.

~ *Our Voice. Our Vision. Centennial 2030*



Location

The City of Centennial is located in the southern region of the Denver Metropolitan Area. The City shares its boundaries with the cities of Littleton, Greenwood Village, Aurora, Lone Tree, Town of Foxfield, and unincorporated areas of Arapahoe and Douglas counties. The City's current incorporated area is more than 28 square miles located entirely within Arapahoe County.

Land Area

28.8 Square Miles
18,432.39 Acres

History

Centennial was incorporated from portions of unincorporated Arapahoe County in 2001. Located entirely within Arapahoe County, and forming part of the Denver Metropolitan Area, Centennial was formed February 7, 2001 (the day after its first city officials were elected). The citizens of the formerly unincorporated portion of Arapahoe County had voted to incorporate on September 12, 2000, choosing Centennial as the official name during the vote. Incorporation was approved by 77 percent (77%) of the voters, and the 100,000+ person population of the area made it the largest incorporation in U.S. history, at that time.

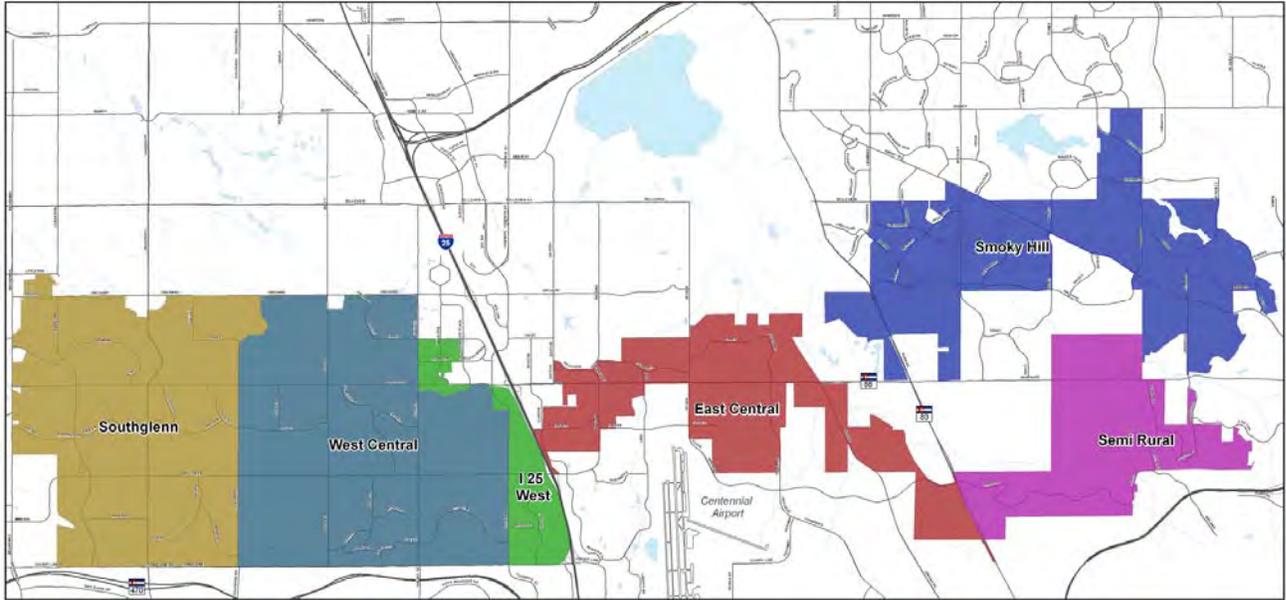
<u>Demographic Profile</u>	
Population	102,522
Households	36,391
Median Age	37.4
Median Household Income	\$96,342
Average Household Income	\$108,847
Daytime Population	56,077
Labor Force:Jobs Ratio ¹	0.987

¹ A Labor Force to Jobs Ratio of 0.987 indicates that Centennial exports and imports nearly the same amount of workers.



Sub-Area Profiles

In 2008, the City of Centennial commissioned its first Retail Market Analysis (RMA). The City and its consultant Innovation Economics established six foundational sub-areas from which to perform detailed demographic analysis. The six sub-areas do not coincide with the established political Districts within the City, however they are more intuitive geographic boundaries for the comparative analysis necessary to establish baseline community demographics within the RMA.



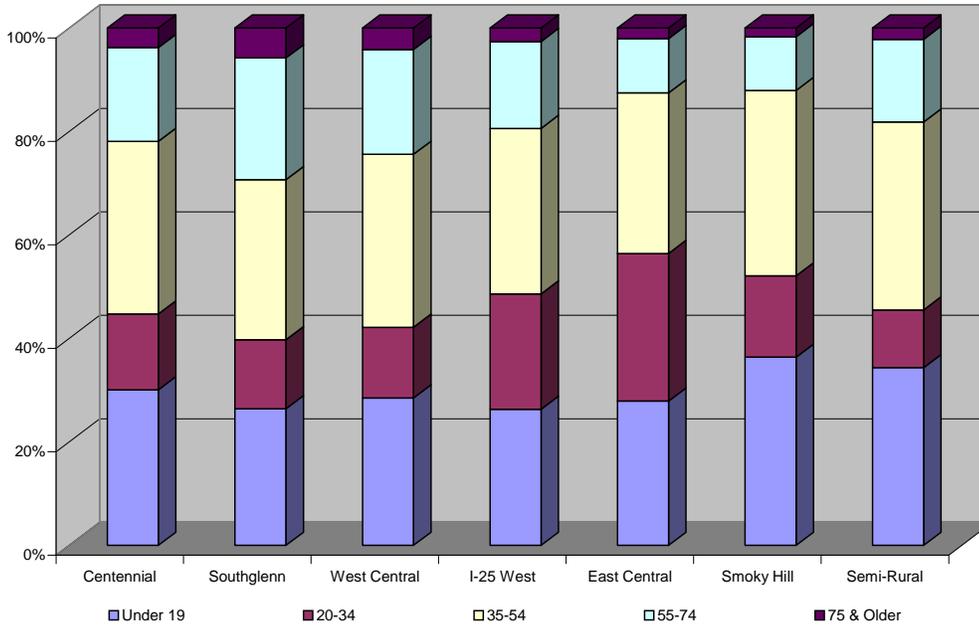
2007	Centennial	Southglenn	West Central	I-25 West	East Central	Smoky Hill	Semi-Rural
Population	102,522	29,302	34,641	2,323	3,804	24,392	6,815
Households	36,391	11,163	12,814	1,007	1,165	7,328	2,093
Families	26,937	7,902	9,319	552	697	6,300	1,819
Average HH Size	2.82	2.62	2.70	2.31	3.27	3.33	3.26
Median Age	37.4	42.6	40.7	36	31.3	33.6	37.9
Median HHI	\$96,342	\$84,432	\$99,798	\$86,777	\$76,657	\$108,096	\$147,351
Average HHI	\$108,847	\$92,282	\$114,860	\$101,224	\$131,246	\$109,088	\$197,194
Med. Disposable Income	n/a	\$66,800	\$77,328	\$68,464	\$61,734	\$84,065	\$115,070
Labor Force	56,826	16,306	20,035	1,482	1,921	13,637	3,445
Daytime Population	56,077	6,710	9,993	12,124	23,187	2,928	1,124
Labor Force:Daytime Population	0.987	0.412	0.499	8.181	12.070	0.215	0.326
Avg. Time to Work (1W)	n/a	24.4	23.4	22.2	21.4	31.0	28.0

Note: Calculations of the 6 sub-areas may not result in the exact number listed for Centennial. A data error of 2-3% is the result of intricacies in GIS software and is considered an acceptable error rate.

Abbreviations: HH—Household | HHI—Household Income | 1W—One Way



Centennial Sub Areas - Age Distribution (2007)

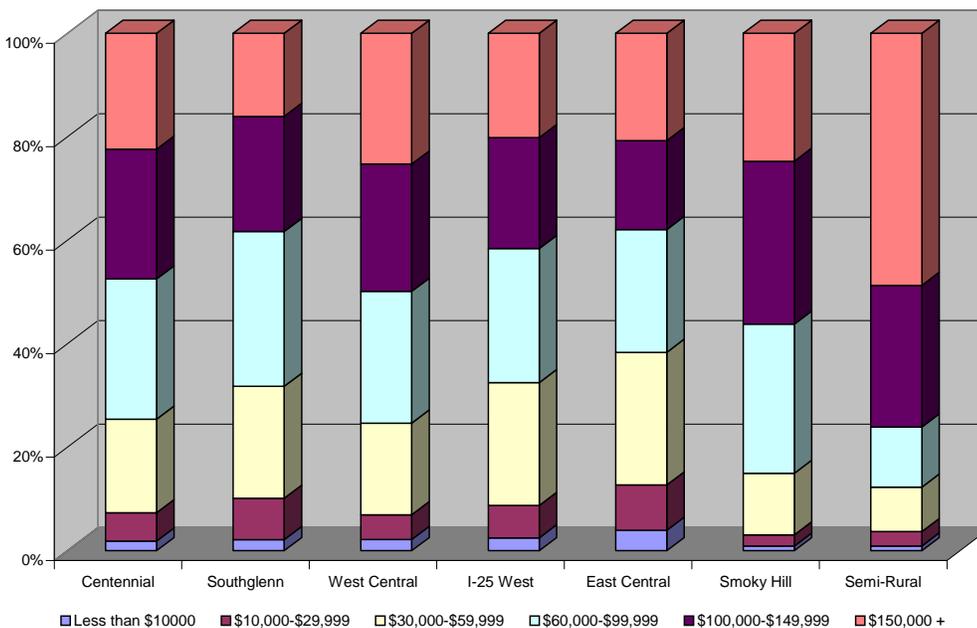


The West Central sub area has the largest share of Centennial's population representing nearly 35,000 residents.

I-25 West represents the smallest sub area with 2,300 residents.

Above: The 35-54 age range represents the largest portion of the City's total population which includes nearly 34,000 residents. It is the dominant age range in the sub areas exclusive of Smoky Hill, where the Under 19 age range is the largest.

Centennial Sub Areas - Household Income Distribution (2007)

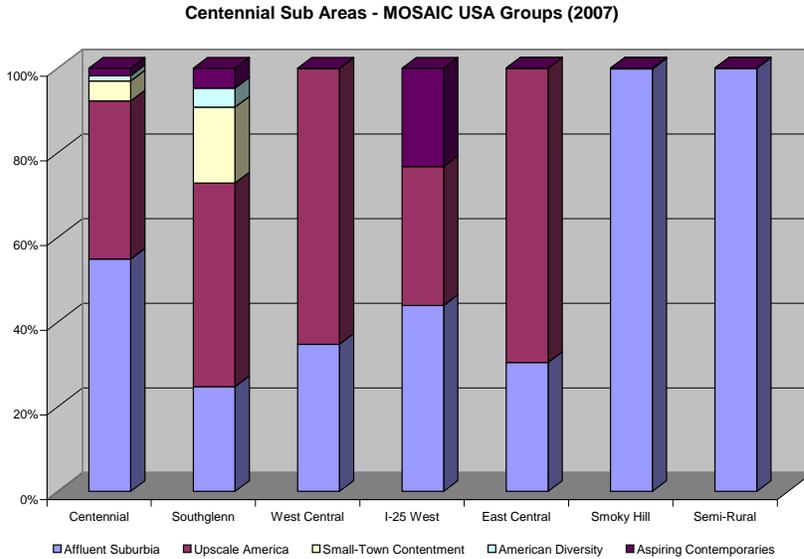


The dominant household income bracket in the City is \$60,000 to \$99,999 representing 27% of households in the City. It is followed closely by the \$100,000 to \$149,999 (25%) and \$150,000+ (22.4%) brackets.

Nearly half of the households in the Semi-Rural sub area have incomes over \$150,000.



Psychographic Profile



The Retail Market Analysis project allowed the City to pursue qualitative data analysis utilizing Experian Business Strategies' MOSAIC USA group and type descriptions. Psychographic analysis is a common tool utilized by site selectors and real estate development professionals to augment the traditional demographic profile. Centennial is comprised predominantly of two groups – Affluent Suburbia & Upscale America – which collectively represent over 92% of the City's population. The Southglenn sub-area has the most diverse typology with population in five MOSAIC groups.

Affluent Suburbia – *The wealthiest households in the U.S. living in exclusive suburban neighborhoods enjoying the best of everything that life has to offer.*

The seven Types in the Affluent Suburbia group comprise the wealthiest households in the nation. These segments outrank all other Mosaic Types in terms of household income, home value and educational achievement. Concentrated in exclusive suburban neighborhoods, these households are predominantly white, college educated and filled with “Baby Boom” parents and their children. With their managerial and executive positions paying six-figure-plus incomes, they enjoy the good life in fashionable houses outfitted with the latest technology. These are the Americans who drive luxury cars, belong to country clubs, travel abroad and relax by sailing, golfing or skiing. Many are culture buffs who attend the theater, art shows, dance performances and concerts, all at high rates. Both their purchasing behavior and media choices reflect their interests in money management, travel, computers and gourmet foods.

Centennial Population – 54.3%
US Population – 12.7%

Upscale America – *College-educated couples and families living in the metropolitan sprawl earning upscale incomes that provide them with large homes and very comfortable and active lifestyles.*

The six Types in Upscale America are populated with mainly white, college-educated couples and families living in the metropolitan sprawl. Most of the adults work as executives and white-collar professionals, and their upscale incomes provide them with large homes and comfortable lifestyles. They like to spend their leisure time getting exercise—jogging, biking and swimming are popular—or shopping for the latest in-fashion and high-tech electronics. They are active in community affairs as members of business clubs, environmental groups and arts associations. They're selective media fans who prefer magazines and cable TV channels that cover business, fashion and the arts. Their one exception is the Internet. These Americans are omnivorous Web users who go online for everything from banking and trading stocks to downloading music and buying merchandise.

Centennial Population – 37%
US Population – 10.9%

For more information about Experian Business Strategies MOSAIC USA:
http://www.business-strategies.co.uk/upload/pdfs_nov07/mosaic_usa_oct07.pdf



Local Economy

Centennial is home to some of metropolitan Denver’s most prestigious neighborhoods and is one of the major employment centers in this region. Numerous business parks can be found throughout the City, featuring companies large, small, well known, traditional and entrepreneurial. Key industries within Centennial include finance and insurance, aerospace technology, medical technology and devices, advanced information technology, media, engineering and corporate headquarters.

Transportation alternatives are a key asset to the City’s business community, with connectivity via Interstate 25, Arapahoe Rd. (State Highway 88), Parker Rd. (State Highway 83), University Blvd. (State Highway 177), and the Arapahoe at Village Center and Dry Creek light rail stations. These strong transit connections provide easy access to downtown, Denver International Airport, Denver Technology Center (DTC) and Bioscience Campus.

Major Employers: Top Private-Sector Employers *(listed in order by number of employees)*

- | | |
|--------------------------------|--------------------------------------|
| OppenheimerFunds | Big O Tires |
| Comcast | Sierra Nevada Corporation |
| Walmart | Interstate Highway Construction |
| United Launch Alliance | Safeway Retail |
| US Foodservice | Trust Company of America |
| King Soopers | Teksystems |
| Shaw Group | High Noon Productions |
| Saunders Construction | Macy's |
| Raytheon Polar Services | Stolle Machinery |
| Standard & Poor's Compustat | Whole Foods Market |
| National CineMedia | Western States Fire Protection |
| Epicurean Catering | Western Stone & Metal (Shane Co.) |
| Galileo International | Conmed Electrosurgery |
| Nordstrom National Credit Bank | Thyssenkrupp Elevator |
| Cochlear Americas | Coram Specialty Infusion Services |
| Christian Living Communities | Black & Veatch |
| Haselden Construction | Vistar |
| Safeway Corporate | United Healthcare Services |
| Cisco Systems | Sears |
| Go Toyota | Intecon |
| Jones International | Jones University |
| AlloSource | Kuni Honda |
| Elavon | Tagawa Gardens |
| Seakr Engineering | HealthOne - Centennial Medical Plaza |
| Kaiser Permanente | |

AlloSource



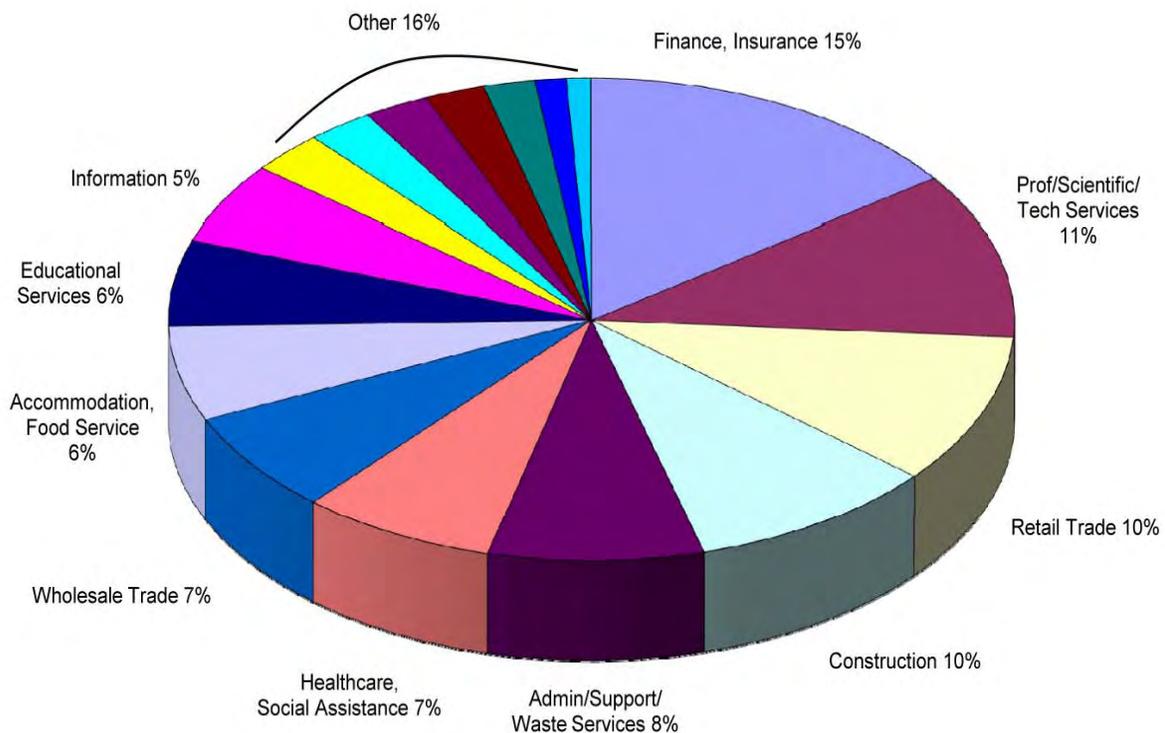


Employment & Industry Composition

Centennial's top ten industries represent the vast majority of its employment, with the remaining seven industries accounting for only 16 percent (16%) of total employment. More than a quarter of the City's employment base is in the Finance/Insurance and Professional/Scientific/Technical Services industries, all of which have been growing local industries in the past three years.

Trends

- Professional, Scientific and Technical Services has employment growth in Centennial at twice the state average rate during the period 2004 to 2007 (1,600 jobs added).
- Educational Services and Construction have created jobs well ahead of the state average (1,000 and 900 jobs respectfully) during the period from 2004 to 2007.
- Retail Trade employment declined significantly in Centennial (425 jobs lost) from 2004 to 2007; however, significant gains will occur with the opening of The Streets at SouthGlenn in 2008/2009.



Centennial has a diverse economy with its two largest categories representing high paying industries. Finance & Insurance is the City's largest employment category with nearly 8,000 jobs, while Professional/Technical/Scientific Services follows closely representing 11 percent (11%) of the City's employment base.

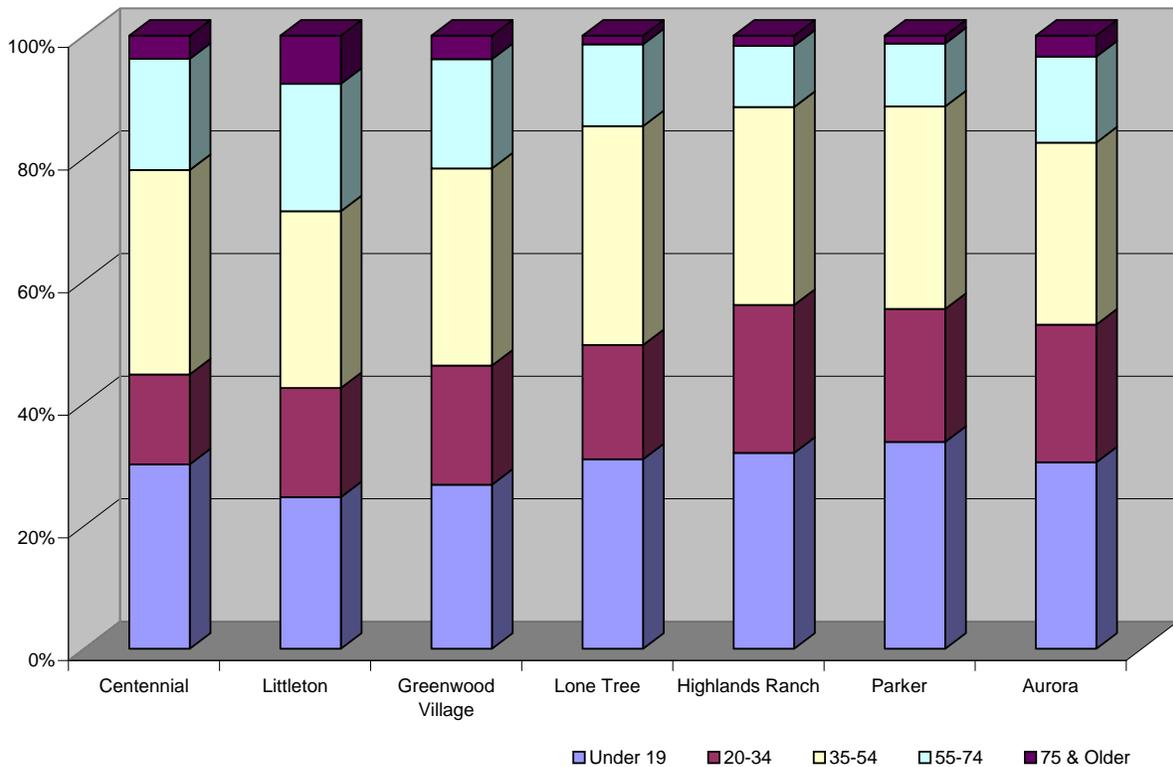
Note: "Other" represents Manufacturing, Real Estate/Rental/Leasing, Other Services (non-Public), Public Administration, Company Management, Transportation/Warehousing, and Arts/Entertainment/Recreation.



Peer (Neighboring) City Comparison

	Centennial	Littleton	Greenwood Village	Lone Tree	Highlands Ranch	Parker	Aurora	Colorado
Population	102,522	40,217	14,372	10,700	92,859	44,326	324,085	4,800,477
Households	36,391	17,332	5,965	8,635	32,623	14,753	133,078	1,880,294
Families	26,937	9,885	3,547	6,485	23,918	11,513	88,317	1,193,479
Median Age	37.4	40.6	38	35.2	31.9	31.9	33.3	35.2
Median HHI	\$96,342	\$61,174	\$96,927	\$116,820	\$106,616	\$102,030	\$64,458	\$58,814
Average HHI	\$108,847	\$74,956	\$172,264	\$127,157	\$105,617	\$103,746	\$71,645	\$69,723
Daytime Population	56,077	29,030	45,975	10,728	16,635	12,055	123,726	2,629,293
Jobs: Population Ratio	0.547	0.722	3.199	0.434	0.179	0.272	0.339	0.548

Peer City Comparison - Age Distribution (2007)

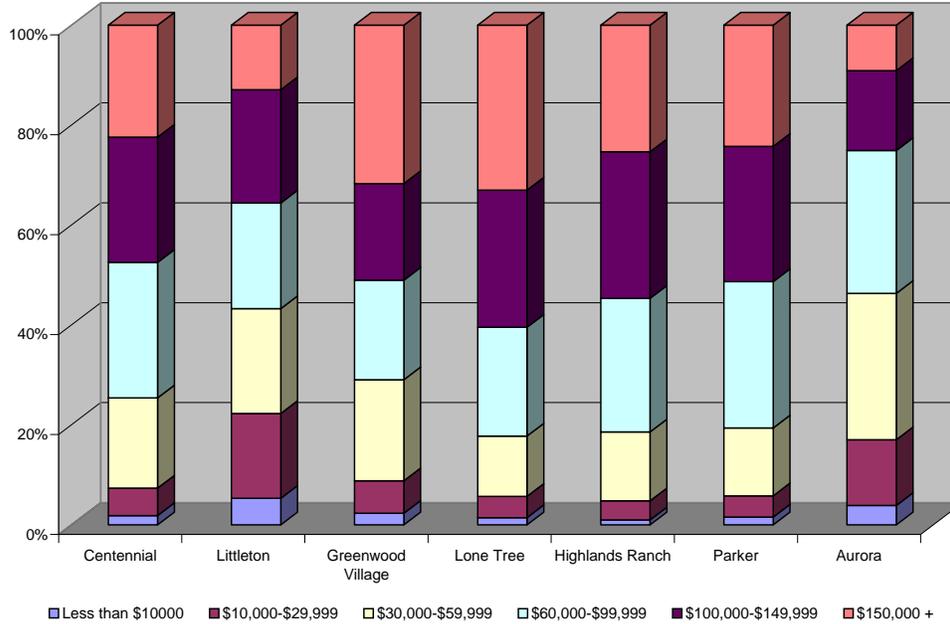


Age distribution is relatively similar between Centennial and its neighboring cities. The 35-54 age bracket is the highest population segment in Centennial, Littleton, Greenwood Village, Lone Tree and Highlands Ranch; while the Under 19 bracket has the largest proportional share in Parker and Aurora.

Littleton has the greatest share of population age 55+, 28.6 percent (28.6%), followed by Centennial, 21.9 percent (21.9%), and Greenwood Village, 21.6 percent (21.6%).



Peer City Comparison - Household Income Distribution (2007)



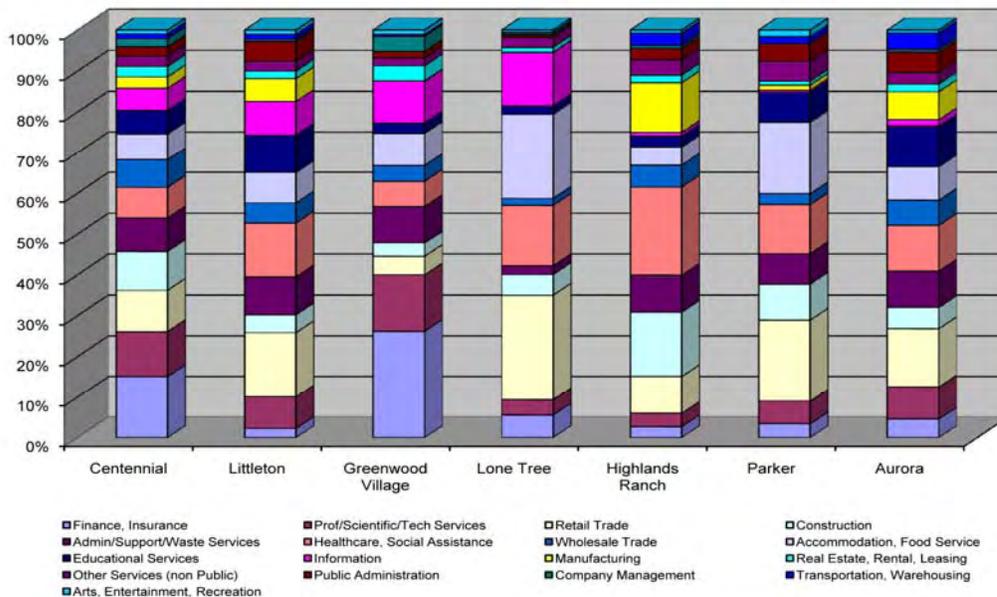
Percentage of Households with Incomes more than \$100,000

Centennial	47.5
Littleton	35.6
Grnwd Village	51.0
Lone Tree	60.0
H. Ranch	54.7
Parker	51.3
Aurora	25.0

Lone Tree has the largest share of households with incomes \$150,000+ (33%), followed by Greenwood Village (31%).

Above: Median Household Income in the south metro region of Denver exceeds the state and national averages, though there is some disparity between Centennial and its neighboring communities.

Peer City Comparison - Employment & Industry Composition (2007)



Centennial maintains one of the most diverse economies in the south metro region.

Retail Trade is the largest employment category in Littleton, Lone Tree, Parker and Aurora.

Greenwood Village has the largest share of Finance & Insurance employment with 11,800 jobs representing 26% of its employment base.



Sales Tax Comparison

The City of Centennial continues to provide services on one of the lowest sales tax rates in the metropolitan area. Sales tax in Centennial is the largest source of revenue and represents approximately 46 percent (46 %) of the total General Fund’s 2011 Budget. Centennial produces less sales tax revenue on a per capita basis compared to others with smaller populations and similar sales tax rates. It is a goal of the City through the Retail Market Analysis project to align competitively and capture more sales tax.

Sales Tax Collection by Jurisdiction - FY 2009

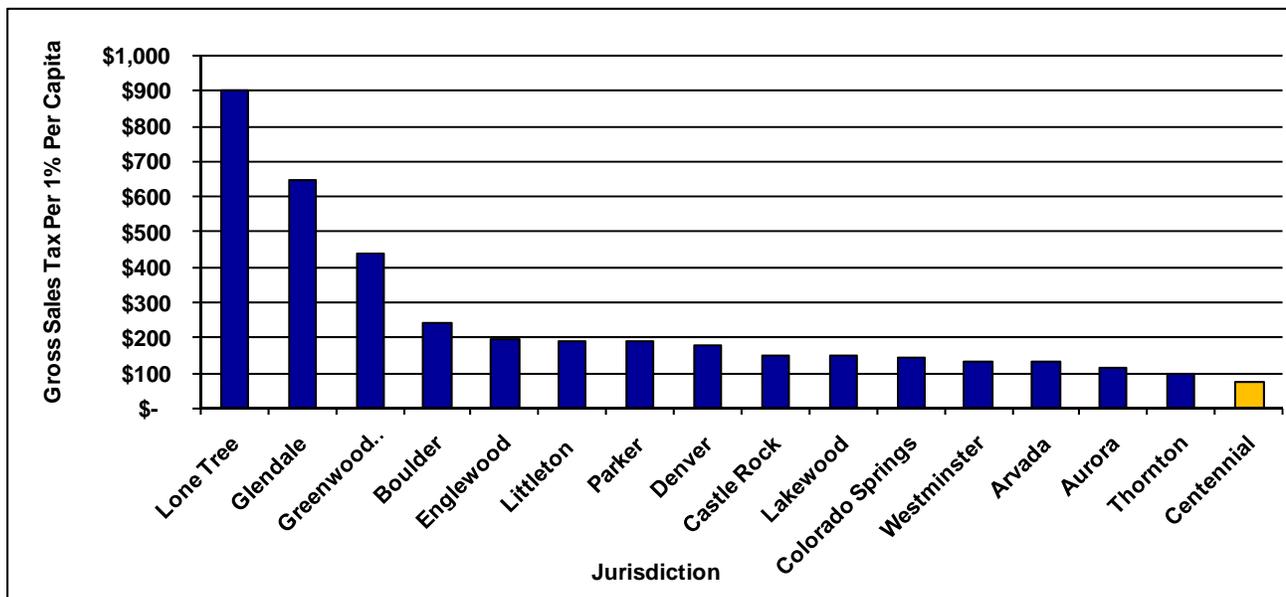
Sorted by Gross Sales Tax Per 1% Per Capita

City	Sales Tax Rate	Gross Sales Tax ⁽¹⁾	Population ⁽²⁾	Gross Sales Tax Per 1% Per Capita
Lone Tree	1.8125%	\$ 17,462,064	10,700	\$ 900
Glendale	3.75%	11,087,495	4,554	649
Greenwood Village	3.00%	18,388,253	13,990	438
Boulder	3.41%	85,457,000	102,569	244
Englewood	3.50%	22,020,529	31,702	198
Littleton	3.00%	23,533,463	41,610	189
Parker	3.00%	24,418,900	43,286	188
Denver	3.62%	387,838,000	592,052	181
Castle Rock	3.60%	24,286,408	44,033	153
Lakewood	3.00%	65,994,458	147,023	150
Colorado Springs	2.50%	143,214,662	394,177	145
Westminster	3.85%	56,734,904	109,724	134
Arvada	3.46%	49,530,000	107,050	134
Aurora	3.75%	141,025,543	324,085	116
Thornton	3.75%	43,831,429	117,728	99
Centennial	2.50%	17,992,951	98,826	73

Average Tax Rate 3.22% Average Tax Collected \$249

(1) Gross Sales Tax and Gross Sales number from each city’s respective 2009 Comprehensive Annual Financial Report (CAFR) Statistical Tables.

(2) Population is based upon 2007 Denver Regional Council Of Governments (DRCOG) data.





Partnerships & Service Providers

Law Enforcement

The City of Centennial contracts with the Arapahoe County Sheriff's Office for law enforcement and related law enforcement services.

Arapahoe County Sheriff's Office
13101 Broncos Pkwy.
Centennial, CO 80112
Emergency **ONLY** - 911
Non-Emergency Line - (303) 795-4711

For the fifth consecutive year, Centennial is the safest city in Colorado with a population of more than 75,000. Centennial ranks 38th in the country, of 397 cities ranked. (CQ Press)

Fire Protection Services

Fire protection services are provided through three (3) independent Fire Districts: Cunningham, Littleton, and South Metro.

Cunningham Fire Protection District
2015 S. Dayton St.
Denver, CO 80247
(303) 755-9202
<http://www.cfpd.org>

Littleton Fire Department
2255 W. Berry Ave.
Littleton, CO 80165
(303) 794-1555
<http://www.littletongov.org/fire>

South Metro Fire Rescue Authority
9195 E. Mineral Ave.
Centennial, CO 80112
(720) 989-2000
<http://www.southmetro.org>

Education

Centennial's youngest residents have access to two of the finest primary education districts in the state through Littleton Public Schools and Cherry Creek School District.

Littleton Public Schools
5776 S. Crocker St.
Littleton, CO 80120
(303) 347-3300
www.littletonpublicschools.net

School	Contact
Field Elementary (80121)	(303) 347-4475
Franklin Elementary (80121)	(303) 347-4500
Highland Elementary (80121)	(303) 347-4525
Hopkins Elementary (80122)	(303) 347-4550
Lois Lenski Elementary (80121)	(303) 347-4575
Peabody Elementary (80121)	(303) 347-4625
Sandburg Elementary (80122)	(303) 347-4675
Twain Elementary (80122)	(303) 347-4700
John Wesley Powell Middle (80122)	(303) 347-7950
Isaac Newton Middle (80122)	(303) 347-7900
Arapahoe High (80122)	(303) 347-6000



Education (Cont.)

Cherry Creek School District
 4700 S. Yosemite St.
 Greenwood Village, CO 80111
 (303) 773-1184
 www.ccsd.k12.co.us

For more information on Performance Ratings and School Report Cards, visit the Colorado Department of Education website at:

<http://www.schoolview.org>

School	Contact
Antelope Ridge Elementary (80015)	(720) 886-3300
Aspen Crossing Elementary (80015)	(720) 886-3700
Cottonwood Creek Elementary (80111)	(720) 554-3200
Creekside Elementary (80016)	(720) 886-3500
Dry Creek Elementary (80112)	(720) 554-3300
Heritage Elementary (80111)	(720) 554-3500
High Plains Elementary (80111)	(720) 554-3600
Homestead Elementary (80112)	(720) 554-3700
Indian Ridge Elementary (80112)	(720) 886-8400
Peakview Elementary (80015)	(720) 886-3100
Rolling Hills Elementary (80015)	(720) 886-3400
Timberline Elementary (80015)	(720) 886-3200
Trails West Elementary (80015)	(720) 886-8500
Walnut Hills Elementary (80112)	(720) 554-3800
Willow Creek Elementary (80112)	(720) 554-3900
Falcon Creek Middle (80016)	(720) 886-7700
Thunder Ridge Middle (80015)	(720) 886-1500
Eaglecrest High (80112)	(720) 886-1000
Cherry Creek High (80011)	(720) 554-2100
Grandview High School (80016)	(720) 886-6500

Arapahoe Community College
 www.arapahoe.edu

Founded in 1965, Arapahoe Community College (ACC) was the first community college to open in the Denver area. What began as Arapahoe Junior College with 550 students has grown into a bustling community college serving more than 20,000 credit and non-credit students annually. ACC is accredited by The Higher Learning Commission and a member of the North Central Association of Colleges and Schools. Arapahoe Community College has two campuses, the main Campus in Littleton and a Douglas County facility located just east of I-25 and Lincoln Ave.

Community College of Aurora
 www.ccaurora.edu

The Community College of Aurora (CCA/College) is an open-door, two-year institution that offers associate degrees and certificates for students whose goals include transferring to a four-year institution, preparing for entry or advancement in the workplace, or meeting individual career or educational objectives. CCA serves more than 425,000 residents and more than 10,000 businesses in a 350-square-mile service area that spans portions of three counties (Arapahoe, Adams and Denver). The College also offers an Associate of General Studies (AGS) degree, 20 certificate programs, and a joint AAS degree with four area vocational schools.



Library Services

Arapahoe Library District
www.arapahoelibraries.org

Centennial residents are served by the Arapahoe Library District, which was established in April 1966. The public library service operates eight branch libraries, four of which are located within the City of Centennial.

Castlewood Library
6739 S. Uinta St. (80112)
(303) 542-7279

Koelbel Library
5955 S. Holly St. (80121)
(303) 542-7279

Smoky Hill Library
5430 S. Biscay Cir. (80015)
(303) 542-7279

Southglenn Library
6972 S. Vine Street (80122)
(303) 542-7279

Recreation & Amenities

Centennial parks and recreation services are provided by the Arapahoe Park and Recreation District and South Suburban Parks and Recreation District. Both entities provide physical and operational amenities to the City's residents. Cherry Creek State Park is accessible through a series of multi-modal connections allowing Centennial's residents to enjoy the regional amenity and its trail connections.

Arapahoe Park and Recreation District
Trails Recreation Center
16799 E. Lake Ave.
Centennial, CO 80015
(303) 269-8400
www.aprd.org

The Arapahoe Park and Recreation District (APRD) was formed in 1982 by the Arapahoe County Commissioners. The District's Service Plan anticipates approximately 100 acres of developed parks, 500 acres of natural open space, and 10 miles of paved trails.

Recreation & Amenities Cont.

South Suburban Parks and Recreation District
6631 S. University Blvd.
Centennial, CO 80121
(303) 798-5131
www.sspr.org

South Suburban Parks and Recreation District is a quasi-municipal corporation and a political subdivision of the State of Colorado, formed in 1959. It operates and maintains 1,206 acres of developed parks, 1,997 acres of natural areas, 79 miles of trails and 492 acres of special facilities.

Transportation

Regional Transportation District (RTD)
(303) 299-6000
www.rtd-denver.com

RTD provides service on 165 fixed routes operating within its boundaries. These include local bus services along major streets, express and regional bus routes providing non-stop services along longer distances, bus service to Denver International Airport, a free shuttle on the Sixteenth Street Mall in downtown Denver, and light rail service serving Denver and its southern suburbs. In addition to the fixed route services, RTD provides services to sporting events and other special events, special services for the disabled and senior citizens, and door-to-door services in limited areas of the District. RTD provides these services through a network of more than 10,000 bus stops and 74 Park-n-Ride facilities.

Source: <http://www.rtd-denver.com/factsAndFigures.shtml>

Colorado Department of Transportation
(303) 757-9011
<http://www.coloradodot.info>

The Colorado Department of Transportation (CDOT) is responsible for a 9,144 mile highway system, including 3,429 bridges. Each year, this system handles over 28 billion vehicle miles of travel. Although the Interstate system accounts for only about 10 percent (913 miles) of the total mileage on the state system, 40 percent of all travel takes place on our Interstate highways.

Source: <http://www.coloradodot.info/about>



Healthcare

Centennial Medical Plaza

14200 E. Arapahoe Rd.
Centennial, CO 80112
(303) 699-3000
<http://auroramed.com/centennial-medical-plaza/index.htm>

Centennial Medical Plaza treats injuries and illnesses with virtually all the support services of a hospital setting. Centennial has a full-service ER with special expertise and staff for treating children's illnesses and injuries and is an affiliate of The Medical Center of Aurora.

Sky Ridge Medical Center

10101 RidgeGate Pkwy.
Lone Tree, CO 80124
720-225-1000
<http://www.skyridgemedcenter.com/>

Littleton Adventist Hospital

7700 S. Broadway
Littleton, Colorado 80122
(303) 730-8900
<http://www.mylittletonhospital.org/>
231 licensed beds, including six pediatric beds licensed by The Children's Hospital

Parker Adventist

9395 Crown Crest Blvd.
Parker, CO 80138
(303) 269-4000
<http://www.parkerhospital.org/>
100 licensed beds, including six pediatric beds licensed by The Children's Hospital

Utilities – Electric & Natural Gas

Xcel Energy

www.xcelenergy.com
800-895-4999

Intermountain Rural Electric Association

www.intermountain-rea.com
303-688-3100

Utilities – Water & Sanitation Districts

Arapahoe Estates Water District	(303) 854-8282
Arapahoe County Water & Wastewater Authority (ACWWA)	(303) 790-4830
Castlewood Water & Sanitation District	(303) 292-6400
Cherry Creek Basin Water Quality Authority	(303) 779-4525
Denver Water	(303) 893-2444
East Cherry Creek Valley Water & Sanitation District	(303) 693-3800
East Valley Metropolitan District	(303) 841-3474
Havana Water District	(303) 779-4525
South Arapahoe Sanitation District	(303) 985-3636
South Englewood Sanitation District 1	(303) 797-6200
Southeast Englewood Water District	(303) 986-7551 ext.124
Southeast Metro Storm Water Authority	(303) 858-8844
Southgate Water & Sanitation District	(303) 779-0261
Willows Water District	(303) 770-8625



Metropolitan Districts

Centennial 25 Metro District	(303) 758-3500
Chapparral Metropolitan District	(303) 381-4960
Columbia Metropolitan District	(303) 987-0835
Dove Valley Metropolitan District	(303) 987-0835
East Arapahoe Metropolitan District	(720) 886-9075
East Smoky Hill Metropolitan District #1	(303) 770-2700
East Valley Metropolitan District	(303) 841-3474
Greenwood South Metropolitan District	(303) 779-4525
Heritage Greens Metropolitan District	(303) 779-4525
Highland Park Metropolitan District	(303) 779-4525
Interstate South Metropolitan District	(303) 770-2700
Landmark Metropolitan District	(303) 773-2050
Liverpool Metropolitan District	(303) 779-4525
Panorama Metropolitan District	(303) 987-0835
Parker Jordan Metropolitan District	(303) 779-4525
Parkview Metropolitan District	(303) 839-3800
Piney Creek Metropolitan District	(303) 946-2015
Piney Creek Village Metropolitan District	(303) 987-0835
Smoky Hill Metropolitan District	(720) 231-1266
South Arapahoe Sanitation District	(303) 985-3636
Southeast Public Improvement Metropolitan District	(303) 773-1700
Southern Metropolitan District	(303) 986-1551
Southgate at Centennial Metropolitan District	(303) 649-9857
Southglenn Metropolitan District	(303) 779-4525
Suburban Metropolitan District	(303) 592-4380
Valley Club Pointe Metropolitan District	(303) 839-3800
Vermillion Creek Metropolitan District	(303) 292-6400
Sundance Hills Metropolitan District	(303) 779-4525
Verona Estates Metropolitan District, 1 and 2	(303) 858-1800



Budget Policies

Budget Philosophy

The City's Budget is the long-range financial plan by which Council policy is implemented and controlled. In addition to the City's Charter, the Colorado Constitution and Colorado State Budget Law provide the basic legal requirements and timelines for the City's budget process. City Council's goals, City-wide objectives, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community.

Municipal services are funded through a variety of taxes, fees, charges for service, and intergovernmental revenues. Generally, the City:

- anticipates conservative growth and revenue forecasts for budgeting purposes
- appropriates the budget in accordance with the City's Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans and includes these policies in the annual budget document
- establishes budgets for all funds based on adopted policies and practices
- adjusts the budget to reflect changes in the local economy, changes in priorities, and receipt of un-budgeted revenues
- organizes the budget so that revenues are related to expenditures, to the extent possible
- prepares a multi-year strategic plan for the City, including capital improvement projects
- allows staff to manage the operating and capital budgets, with City Council's approval
- provides department directors with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against budget appropriations

Budget Process

The annual Budget is generally prepared in accordance with the Governmental Accounting, Auditing, and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB), in addition to the guidelines of the Government Finance Officers Association (GFOA). The City prepares its budget on a calendar year basis as required under the City's Charter. The budget must be balanced, or present a revenue surplus. "Balanced Budget" is defined as a budget in which planned expenditures do not exceed forecasted revenues plus fund balance, including surpluses. This means that appropriated expenditures cannot exceed the sum of anticipated revenues and beginning fund balance.

Budget Committee

In accordance with Section 11.16(c) of the Charter, City Council passed Ordinance No. 2009-O-3, creating the Centennial Budget Committee. The purpose of this committee is to promote citizen involvement in the budgeting decisions of the City by having the committee study all phases of the budget and make recommendations and reports to City Council about those studies.

Budget Term

The Budget Term is consistent with the City's fiscal year which begins on the first day of January and ends on the last day of December.



Basis for Budgeting

The budget parallels the City's governmental accounting basis. The modified accrual basis of accounting is used for all fund operations and financial statements, except for the enterprise fund, which generally uses the full accrual basis. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available and expenditures are generally recorded when a liability is incurred. The City accounts for revenues and expenditures if collected or incurred within 60 days of the end of the fiscal period. In comparison, under the full accrual basis of accounting, which is used for the City's government-wide financial statements and proprietary fund financial statements, revenues are recorded when earned and expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows.

Budget Contingencies

Budget contingencies, or "Use of Prior Year Fund Balance", may be established for those times when spending for unanticipated, or contingency items, are unforeseeable. Generally, budget contingency amounts may be established within any of the City's funds, including the Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, General Improvement District Funds, or Urban Redevelopment Fund. A contingency line item is required for the General Fund, pursuant to the City Charter, Section 11.10. The amount budgeted as a contingency is primarily for those times when spending for a particular item has not been budgeted, or for project costs greater than the amount originally established due to unforeseen circumstances. If a project is completed for an amount less than budgeted, the unspent balance may be moved to the contingency line item within the same fund. Amounts may be moved in and out of the contingency line item by fund, as necessary, while maintaining the budgeted fund balance as a percent of expenditures plus transfers out.

Budget Recommendations

In accordance with the City Charter (Section 11.5), on or before the twentieth (20th) day of September, the City Manager is required to present a proposed budget for the upcoming year to City Council. The proposed budget provides a complete financial plan for each fund of the City, and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, adopted figures for the current year, comparative anticipated figures (revised) for the current year, and recommendations for the ensuing year.

Public Hearings

In accordance with the City Charter (Section 11.6), the City Manager's proposed budget is a matter of public record and is open to the public for inspection. One public hearing on the proposed budget, and amendments as necessary to the current year's Adopted Budget, occurs each year. Appropriate notice (at least seven days in advance) of the time and place of the hearing is placed in a newspaper of general circulation and on the City's website.

Adoption and Appropriation of Funds

In accordance with the City Charter (Section 11.12), on or before the fifteenth (15th) day of December, the City Council will adopt a balanced budget by resolution for the current year revised and ensuing year, and may adopt a Revised Budget for the current year concurrent with the adoption of the ensuing year's budget.

In accordance with the City Charter (Section 11.7), the budget adopted by the City Council will contain the following:

- an estimate of anticipated revenue from all sources for the ensuing year
- 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
- the estimated expenditures necessary for the operation of the departments, offices and agencies of the City



- debt service requirements for the ensuing fiscal year
- 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
- a balance between the total estimated expenditures, including any deficit to be met and monies set aside for public improvements and total anticipated revenue plus any surplus

In addition, all estimates will be in detail showing revenues by source and expenditures by departments, organizational units, activities, character and object.

Changes to Adopted Budget

After the commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget are deemed appropriated for each purpose specified. The expenditures of City operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases however, adopted budgets can be increased, decreased, or amounts transferred between funds upon City Council authorization.

Supplemental Appropriation

On recommendation of the City Manager, and in accordance with City Charter (Section 11.13), City Council can make supplemental appropriations from actual and anticipated revenues and prior year reserve amounts as long as the total amount budgeted does not exceed the actual or anticipated revenue total and the available reserve balance. No appropriation can be made which exceeds the revenues, reserves, or other funds anticipated or available except for emergencies endangering the public peace, health or safety after the adoption of the annual appropriation.

Unanticipated Revenue

Council may approve for expenditure any unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

Carry Over

Generally, all operating budget appropriations lapse at year end, although unexpended appropriations may be reappropriated for the next year. Unexpended capital project appropriations in the Capital Improvement Program are automatically reappropriated for the next year, by project, until project completion at which time funds are unappropriated and generally reported in fund balance.

Budget Decreases

The budget may be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, and City Council goals and direction may cause such budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs budget reductions, Council will be informed immediately and may take action as deemed necessary to prevent or minimize any deficit through resolution. If the circumstances leading to the reduction in budget changes, the appropriation may be made available for expenditure.

Level and Control / Budget Transfers

Control of expenditures is exercised at the fund level. Department directors are responsible for all expenditures made against appropriations within their respective departments; the Finance Department may allocate resources within a fund, with the City Manager's consent. The City may transfer appropriated funding from one fund to another fund provided:

- the transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation



- the purpose for which the funds were initially appropriated no longer exists
- the transfer, if applicable, may include a subsidy of funding from one fund to support program needs of another fund
- the transfer is approved by City Council through resolution

Lapsed Appropriations

All appropriations not spent at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except as follows:

- Capital Improvement Program – appropriations within the Capital Improvement, Open Space, and Conservation Trust Funds do not lapse until the project is completed and/or closed out
- the City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant

Fund Accounting

Fund accounting is generally used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity. Council must approve or appropriate any expenditure from the various funds, including expenditures from reserves. Authorization is generally formalized prior to the beginning of each fiscal year, but may occur by City Council anytime during the year if funds are available. All City expenditures within the funds described below are appropriated by City Council.

City Fund Types

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

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

Debt Service Funds - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

Capital Project Funds – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Enterprise Fund - Enterprise Funds account for activities which are similar to those found in the private sector. Financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured.

Strategic Plan

The City develops a five year strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan is intended to be utilized as a planning tool and does not illustrate future budgets, services, or programs in any detail, but only by fund type. Although expenditures are approved for the current budget year only, the plan includes the following:

- long-term goals of the City
- a listing of all capital improvements and other capital expenditures which are proposed to be undertaken during the current budget and four years beyond, with appropriate supporting information as to the necessity of each



- cost estimates and recommended time schedules for each improvement or other capital expenditure
- method of financing each capital expenditure
- estimated annual cost of operating and maintaining the facilities to be constructed or acquired

Budget Preparation and Schedule

The City’s financial and management policies guide the preparation of the budget. Staff is required to reference and incorporate into departmental budgets the community’s goals and strategies. The goals and objectives which support community values and vision can be found throughout the budget document. A team comprised of City Staff develops the guidelines which are consistent with budget and financial policies. During the development of the budget, all department directors provide their expertise to the budget team.

Budget Preparation Schedule

DATE (2010)	ACTION
Jan 13	Budget Committee Meeting
Jan 29 - 30	Annual City Council Strategic Planning Workshop
Feb 16	Budget Committee Meeting
Mar 2	Budget Committee Meeting
Mar 25	Budget Committee Meeting
Mar 30	Budget Committee Meeting
Apr 6	Budget Committee Meeting
Apr 26 - 27	Spring Budget Workshop
Jun 2	Budget Committee Meeting
Jun 15	Distribute Budget Packets to Department/Program Managers
Jun 22 - 23	Review of Budget Packets with Department/Program Managers
Jun 29	Budget Packets due to Budget Team
Jul 7	Distribute Operation Sustainability Plan Budget Packets to Department/Program Managers
Jul 15	Operation Sustainability Plan Budget Packets due to Budget Team
Aug 3	Budget Committee Meeting
Aug 11	Budget Committee Meeting
Aug 16 - 17	Fall Budget Workshop - City Council Review of Proposed Budget and Decision Packages
Sep 1	Budget Committee Meeting
Sep 13	2010 Revised / 2011 City Manager's Proposed Budget Presented to City Council
Oct 27	Budget Committee Meeting
Nov 4	Publication of Resolution and Public Hearing
Nov 15	Resolution and Public Hearing for Adoption of 2010 Revised / 2011 Annual Budget Document
Dec 13	Certification of Mill Levy
Dec 31	Submit Certified Copy of 2011 Annual Budget to the State
Dec 31	Submit 2011 Annual Budget to the Government Finance Officer Association for Budget Award



Other Financial Policies

Revenue Policy and Overview

General Structure - The City strives to maintain a strong, diverse, and balanced revenue structure, recognizing that a dependence on any individual revenue source may cause revenue yields to be vulnerable to economic cycles. All revenues are conservatively projected for budgetary purposes, and are monitored monthly as amounts are received. Revenues which are considered to be “one-time” resources are used to fund one-time expenditures, including capital projects, or may be included in fund balance. These revenue sources are not relied upon for future year, or ongoing, expenditures. Similarly, revenues with unpredictable receipt patterns are projected conservatively, and any amount collected in excess of the amount projected may be applied to the fund balance.

The City’s revenue structure includes taxes, fees, interest, intergovernmental funds, grants, and other sources including fines.

Taxes are levied and collected by the City pursuant to state and City law and as a result of voter approval. The amount of any tax levied will not exceed the rate or levy allowed by law or voter approval. Other tax amounts received by the City as a result of taxes or levies imposed by other governmental units will be collected by the City in accordance with established distribution formulas and methodologies.

Fees are collected by the City for amounts imposed by the State, established by City Council through Ordinance or Resolution, agreed upon pursuant to a contract or agreement, or for services provided. All fees are reviewed periodically for propriety and consistency with any agreements.

Fees collected by the City for amounts imposed by the State will be the only amount collected for these fee types.

Fees collected pursuant to a contract or agreement will not exceed the amount approved by City Council.

In accordance with the Charter, City Council will determine the amount of any fee, with the exception of franchise fees, by considering the costs incurred by the City in providing the service for which the fee is charged. Fees for services are established based upon the value of the service provided, including both direct and indirect costs incurred by the City. These fees may be charged based upon a cost allocation method that most accurately reflects the cost of providing a service.

Investment earnings are based on amounts credited to City accounts and funds, and is based on the principal balance invested in accordance with the City’s investment policy.

Revenues collected from other governmental units are based on intergovernmental agreements as approved by City Council, or based upon established distribution formulas and methodologies.

Grant revenues are collected based upon awards received from applications submitted.

Limitations - The City will remain in compliance with all revenue limitations as defined by the Taxpayers Bill of Rights (TABOR) and as supplemented by state law and interpreted by the Colorado courts, in addition to amounts dedicated for specific purposes as authorized by voter approval.

TABOR - In 1992, Colorado voters approved an amendment to the Colorado Constitution that placed limitations on revenue and expenditures of the State and all local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately limits growth of revenue collections.



The amount of the limitation equals the increase in the Denver-Boulder-Greeley Consumer Price Index plus local growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the allowable limit must be refunded in the subsequent year by refunding methods approved by law. Cities have the option of placing a ballot question before the voters asking for approval by the citizens to retain and spend revenue collected that is over the TABOR limit. Federal grants and/or gifts to the City are not included in the revenue limit. TABOR also requires a vote of the people before any tax rates are raised or a tax base is changed in a manner that would result in a net revenue gain.

In 2001, the Centennial voters permanently exempted the City from TABOR Revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR revenue limitations on all other sources of revenue through 2013, dedicating the excess revenues to Law Enforcement and Public Works programming.

The following table identifies changes in revenues from year to year, including future projections.

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Revenue Change	5.8%	3.8%	9.7%	9.1%	-6.8%	2.9%	-4.9%	3.9%	0.4%	-1.9%	1.0%

In 2010, revenues as revised are expected to increase from actual 2009 revenues by 2.9 percent (2.9%), or \$1.5 million. The overall increase is primarily due to the following:

- increase in property tax of \$1.3 million
- increase in other intergovernmental revenue of \$1.0 million
- increase in sales tax of \$.8 million
- increase in franchise fees of \$.3 million
- increase in HUTF \$.2 million
- decrease in other revenue of \$1.4 million
- decrease in use tax of \$.2 million
- decrease in licenses and permits of \$.2 million
- decrease in pavement degradation and right of way permit fees of \$.2 million
- decrease in investment income of \$.1 million

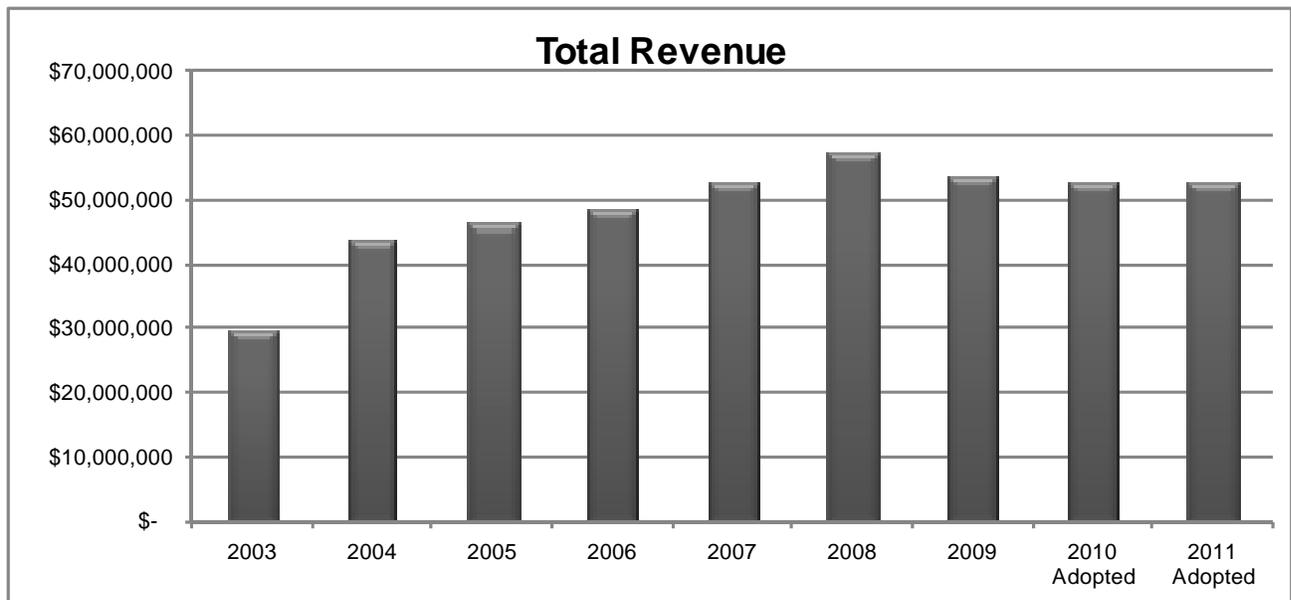
All other revenue sources remained relatively flat as compared to 2009. As shown above, the City's property tax revenue increased \$1.3 million. This increase is primarily due to an increase of \$1.0 million related to the completion of The Streets at SouthGlenn, in addition to an overall increase in assessed property valuations in the City. Other Intergovernmental revenue increased \$1.0 million as a result of Open Space grants through the Arapahoe County Open Space Grant Program and Great Outdoors Colorado Trust Fund. The \$.8 million increase in sales tax is due to several factors including an increase in sales tax collections at The Streets at SouthGlenn, issuance of Retail Sales Tax Licenses to businesses in the City and outside of the City limits, and collection of delinquent sales tax. The change in other revenue of \$1.4 million between the 2010 Revised Budget and actual 2009 revenue is primarily explained by the receipt of construction funds for the redevelopment of The Streets at SouthGlenn during 2009 of \$1.1 million, in addition to \$.3 million in developer contributions in the Capital Improvement Fund.

Revenues for 2011, as compared to the 2010 Adopted Budget, are expected to decrease by less than \$.1 million. The overall change is due to decreases in federal grant revenue (\$1.5 million), other intergovernmental revenue (\$.5 million), automobile use tax (\$.5 million) and pavement degradation fees (\$.2 million); these decreases are partially offset by increases in sales tax (\$2.0 million) and HUTF (\$.7 million). The decrease in federal grant revenue and other intergovernmental revenue is due to a decline in grant revenues



and other one-time contributions for projections expected in 2011 as compared to 2010. The decrease in automobile use tax is due to a continued decline in automobile sales. The City lagged the trend with the decline and is expected to lag in the recovery as well. The pavement degradation revenue decrease is related to a revision in the fee schedule late in 2009. The increase in sales tax is related to actual trends resulting from The Streets at SouthGlenn and greater compliance and licensed vendors. The amount and timing of FASTER revenue was unknown at the time the 2010 Adopted Budget was prepared, and therefore was not included in the budget; these revenues have since been included in both the 2010 revised and 2011 budgets. The volatility of recent market trends makes forecasting difficult for the City. As a result, the City relies heavily on the State's professional economists for guidance, in addition to careful analysis of current trends and future projections.

The following graph depicts revenues for the prior seven years of revenue data, the adopted budget for the current year, and the estimated revenues for the 2011 Budget. The largest variance is between 2003 and 2004; this increase is primarily due to the one percent (1.0%) sales tax increase and the adoption of the 2.5 percent (2.5%) automobile use tax effective January 1, 2004. Overall, the City has a diverse revenue base where the proportion of each revenue source remains relatively constant from year to year.

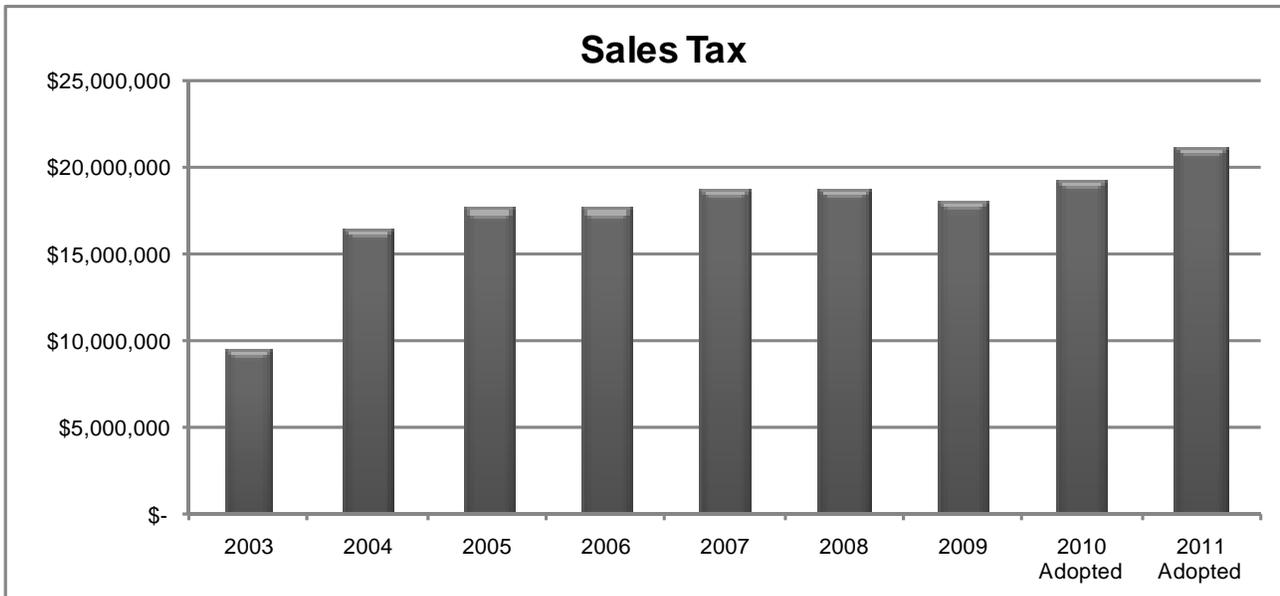




Following are descriptions of the City's revenue sources, associated forecasting assumptions, and revenue trends. Major revenue sources (at least 75 percent (75%) of all revenue sources) are graphed.

Sales Tax - The City collects a 2.5 percent (2.5%) tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and were reported directly to the State of Colorado on either a monthly, quarterly, or annual basis for years 2008 and prior. Beginning in 2009, the City began to self-collect sales taxes as established by ordinance. The City sales tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a one percent (1%) sales tax rate increase in November 2003, effective January 1, 2004, bringing the City's total tax rate to 2.5 percent (2.5%). Fifty percent (50%) of the revenues generated from the sales tax increase, not to exceed \$2.8 million annually, is restricted to the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation and drainage systems. The remaining fifty percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council.

Sales tax represents approximately forty percent (40%) of the City's total revenues. The City's retail base is fairly diverse and has proven to be relatively stable providing the City with a strong base for sales tax revenues. Sales tax is forecasted using historic trends, adjusted for certain anomalies including revenues resulting from sales tax audits, new retail development, and projected retail sales growth. In light of the current economy, the 2010 revised sales tax revenue projection also includes additional analysis of sales tax revenue received to date, as well as revised economic projections. Projections for 2011 are primarily based upon historic trends; however certain adjustments have been made in consideration of projected economic factors, in addition to the City's self-collection, compliance, and administration of the sales tax program due to Home Rule authority. Estimated revenues for 2011 are \$21,100,629.



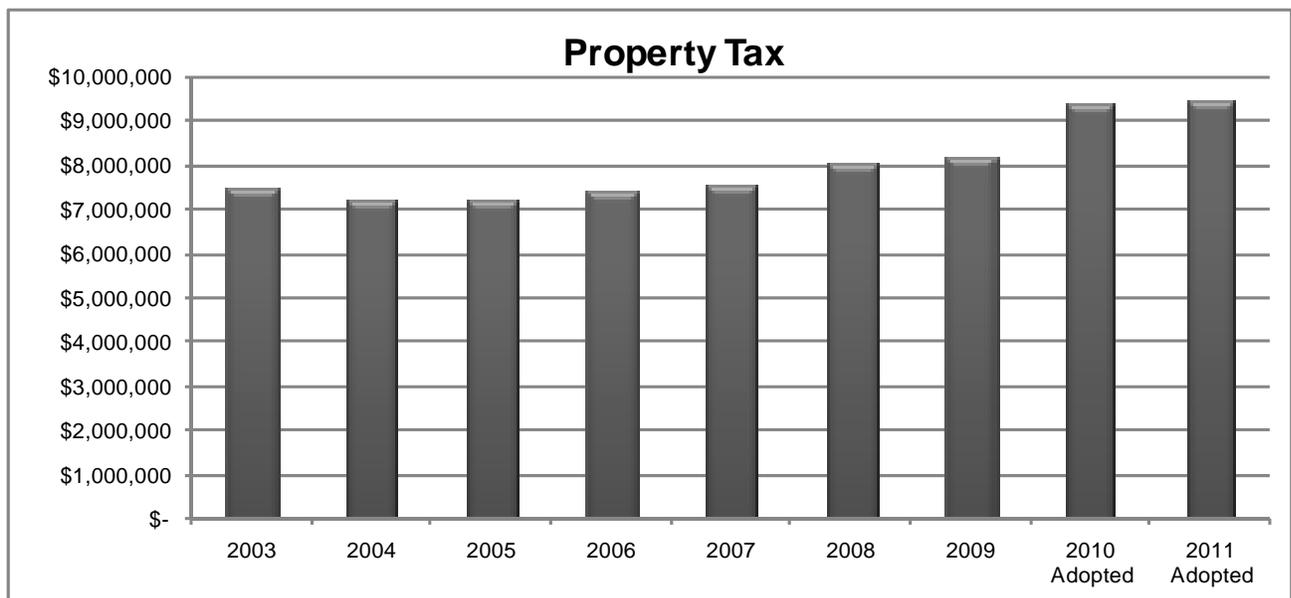
Property Tax - Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due February 28 and June 15, if paid in two installments, or April 30 if paid with a single payment. Taxes are delinquent if not paid as of August 31. If the taxes are not paid by the last day of September, the property may be sold at a public auction. Arapahoe County bills and collects all of the property taxes and remits collections to the City on a monthly basis after deducting a one percent (1%) collection fee (and 1.5 percent (1.5%) for the general improvement districts).

A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property



value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax. The City of Centennial's mill levy has been 4.982 since incorporation in 2001, with the exception of the mill levy for 2008 which was temporarily decreased to 4.906 mills due to higher than anticipated residential property valuations.

Property tax represents approximately eighteen percent (18%) of the City's total revenues. Property taxes are forecasted for 2010 and 2011 primarily based on assessed valuations as determined by Arapahoe County, and applying the City's current mill levy rate. However, historic data, economic indicators, and future investments into the community are also taken into consideration when reviewing assessed valuations and the impact to property tax. Property tax revenues have increased year-to-year over the past few years, along with assessed valuation amounts. The City generally projects revenues conservatively and has taken into consideration current uncertain economic conditions and the affect of foreclosure activity; as a result, the City will continue to monitor assessed valuation amounts and adjust projected property tax revenues accordingly. Estimated revenues for 2011 are \$9,480,746.



Franchise Fees - The City receives franchise fees for cable television, gas, and electric services.

Cable Television Franchise Fee - This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreement. The fees are in consideration of permission to use City streets and rights-of-way for the provision of cable services. Throughout the duration of the Agreement, the fee is established at five percent (5%) of gross subscriber revenues.

Franchise fees represent approximately nine percent (9%) of the City's total revenues. The City experienced a significant increase in franchise fees in 2008, which decreased to a more typical level in 2009. The City expects an increase for 2010 and 2011 compared to 2009 actual revenues.

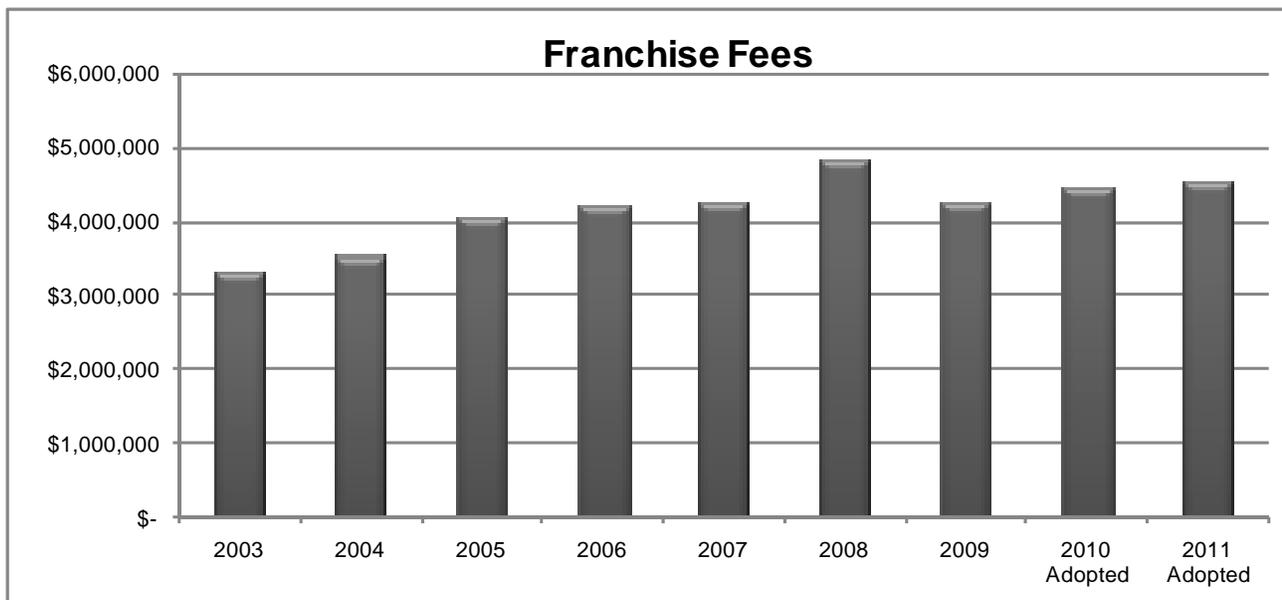
Cable television franchise fee revenues are forecasted based on cable television subscription rates and trend data. During 2010, cable subscription rates increased by an average of approximately three percent (3%) which is a contributing factor to increased revenue trends year-over-year. Estimated revenues for 2011 are \$1,114,323.

Gas/Electric Franchise Fee - The City currently has a nonexclusive franchise agreement with Xcel Energy and Intermountain Rural Electric Association (IREA) for the right to furnish, sell, and distribute natural gas and/or electricity to residents and businesses within the community. The agreement provides Xcel Energy



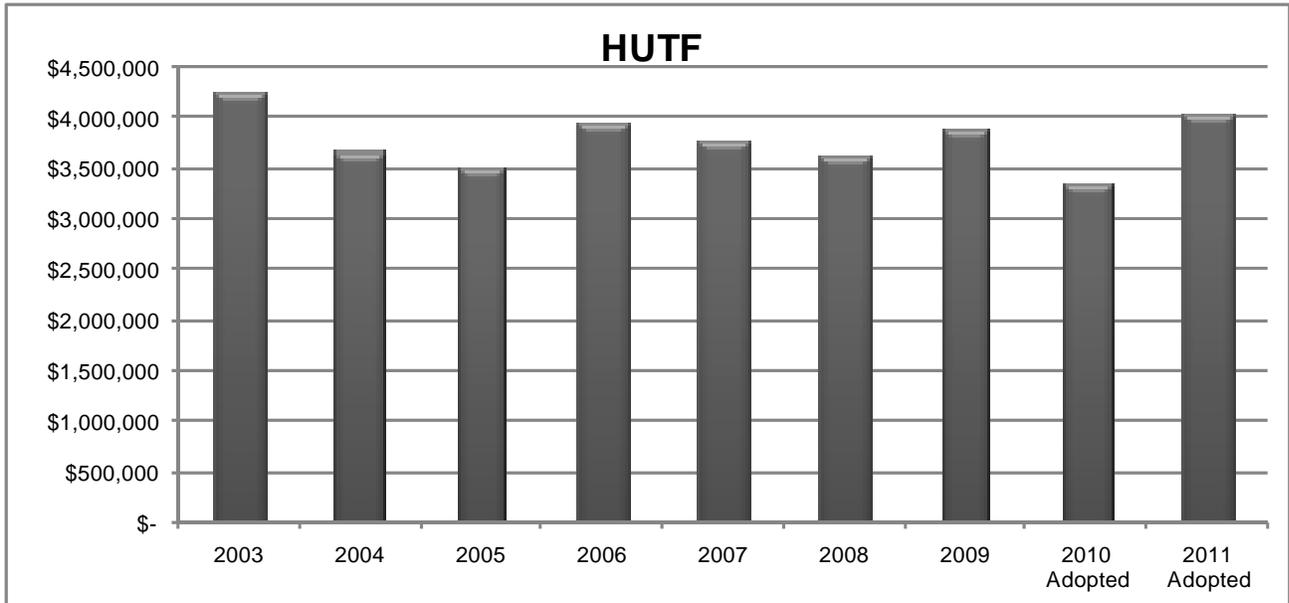
and IREA with access to public property to provide these services. In consideration for this franchise, the companies pay the City a sum equal to three percent (3%) of all revenues received from the sale of natural gas and/or electricity within the City.

Gas and electric franchise fee revenues are forecasted based on estimated usage, natural gas and electricity prices, and trend data. Year-over-year trend data shows fluctuations in actual revenues resulting from changes in prices and usage related to weather. Natural gas storage levels at the end of 2009 were above the five-year average which kept gas prices low into 2010. Overall, 2009 was a mild year, so usage was down. The expectation of increased usage as well as Xcel's newly implemented tiered rate structure for electricity in the summer months have resulted in a slight increase in revenue projections for gas and electric. Estimated revenues for 2011 are \$3,415,580.



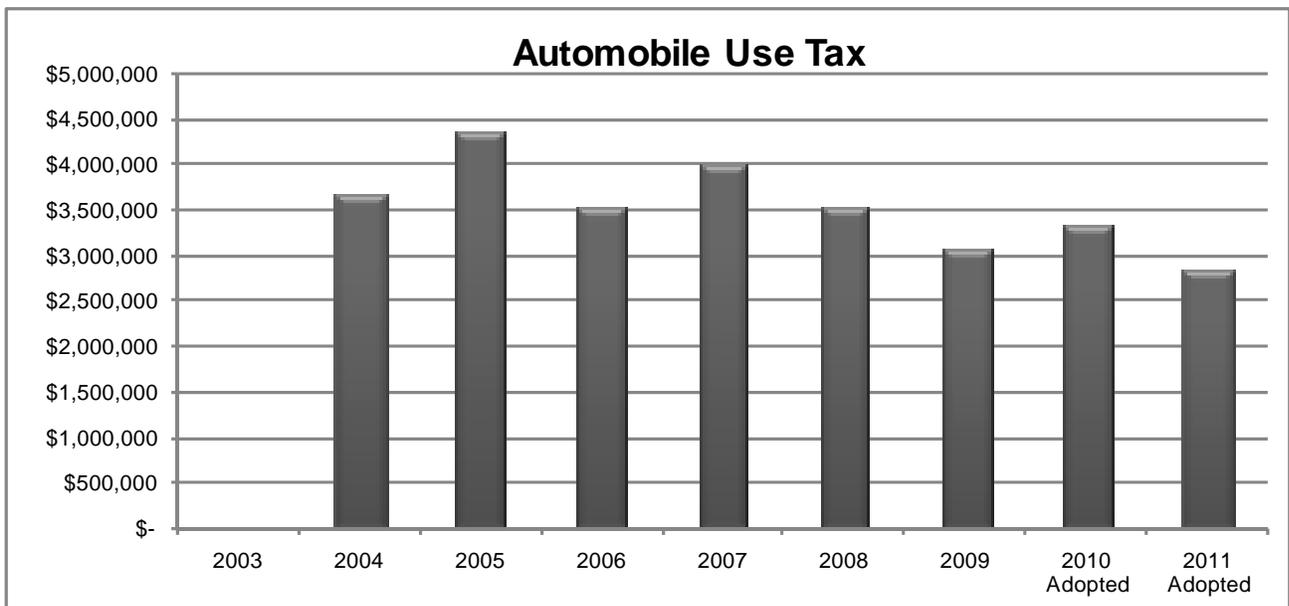
Highway Users Tax Fund - The Highway Users Tax Fund (HUTF) is a state collected locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses, and motor vehicle registration fees. The Highway Users Tax is distributed monthly among the state, counties, and municipalities based on a formula that takes into account the number of vehicles registered and the miles of roads in each municipality relative to the same data in other municipalities. These funds must be spent on new construction, safety, reconstruction, improvement, repair and maintenance, and capacity improvements of streets and roads. In July of 2009, Funding Advancements for Surface Transportation and Economic Recovery (FASTER) revenue resulting from Senate Bill 09-108 began to be distributed in the same method as HUTF revenue.

HUTF revenues represent eight percent (8%) of the City's total revenues. HUTF revenues are forecasted based on trend data; however, consideration is given to motor fuel sales and registration fees. HUTF revenues had decreased slightly in 2007 and 2008. While motor fuel sales prices have increased, it is unknown how this has affected, or will affect, total motor fuel sales. The outlook for 2010 and 2011 is uncertain due to the City's decrease in the total share of the municipal pool, an increased use by the State of "off-the-top" revenue, partially offset by FASTER revenues. Due to the uncertainty of when and how much FASTER revenue would be received, it was not included in the 2010 Adopted Budget. In the graph below, FASTER revenue is included in the 2009 actual amounts, as well as in the 2011 Adopted Budget. Total HUTF (including FASTER) revenues for 2011 are \$4,028,179.



Automobile Use Tax – The City collects 2.5 percent (2.5%) use tax on all motor vehicles purchased outside of the City but registered to owners who reside in the City. In November 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues generated from this tax are to be used solely for the acquisition, construction, operating, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation system improvements. Auto use tax is collected by the Arapahoe County Treasurer and there is a five percent (5%) fee paid to the County as the collecting agency. Sales of vehicles made within the City to City residents are reported as sales tax collected by the County.

Automobile use tax represents approximately five percent (5%) of the City’s total revenues. Automobile use tax is forecasted using historic and forecasted economic trends with regard to automobile sales. Automobile use tax is projected to decrease slightly for 2010 based upon current slowing automobile sales trends compared to prior year’s sales which included the government’s Cash for Clunkers program. In addition, automobile use tax is projected to decrease based on current economic uncertainty, and the effect of that uncertainty on future automobile sales. Estimated revenues for 2011 are \$2,840,916.





Other Intergovernmental Revenue - Other Intergovernmental Revenue primarily includes Arapahoe County Open Space Funds and Conservation Trust Funds from the State of Colorado. Starting in January 2004, voters approved a County-wide 1/4 cent sales tax to acquire additional open space or park land and to make improvements to parks and trails. This sales tax will expire in 2013. Conservation Trust Funds are received from the State of Colorado totaling forty percent (40%) of net lottery proceeds to be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes and is distributed to local governments primarily by population.

Total other intergovernmental revenues represent approximately five percent (5%) of the City's total revenues. Open Space and Conservation Trust Fund revenues are forecasted primarily based on current year revenues; however other factors are considered including retail sales information. Historic trends show a slight decrease in revenues, including 2010 revised estimates. Retail sales trends are more difficult to project given current economic uncertainties. As a result, estimated revenues for 2011 of \$2,076,792 represents a decrease compared to the current year's estimated actual revenues, which also reflect a decrease in grant funding.

Fines & Fees - Fines and fees are established by City ordinance. City fines and fees are a result of: municipal court, animal services, pavement degradation, right-of-way usage and liquor licensing. City fees will not exceed the overall cost of providing services for which the fee is imposed. In calculating the cost of providing a service, both direct and indirect costs may be included. The City reviews all fees for licenses, permits, fines, and other miscellaneous charges as part of the annual budget process.

The most significant source of fines and fees for the City are related to the municipal court. Municipal court fines and fees represent approximately four percent (4%) of the City's total revenues. For the most part, court fines and fee revenues have increased year-to-year; however, for budgeting purposes more conservative projections are used due to the potentially volatile nature of traffic infractions and citations issued.

Court fines and fees are forecasted based on current year activity and prior year actual amounts. Estimated revenues for 2011 are \$2,215,966.

Building Materials Use Tax - The City collects 2.5 percent (2.5%) use tax at the time a building permit is issued to a business or homeowner within the City to build or remodel commercial or residential property. Additional supplemental use tax is collected on construction projects valued in excess of the project valuation at the time the initial use tax was paid. The City's Building Materials Use Tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a one percent (1%) building materials use tax rate increase in November 2003, effective January 1, 2004, bringing the City's total building materials use tax rate to 2.5 percent (2.5%). The revenues generated from the building material use tax increase may be used for any purpose authorized by law and City Council.

Building materials use tax represents approximately two percent (2%) of the City's total revenues. Building materials use tax is forecasted based on historic trends. This includes building materials use tax received to date and adjusted for tenant improvements in retail centers either previously or currently under construction and future development. The projection for 2011 has decreased from the 2010 Revised Budget due to a large commercial project that was permitted in 2010. Estimated revenues for 2011 are \$1,182,397.

Licenses & Permits - Licenses & Permits are established by ordinance that allows the City to collect various licenses or permit fees. These licenses or permit fees allow the purchaser to perform or provide specific services or goods within the City.

Total license and permit revenues represent approximately four percent (4%) of the City's total revenues. There are several types of licenses and permits required within the City. The following are the more significant licenses and permits required within the City.

Contractor's License Fees - Contractor license fees represent an annual license fee for all construction contractors doing business within the boundaries of the City.



Contractor's licenses are forecasted primarily based on the prior year trends, the current year's collection activity, and adjustments for large projects which have, or will, affect licensing revenues. Estimated revenues for 2011 are \$220,000.

Building Permit Fees - Building permit fees are based on the dollar valuation of the construction work to be performed. The valuation is determined using the cost per square foot published in the International Building Code (IBC) Building Standards guide and by using the Colorado regional modifier for all new construction. Permit fees are established by ordinance and are forecasted based on local economic trends as well as historic trends and new construction projects.

Building permit fees are forecasted based on the current year's activity as well as anticipated projects. A large commercial project is anticipated to increase 2010 projected revenues, however this trend is not expected to continue into 2011. Estimated revenues for 2011 are \$1,200,000.

Specific Ownership Tax - Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers, and trailer-coaches in lieu of all ad valorem taxes on motor vehicles. The amount of the tax paid is a function of the class, age, and value of the vehicle. Generally, the amount of tax paid decreases with the age of the vehicle.

Specific Ownership Taxes for Class A vehicles, which includes any motor vehicle, truck, truck tractor, trailer or semi-trailer used to transport persons or property over public highways for compensation, are paid to the State. Specific Ownership Taxes are distributed to each city/district based on the entity's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for the entire County.

Specific ownership tax represents approximately one percent (1%) of the City's total revenues and is forecasted based on historic trends and the City's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for Arapahoe County. Specific ownership tax revenues are expected to decrease slightly for 2010 and 2011 compared to 2010 adopted revenues based on historic trends showing a slight, but consistent, decrease in revenues as well as a decrease in the City's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for Arapahoe County. Estimated revenues for 2011 are \$567,481.

Motor Vehicle Registration Fee - Motor vehicle registration fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. The registration fee is \$1.50 or \$2.50 for apportioned vehicles. These fees are collected by the Arapahoe County Treasurer and remitted to the City on a monthly basis after deducting a five percent (5%) collection fee.

Motor vehicle registration fees represent less than one percent (1%) of the City's total revenues. In forecasting motor vehicle registration fees several factors are considered including historic trends, new vehicle sales to City residents, and the average number of vehicles per household in the City. Motor vehicle registration fees are projected to remain flat compared to 2010 revised revenues, based on overall slowing motor vehicle sales. Estimated revenues for 2011 are \$431,761.

Cigarette Tax - The State of Colorado taxes wholesale distributors of tobacco products at the rate of 84 cents per pack. State tax stamps are issued to the distributors as evidence of payment. Each year an amount of State funds from the tax on tobacco products is distributed to counties and municipalities that do not impose any fee, license, or tax on cigarettes. The amount received is based on the proportion of State sales tax collected in each municipality.

Cigarette tax represents less than one percent (1%) of the City's total revenues and is forecasted using trend data. Based upon current revenue trends for cigarette tax, 2010 projected cigarette tax revenues are expected to decrease from 2009 actual and 2010 revised revenues. Estimated revenues for 2011 are \$239,919.



Road & Bridge Shareback - Arapahoe County imposes a separate County-wide mill levy for construction and maintenance of roads and bridges. Funds are shared with local governments and are distributed based on the percent of assessed valuation to total county-wide assessed valuation.

Road and bridge shareback revenues represent approximately one percent (1%) of the City's total revenues. Road and bridge shareback revenues are forecasted using historic trends. Road and bridge shareback revenues have generally decreased year-to-year. As a result of a decrease in the City's percent of assessed valuation to total county-wide assessed valuation and the County's Road and Bridge mill levy, estimated revenues for 2011 are expected to decrease slightly from 2010 revised revenues to \$588,040.

Expenditure Policy

Classification

Fund accounting is generally used for accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity. All City expenditures within the funds described above are appropriated by City Council.

Expenditure Classifications

Personnel Services - includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other costs related to the City. The compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment.

Contracted Services - includes services contracted by the City to enhance operations or perform specific tasks or programs.

Other Services & Supplies - includes administrative expenditures such as office supplies, professional dues, subscriptions, travel and training expense, audit/consulting fees, telephone/utility charges, and photocopying.

Capital Outlay - includes expenditures for capital items, or fixed assets that have a life of more than one year, and a cost greater than \$5,000. Capital Outlay may include land, buildings, infrastructure, vehicles and certain office equipment. Capital Expenditures increase asset accounts, although they may result indirectly in the decrease of a liability.

Capital Expenditures may be recorded in the Capital Improvement Fund, Open Space Fund or Conservation Trust Fund. When making capital purchases, the financial impacts for future years, including repairs and maintenance to the asset are considered in addition to the feasibility of purchases that may create cost savings in future years. Prior to making significant investment for infrastructure, the funding source and efficiencies gained are considered.

Management

Monthly, the Finance Department reviews and distributes the actual year-to-date expenditure reports to each department. Each department manager is responsible and accountable for ensuring total departmental expenditures are within budget. If additional funds are necessary to provide services to the community, an alternative source of funding must be identified and approved by City Council.

In accordance with Section 8.6 of the City's Home Rule Charter, the Finance Director prepares and distributes regular reports to the City Council outlining the current financial position of the City; these reports include fund financial statements including monthly and year to date actual and budgetary revenues and expenditures, in addition to an overall analysis report.

Fund Balance and Reserve Policies

Overview

Fund balance is the amount of financial resources available for use, and represents accumulated revenues over expenditures that may be appropriated by City Council. All fund balance amounts are re-appropriated



annually within each fund to allow for budgetary flexibility, with the exception of the General Fund. In addition, specific reserves are set aside within each fund; these funds are not available for appropriation or expenditure except when certain events occur.

The methodology and reporting of reserves within each fund may change from year to year, based either upon requirements of the Governmental Accounting Standards Board (GASB) or by City Council. The overall City Council fund balance level is in addition to, or in consideration of, legal and regulatory requirements.

Fund Balances

The overall fund balance of the General Fund equals no less than twenty-five percent (25%) of annual expenditures, including transfers. Included in the total fund balance are amounts reserved pursuant to legal requirements, and amounts unreserved, but designated, for specific purposes.

Reserved Fund Balance

Reservations of fund balance indicate that a portion of fund balance is legally segregated for a specific future use or is not available for appropriation. Reservations of fund balance arise only where the use of resources is limited to a purpose more narrow than the overall purpose of the fund. For example, the fund balances of the Open Space and Conservation Trust Funds are reported as reserved for parks and open space as the use of fund resources is restricted for specific uses as defined by Arapahoe County and the State of Colorado, respectively.

Fund balances reserved for the Taxpayers Bill of Rights (TABOR) emergencies constitute fiscal year spending as defined by a 1992 amendment to the State Constitution, Article X, Section 20, which has several limitations, including revenue raising, spending abilities, and other specific requirements of state and local governments. TABOR requires local governments to establish emergency reserves to be used for declared emergencies only and, if used, to be repaid within one year. Emergencies, as defined by TABOR, exclude economic conditions, revenue shortfalls, or salary/fringe benefit increases. These reserves are required to be three percent (3%) or more of fiscal year spending (as defined by TABOR); these reserves are included in the fund balance in the category "Reserved". The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.

Revenue limits under TABOR are determined based on prior year revenues (as defined under TABOR) adjusted for inflation and annual local growth. Revenues collected in excess of these limits must be refunded in the next fiscal year unless voters approve retention of such revenue.

Unreserved Fund Balance

Designations of fund balance are not legally required segregations; rather these amounts are the City Council's self imposed limitations on the use of otherwise available current financial resources.

Amounts included as unreserved, but designated, equal at least ten percent (10%) of fiscal year spending for operating reserves. Fiscal year spending includes total expenditures, including transfers. All uses of these reserves must be approved by City Council, except in the case of an emergency or immediate public necessity as determined by the City Manager. Funds held in this reserve may be appropriated during the budget year and may also be used for ensuing budget years if additional expenditures are required to maintain appropriate levels of service and exceed projected revenues.

Cash Management and Investment Policy

In 2008, Centennial citizens approved the City's Home Rule Charter and created an Investment Committee comprised of the Mayor, a Council Member appointed by the City Council, the City Manager, the Finance Director, a staff member appointed by the Finance Director and two City residents.



The Investment Committee is responsible to:

- recommend to City Council for adoption an investment policy that ensures City funds are invested in accordance with Part 6 of Article 75 of Title 24, C.R.S., and to set policy for management of City funds to attain stated investment goals
- routinely review the investment policy and make recommendations to City Council for revisions, as necessary
- review performance reports and measure the City's investments against the investment policy, and
- periodically report to City Council on the performance of the City's investments

The City Charter and Colorado Law govern general provisions for the City's investment strategies. The investment policy for the City applies to the investment of all general and special funds of the City of Centennial over which it exercises financial control.

The City's objectives for cash management and investments are:

- observe investment management objectives of safety, liquidity, and yield
- preservation of capital through the protection of investment principal
- maximization of cash available for investment
- maintenance of sufficient liquidity to meet the City's cash needs
- diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods, or institution
- maximization of the rate of return for prevailing market conditions for eligible securities
- conformance with all federal, state and other legal requirements

The standard of prudence to be used for managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived."

The Finance Director is authorized to invest funds of the City in accordance with the City Charter and Colorado Law in any of the following investments:

- obligations of the United States and certain U.S. government agency securities
- certain corporate or bank securities
- general obligation and revenue bonds of U.S. local government entities
- bankers' acceptances of certain banks
- commercial paper
- written repurchase agreements collateralized by certain authorized securities
- certain money market funds
- guaranteed investment contracts
- local government investment pools

The City's policy is to invest funds to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio. The primary investment goals are safety, liquidity, and maximizing yield while avoiding speculation.

Limitations on investment diversification and maturity scheduling will depend upon whether the funds being invested are considered short-term (less than one year) or long-term (more than one year) funds, but no longer than three years. All funds will be considered short-term except those reserved for building construction projects (i.e., bond sale proceeds) and any unreserved funds used to provide investment flexibility for a future fiscal year. Until this policy is amended by City Council or the Investment Committee, the City will not invest funds beyond a three year investment term.



To protect against potential fraud and embezzlement, the investments of the City consisting of direct obligations of the United States government or its agencies are secured through third-party custody and safekeeping procedures.

Asset Inventory

The City currently conducts an annual inventory of non-capital assets. The street condition inventory is completed every three to four years and the bridge condition inventory is performed every two years. The City's current contract requires that the sign condition inventory be completed every seven years. The sign inspection program includes inspecting approximately 4,000 signs per year, which is a five year inspection cycle. Signal pole structural inspections are done every five years.

Risk Management

The goal of the City's Risk Management program is to protect the assets of the City and provide a safe work environment for the City's employees. This goal is accomplished by planning for the negative consequences of any decision, process, or action by using risk control, risk retention, and risk transfer strategies. More specifically, the main features of this program are as follows:

- loss control, including random audits of City facilities to detect safety hazards in order to make services safe for the public
- reviewing City contracts for the proper insurance requirements and ensuring the City is properly designated on the contractor insurance policy
- monitoring changes in the law at the federal and state level to determine if any changes affect the way the City delivers services, which in turn create a liability for the City

Capital Improvement Program Fund Policy

Funding Overview

Annually, a multi-year capital program budget is prepared and submitted to the City Council no later than the date of submission of the proposed annual budget. The estimated cost for each capital project is based on present value, and funding sources for each project is identified. Any contingent funding source is not included in the capital program budget until such time as it becomes reasonably apparent funding will be provided, including the amount to be provided.

Routine operating and maintenance costs which do not add to the value or useful life of a particular capital asset are not included as a capital expenditure in the Capital Improvement Program Fund, as these are considered operating Expenditures which are accounted for and reported in the General Fund.

The Capital Improvement Program Fund is comprised of three (3) Funds: Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund.

Capital Improvement Fund – projects included in the Capital Improvement Fund may be funded by dedicated revenue sources, transfers from the General Fund, or grant funds.

Open Space Fund – projects included in the Open Space Fund may be funded by the City's share of the Arapahoe County Open Space sales tax, grants, investment earnings, or other funding received.

Conservation Trust Fund – projects included in the Conservation Trust Fund may be funded by the City's share of State Lottery proceeds, grants, investment earnings, or other funding received.

Although the majority of capital projects may be included in the Capital Improvement Program, other projects may be included in the General Fund or any other fund as deemed appropriate by the City Manager.

Reporting Requirements

In accordance with the City's Home Rule Charter, Section 11.15 the following information, at a minimum, is provided in the annual capital program budget.



1. A clear general summary of its contents
2. Identification of the long-term goals of the City
3. A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the fiscal years next ensuing, with appropriate supporting information as to the necessity for each
4. Cost estimates and recommended time schedules for each improvement or other capital expenditure
5. The method of financing each capital expenditure
6. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired
7. A commentary on how the plan addresses the environmental and economic sustainability of the City and the regional community of which it is a part
8. The methods to measure outcomes and performance of the capital plan related to the long-term goals of the community

Debt Policy

Purpose and Use of Debt

Debt may be issued for capital outlay when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in the case of an emergency. Generally, debt is not issued for projects due to a budgetary shortfall at the time of acquisition or construction, or for operating deficiencies.

The City may consider long term financing for the acquisition, maintenance, replacement, or expansion of physical assets and/or infrastructure assets only if the asset has a useful life of at least five years, unless otherwise approved by City Council. In addition, debt will not be issued for periods exceeding 100% of the economic or useful life or average useful lives of the project or projects to be financed, unless approved by City Council.

Debt Types and Structure

The following types of debt may be issued by the City:

Direct Debt - debt payable from general revenues, including capital leases

Revenue Debt - debt payable from a specific pledged revenue source

Conduit Debt - debt payable by third parties for which the government does not provide credit or security

Other Types of Hybrid Debt – debt payable from special revenues or containing other unique security pledges

Interfund Borrowing – loans for short-term cash flow needs

Other Debt – any other type of debt as deemed appropriate by City Council; for example, the City may consider the use of derivative products on a case by case basis and consistent with financial prudence

Debt is generally structured for the shortest period of time to allow for the fair allocation of costs to current and future beneficiaries or users of the asset. In addition, debt is structured to achieve the lowest possible net cost to the City given market conditions, the urgency or importance of the capital project or asset, and the nature and type of security provided. Moreover, the City structures debt with level principal and interest costs over the life of the debt, however, as described below, back-loading of costs may be considered. To the extent possible, the City must design the repayment of its overall debt so as to recapture its debt capacity for future use.



The City may issue debt that pays a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities, consistent with State law and covenants of pre-existing debt, and in consideration of market conditions.

Periodic reviews of all outstanding debt is performed to determine refunding opportunities. Refunding will be considered, subject to federal law constraints, if and when there is a net economic benefit of the refunding or the refunding is desirable in order to modernize covenants essential to City operations and management. Generally, advance or current refunding for economic savings will be performed when sufficient net present value savings from a conventional fixed rate refunding structure can be demonstrated. Factors considered to determine if savings are sufficient to warrant a refunding will include: the length of time until the call date; the structure of the refunding debt; and expectations of future interest rates. Refundings with lesser or negative savings will not be considered unless there is a compelling public policy objective.

Back-loading of costs will be considered only in the following circumstances:

- natural disasters or extraordinary or unanticipated external factors make the short term cost of the debt prohibitive
- the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present
- restructuring is beneficial to the City's overall amortization schedule
- restructuring will allow debt service to more closely match project revenues during the early years of the project's operation
- any other circumstance in which City Council deems appropriate

Creditworthiness

The City is committed to ensuring that actions within its control are prudent and responsive, and seeks to maintain the highest possible credit rating for all categories of short and long-term debt that can be achieved without compromising delivery of City services and achievement of City goals. The City recognizes that external economic, natural, or other events may, from time to time, affect the creditworthiness of its debt.

Debt Limits

The City will maintain outstanding debt limits at levels consistent with City Council direction, subject to the constitutional requirements of TABOR or other constitutional provisions.

Debt Administration and Process

Sale of Securities

Generally, bonds will be sold to the highest and best bidder for cash at public sale, or at private sale, after advertisement for public sales, and to the best advantage of the City. The City Council has the option to authorize a private or negotiated sale without advertisement for public sale if the City Manager has certified to the City Council that such sale would be to the best advantage of the City. If sold through competitive sale, bids will be awarded on a true interest cost basis (TIC), provided other bidding requirements are satisfied and subject to the right of the City to waive defects and irregularities in bids, or to reject any and all bids.

The final terms and conditions for a bond sale or other debt obligation will be specified in enabling legislation, such as Resolution.

If a competitive sale is selected by City Council, underwriters may be required to post a good faith deposit. For all negotiated sales, underwriters may be required to demonstrate sufficient capitalization and experience related to the debt issuance.



Every issuance of securities to the public by the City will be made pursuant to a disclosure document prepared with the assistance of counsel, as selected by City Council. In addition, the City may retain external bond counsel for all publicly offered debt issues. All publicly offered debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt, that the debt creates a binding obligation, stating that the City has met all state constitutional and statutory requirements necessary for issuance, and determining the debt's federal and state income tax status.

The City may retain a financial advisor through a professional services selection process administered by City staff. If deemed appropriate, separate or additional financial advisors may be retained for their particular expertise for a specific transaction or project. Generally, the City's financial advisor will not be allowed to participate as an underwriter in the competitive or negotiated sale of any of the City's securities for which it has acted within the prior six months as the City's financial advisor.

Compensation for bond counsel, disclosure counsel, underwriter's counsel, or other special counsel, financial advisors, and other financial services will be consistent with industry standards.

The City may select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs. The selection and retention of such providers will be made consistent with the City's purchasing policy.

Markets

The City will make use of domestic capital markets when the conditions best fit the City's financing needs.

Credit Enhancements

The City may enter into agreements with commercial banks or other financial entities for the purpose of acquiring letters of credit, municipal bond insurance, or other credit enhancements that will provide the City with access to credit under the terms and conditions as specified in such agreements when their use is judged cost effective or otherwise advantageous. Any such agreements will be approved by the City Council.

Financial Disclosures

The City will provide full and complete financial disclosure, and cooperate fully with rating agencies, underwriters of its securities, institutional and individual investors, City departments and agencies, other levels of government, and the general public to provide clear, comprehensible, and accurate financial information. In addition, the City will meet secondary disclosure requirements on a timely and comprehensive basis. The Finance Department is responsible for ongoing disclosure to established national information repositories and for maintaining compliance with applicable disclosure standards promulgated by state and national regulatory bodies.

Investment of Borrowed Funds

The City acknowledges its ongoing fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with State statute and City policy.

Federal Arbitrage Rebate Requirement

The Finance Department maintains a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of federal internal revenue tax code applicable to particular issues of City securities.

TABOR

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's reve-



nue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Cities have the option of placing a ballot question before the voters asking for approval on retaining the revenue over the limit. Federal grants and/or gifts to the City are not included in the revenue limit. TABOR also requires a vote of the people before any taxes are raised.

In 2001, the Centennial voters permanently exempted the City from TABOR revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR revenue limitations on all other sources of revenue through 2013, dedicating the excess revenues to Law Enforcement and Public Works programming.



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