



STRATEGIC PLAN

Strategic Plan Five-Year Financial Forecast



City Services



Community
Quality of Life /
Citizen
Engagement



Economic Health



Environment

The Five-Year Financial Forecast is updated annually and submitted to City Council for review and approval along with the annual budget. In January 2010, City Council met with staff to discuss the strategic plan for the City. This planning session takes place annually. Utilizing the strategies and actions desired by the community in *Our Voice. Our Vision. Centennial 2030*, 33 (thirty-three) strategies were prioritized and staff received direction to start implementing plans to accomplish the 9 (nine) strategies. The prioritization was very similar to 2009, which shows a consistent vision and affirms the progress staff had made on these priorities in the past year. As the climate in the economy has changed, Council's priorities have focused on providing fiscal responsibility and providing the business and citizens of the community services in the most efficient and effective manner possible.

The priorities that continue from 2009:

City Services 3: Ensure accountability in the management and delivery of City services. Respect the original vision while evolving in areas where needs are changing.

City Services 4: Ensure an adequate level of improvement to infrastructure to sustain the City through 2030.

City Services 6: Maintain the City in such a way that property values are protected.

Community Quality of Life / Citizen Engagement 3: Outdoor Recreation Opportunities. Parks, open spaces, lakes, bike trails, recreational facilities and playgrounds provide places to relax, play and enjoy family.

Economic Health 1: Fiscal responsibility. The City takes a disciplined approach to financial responsibility and a long-term view of development opportunities.

Economic Health 2: Develop innovative, diverse revenue generation sources, both inside and outside Centennial.

Economic Health 3: Business-friendly government. Centennial streamlines processes that meet business' relocation and growth needs. The City helps promote business in Centennial.

Two new priorities identified in 2010 are:

Community Quality of Life / Citizen Engagement 5: Recreation opportunities for seniors. Recreation programs and a system of parks that support diversity in active and passive recreation.



Economic Health 6: Maintain a level of spending that keeps taxes and fees lower than those of surrounding municipalities to retain and attract customers and business.

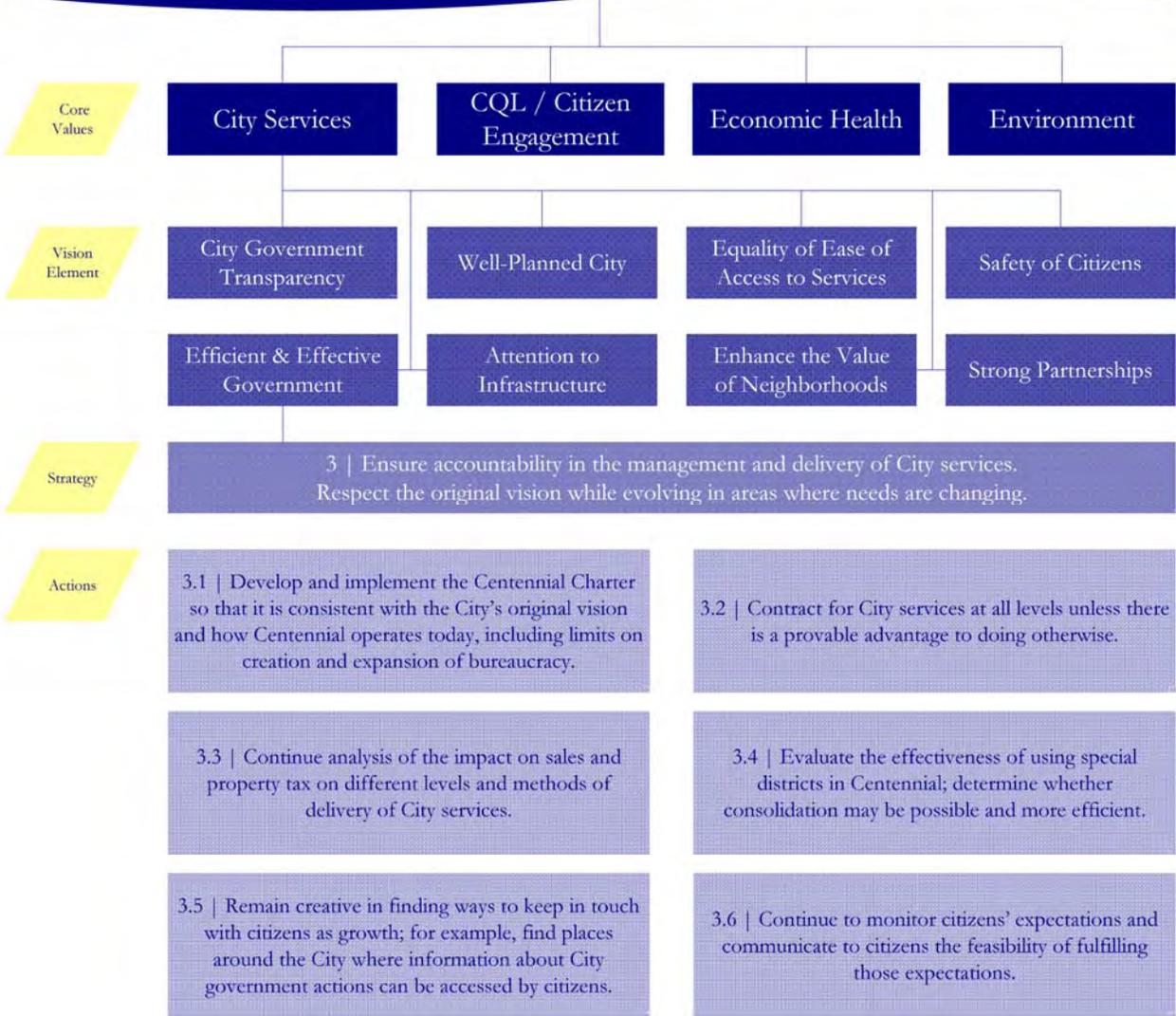
Drivers (staff lead responsible for Strategy) have been assigned to each strategy and are tasked with forming a team that will address the strategy and actions. New to the process this year is the development of the “Strategy Implementation Charter”. The charter has three objectives: to focus, link and align the team efforts as staff not only plans the execution of the strategy, but measure the outcomes and approach the task with a holistic perspective addressing the necessary budget, partners involved and policy considerations to be presented. Teams have begun working on charters and are developing other action items and tasks to be considered through implementation. The preliminary charters were presented to City Council at the spring budget workshop. These charters are living documents and will change in time; however, the integrity of the *Our Voice. Our Vision. Centennial 2030* strategy and actions will be preserved. Drivers working on the strategies are responsible for identifying budget impacts and making requests for the current year (revised) and future year (proposed) budgets. Reports summarizing progress on the charters are placed on the City’s website.

The charts on the following pages have been created for the 2010 prioritized strategies, demonstrating the connection between the long-term vision and the short-term objectives. The *Our Voice. Our Vision. Centennial 2030* visioning document represents the citizen’s long-term vision for the community. This document is used to ensure that the operations of the City are aligned with the overall long-term goals defined by citizen expectations. This long-term vision is divided into four *Core Values*: City Services, Community Quality of Life/Citizen Engagement, Economic Health and Environment. In each Core Value are multiple *Visioning Elements* that begin to define desirable outcomes for the City. Listed amongst each of these Visioning Elements are specific *Strategies* that City Council has prioritized for achieving the long-term vision of the City. City staff develops *Action* plans to achieve the objectives defined in the prioritized Strategies.



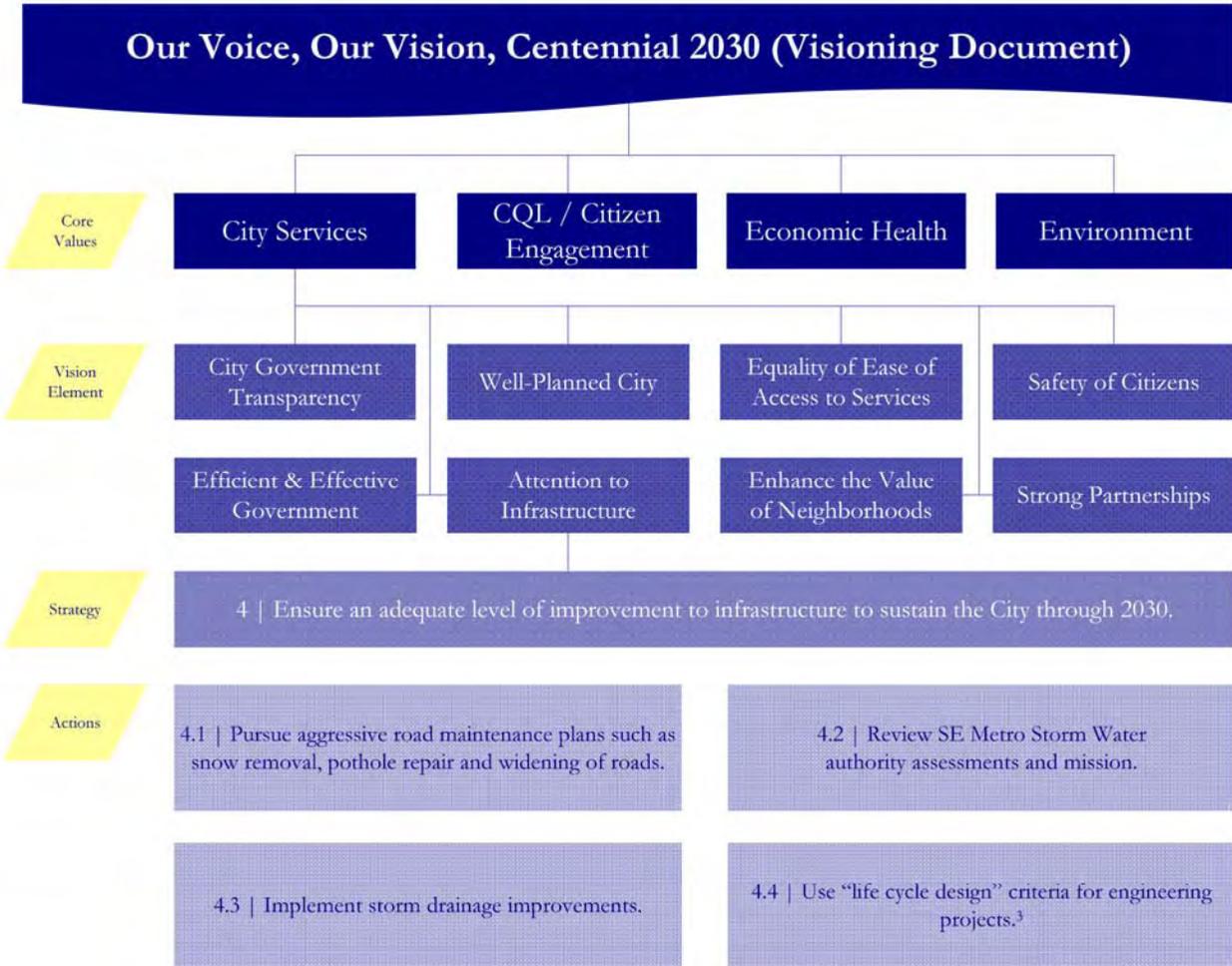
City Services – Strategy 3

Our Voice, Our Vision, Centennial 2030 (Visioning Document)





City Services – Strategy 4

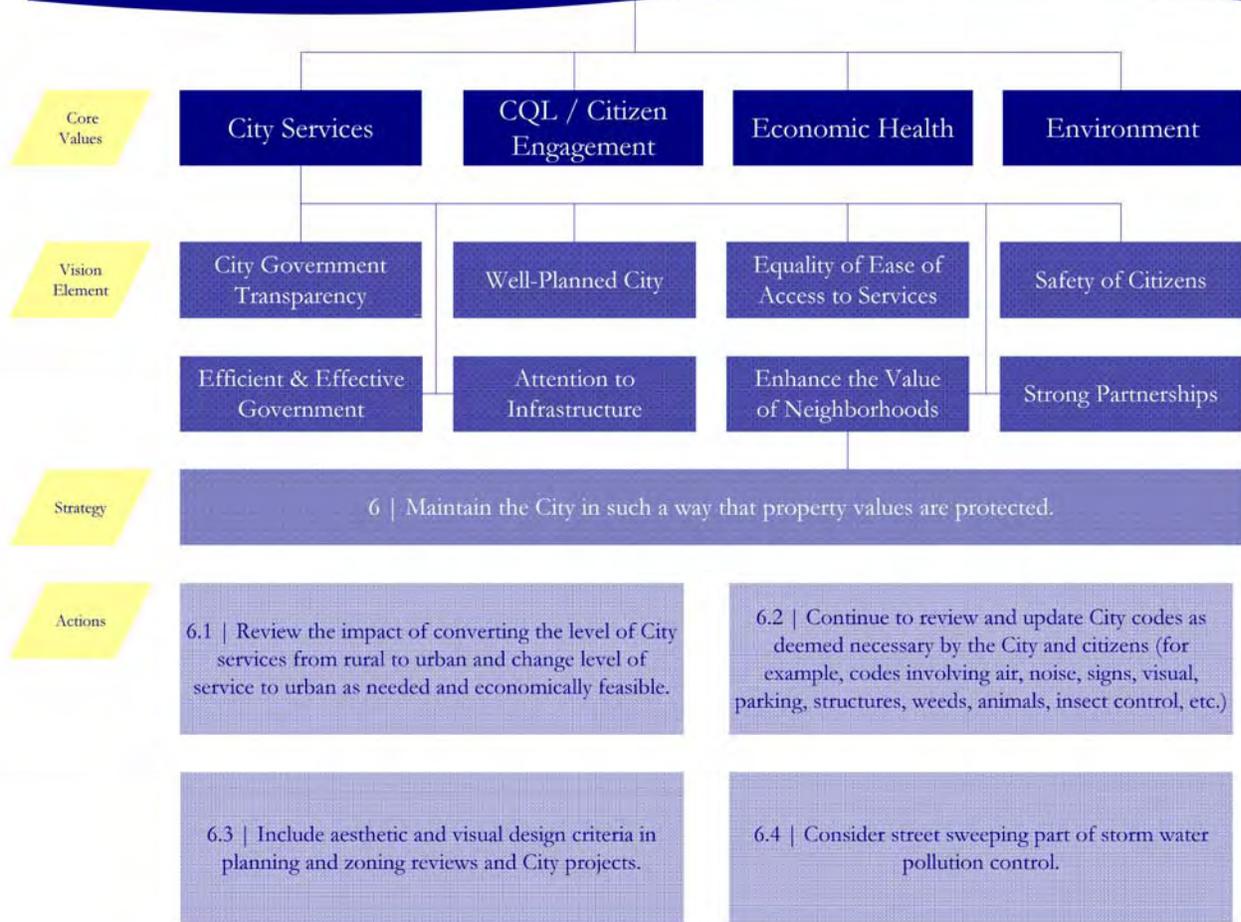


Footnote: “Life Cycle Design,” as used by the committee means taking into account the complete product life cycle, from initial product concept, through its operational period, and into replacement with newer equipment.



City Services – Strategy 6

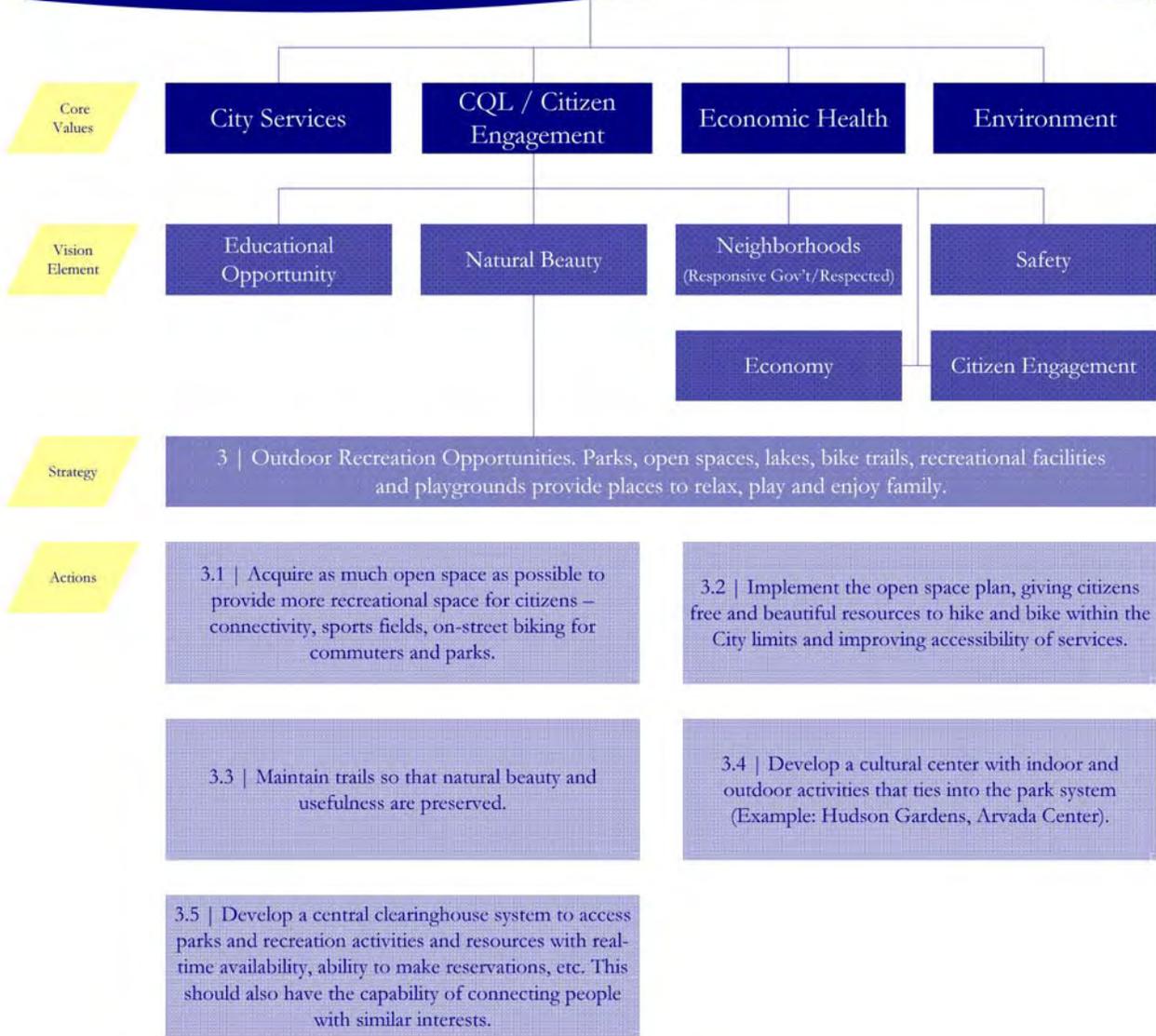
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





Community Quality of Life – Strategy 3

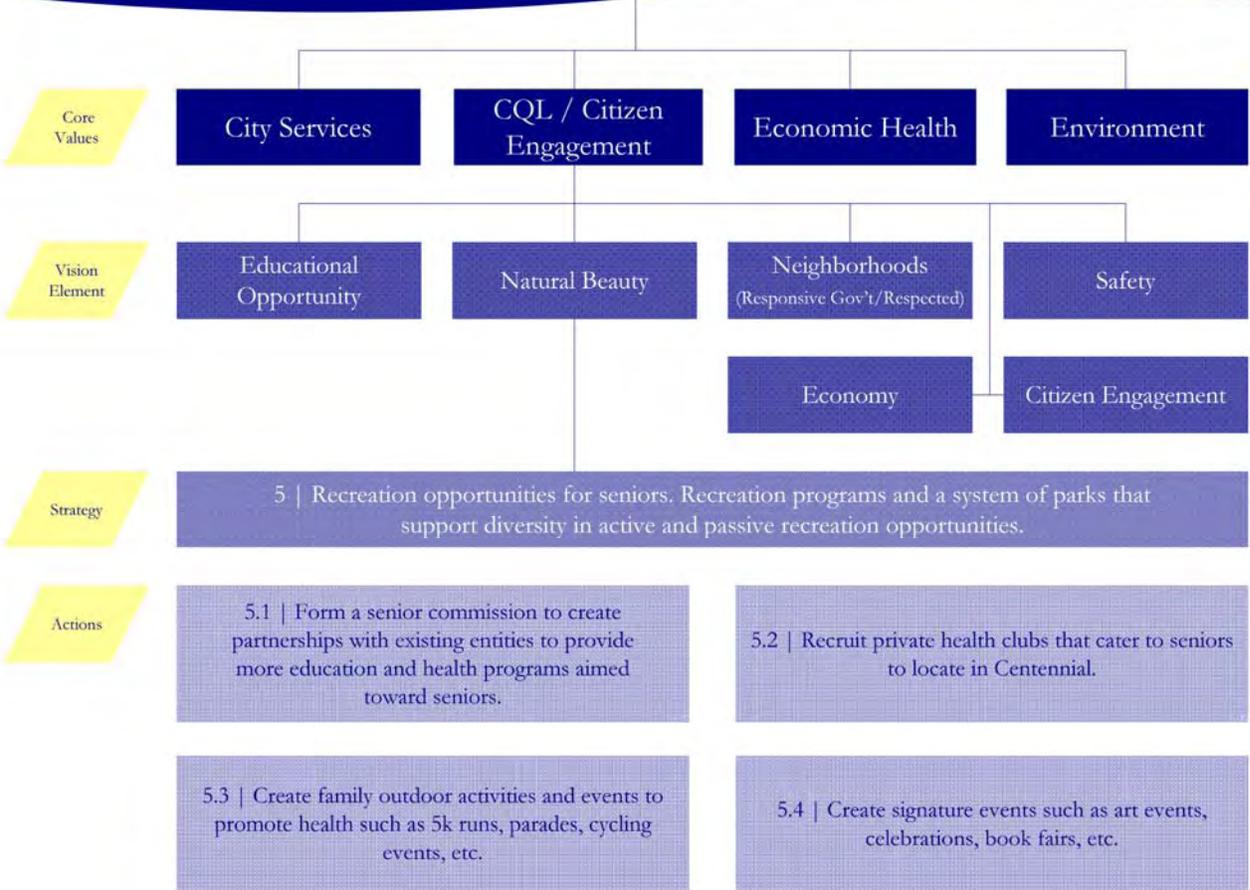
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





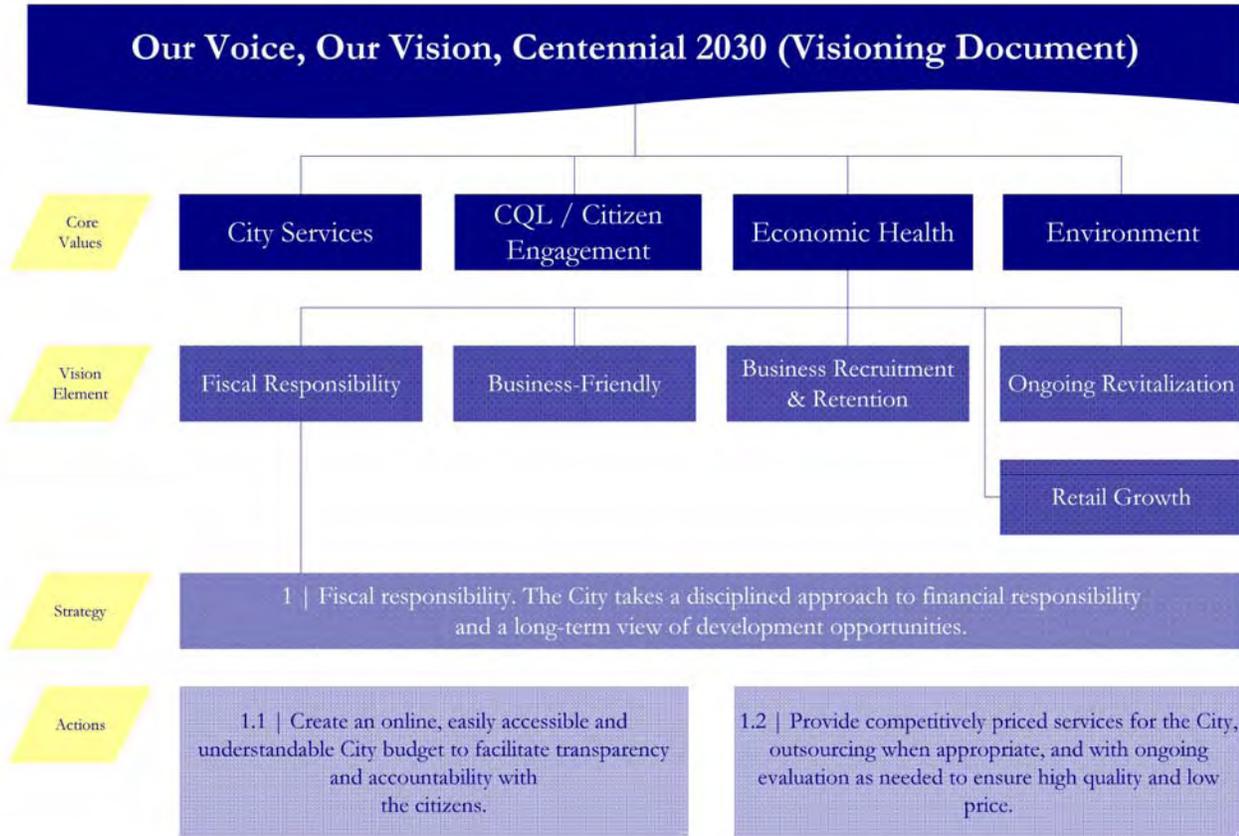
Community Quality of Life – Strategy 5

Our Voice, Our Vision, Centennial 2030 (Visioning Document)





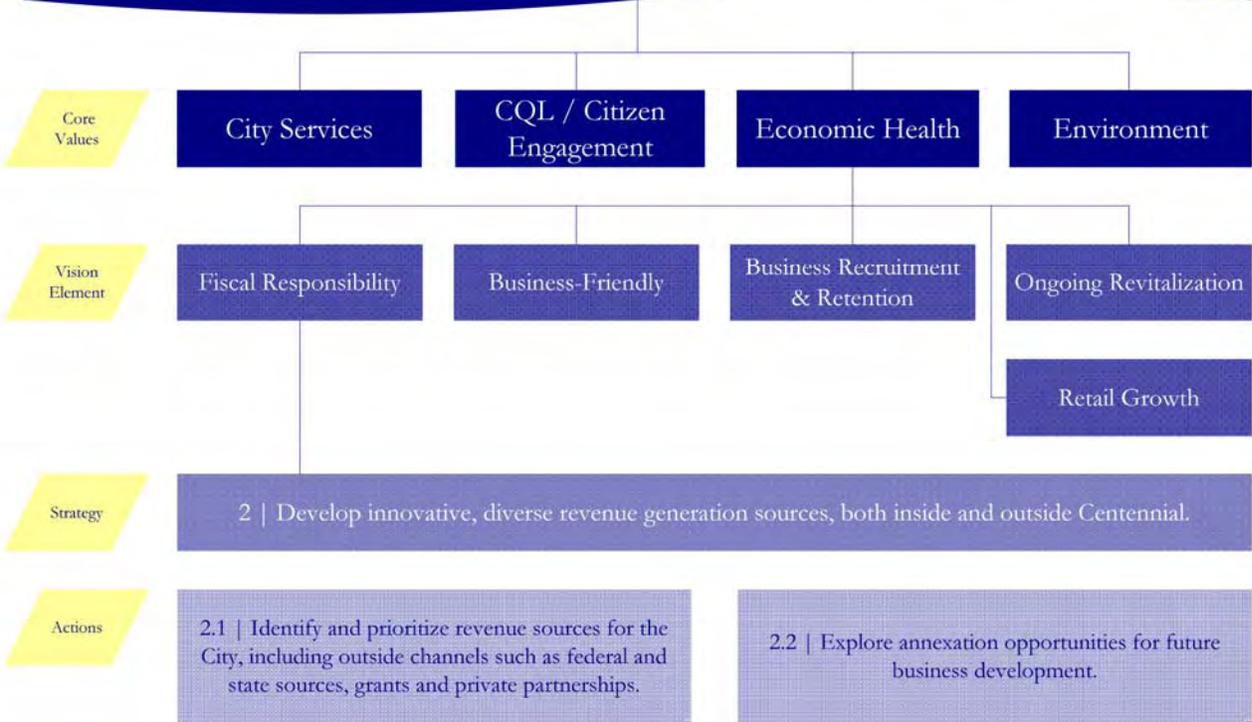
Economic Health – Strategy 1





Economic Health – Strategy 2

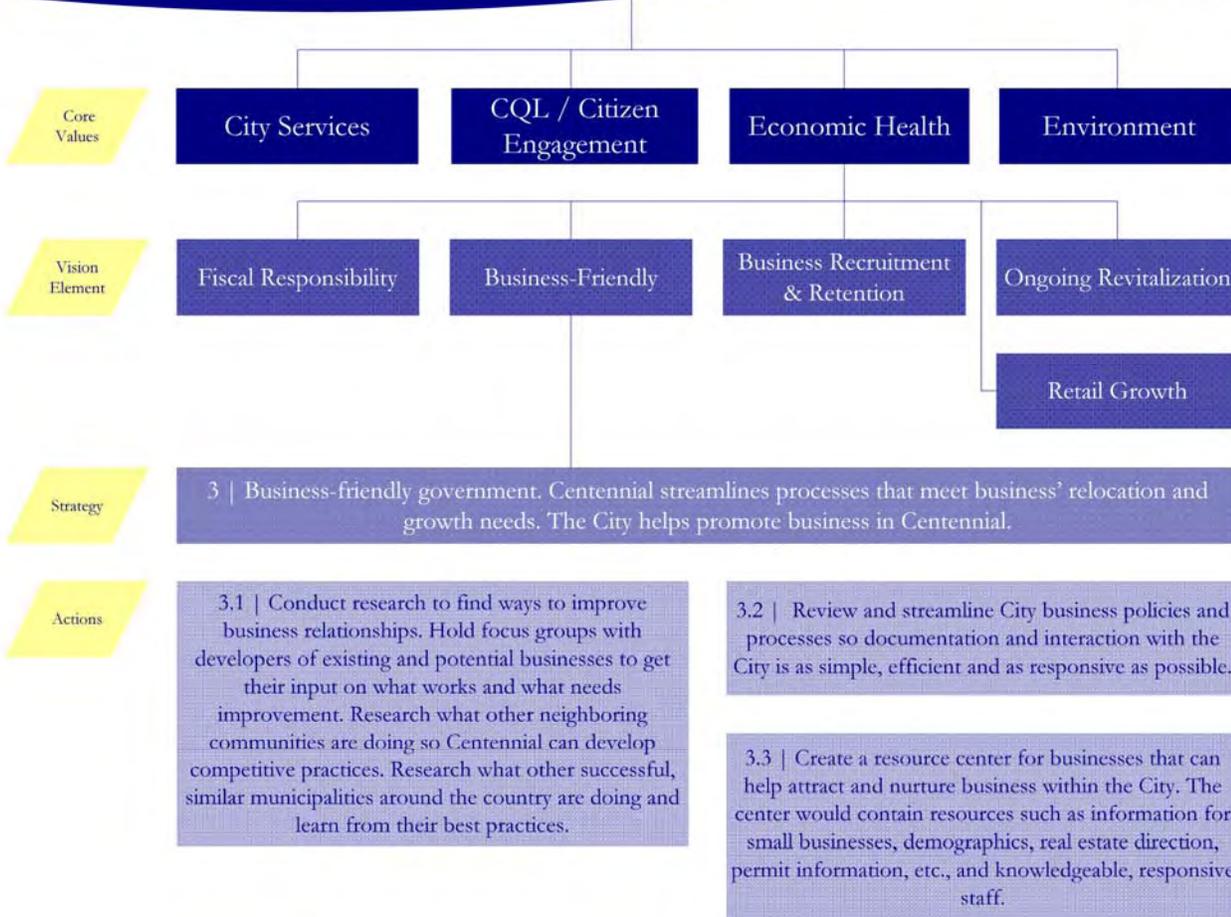
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





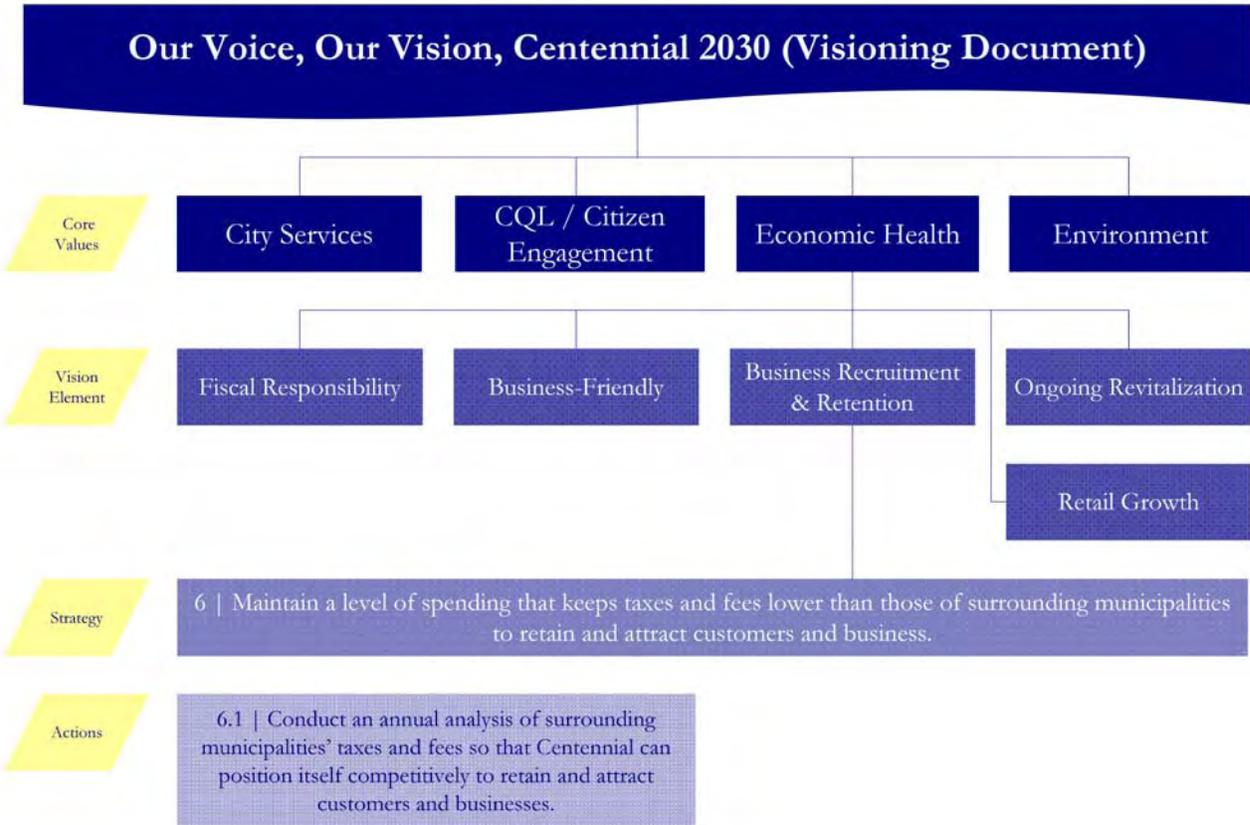
Economic Health – Strategy 3

Our Voice, Our Vision, Centennial 2030 (Visioning Document)





Economic Health – Strategy 6





The Five-Year Financial Forecast:

- The Five-Year Financial Forecast (the “Forecast”) is a multi-year forecast that includes five years of historical data, the current year revised budget, and five years of future projections. Based on emerging issues and trends, the forecast directs the City’s resources to meet specific and achievable goals. The Forecast is based upon available information, and does not consider changes in policy.
- The Fund Balance represents accumulated revenues more than expenditures that may be appropriated for use by City Council. A top priority of Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored in an effort to maintain a healthy fund balance. The accumulation of reserves allows for prudent financing of capital construction and replacement projects. The City maintains reserves that are required by law as well as other reserves to provide for unforeseen reductions in revenues or expenditures arising from an emergency. The reserve policy established by Council requires that at least three percent (3%) of fiscal year spending is set aside for TABOR Emergency Reserves. In addition to TABOR Emergency Reserves, ten percent (10%) of fiscal year spending is also set aside for unforeseen expenditures or reductions in revenues, or a combination of the two.
- Priorities, as identified by Council and key issues for the new budget period are discussed.
- Policy direction and priorities of City Council are encompassed in the Forecast.
- Major changes in priorities or service levels from the current period and the factors leading to those changes are summarized.
- Major financial factors and trends affecting the budget are identified and summarized.
- Financial summary data for projected revenues and expenditures is included in the Forecast.
- A basis for development of future budgets is provided.
- A balanced budget is maintained in accordance with the City Charter and the Colorado State Budget Law.
- City Council is informed of shortfalls in projected revenues that are insufficient to cover projected expenditures.

As a result of the completion of the Forecast, City Council is able to review the City’s past and projected finances and make financial decisions that may include the following:

- Reduce or increase projected operating and/or capital expenditures based upon a review of all departmental and fund budgets.
- Evaluate the types of services offered to citizens, the associated levels of service provided, and the cost of providing services.
- Evaluate the City’s revenue sources and determine whether an increase in revenue is desirable by increasing fees and/or taxes which would require voter approval.
- Evaluate the City’s Capital Improvement Program, including future funding methods of maintenance and programmatic costs.



- Evaluate the City's reserves and reserve policy.
- Adjust the assumptions used in the Forecast.

GENERAL ASSUMPTIONS

- City Council has directed staff to maintain, or improve, the City's General Fund balance. Fund balance will be used in 2010 and 2011 based on City Council direction to spend additional funds on streets. General Fund projections for 2012 through 2015, based on conservative revenue estimates and expenditure estimates at contracted or current levels, indicate the City will fall short beginning in 2013. As a result, staff will monitor revenues and expenditures closely as some amounts appropriated may not be spent in any given year resulting in a potentially higher fund balance than projected. Generally, the entire Fund Balance from the preceding year is reappropriated annually for all funds, except the General Fund, and other funds to the extent fund balance is appropriated in subsequent years.
- The City maintains reserves that are required by law or contract and that serve a specific purpose. According to Article X, Section 20 of the Colorado Constitution, the City must maintain a three percent (3%) reserve for emergencies (TABOR Emergency Reserve). City Council has also determined that additional reserves be established to provide for unforeseen reductions in revenues or expenditures greater than the current year revenues. As a result, the City has established a ten percent (10%) reserve for operating purposes (Operating Reserve).
- In November, 2003, voters approved a one percent (1.0%) sales tax increase effective January 1, 2004. 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 50 percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20). As a result, the City carefully monitors sales tax revenues attributable to the one percent (1.0%) sales tax increase to ensure at least \$2,800,000 annually is expended in accordance with the provisions identified above.
- In November, 2003, voters approved a one percent (1.0%) building materials use tax increase effective January 1, 2004. The revenues generated from the building materials use tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20).
- In November, 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues derived from the auto use tax are to be used solely for the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation system improvements (City Ordinance No. 2003-O-20). Consequently, the City carefully monitors auto use tax revenues to ensure the amounts collected as a result of the tax are expended in accordance with the provisions identified above.
- In November, 2001, voters permanently exempted sales tax, use tax, and property tax from TABOR revenue limitations. Additionally, in November, 2006 voters approved waiving the revenue limits (related to all City revenues beginning in 2005) of Article X, Section 20 of the Colorado Constitution through December, 2013. Excess revenues are restricted for road and street repair and maintenance, public safety and open space acquisition and maintenance. The effect of TABOR limitations is not included in the Forecast, particularly the sunseting of the revenue limits that were waived in the 2006 initiative.
- The Forecast includes projections as a result of The Streets at SouthGlenn project which was completed in 2009. The Streets at SouthGlenn is the City's newest shopping destination and includes a



mix of retail, entertainment, office, and residential space. Projections for sales and property tax revenue are included in the Forecast. In addition the Forecast includes expenditures related to tax sharing agreements. The City entered into an agreement with the Southglenn Metropolitan District (the "District") that requires 76 percent (76%) of sales tax revenues above \$2.1 million be shared with the District for the repayment of the District bonds issued for the public improvements associated with the redevelopment of The Streets at SouthGlenn. In addition, the agreement also requires that 100 percent (100%) of the property tax related to the property's incremental increase in assessed valuation over the base assessed valuation be shared with the District for the repayment of the bonds.

- The Forecast includes projections as a result of new retail. Specifically, Building Materials Use Tax and Sales Tax revenues related to IKEA, Centennial Center and United Launch Alliance have been included in the Forecast.
 - The City entered into a revenue sharing agreement which requires the City to share sales tax revenues up to a maximum of \$18,000,000 over a period of ten (10) years commencing on the date of the first taxable transaction for public and public-related improvements and use tax revenues up to a maximum of \$204,100; as a result, the Forecast also includes revenue sharing expenditures beginning in 2011.
 - The City entered into a revenue sharing agreement for Centennial Center which requires the City to share sales tax revenues up to a maximum of \$1,400,000 through December 31, 2020. Revenues have been included in the Forecast beginning in 2012 and revenue sharing expenditures are beginning in 2013.
 - The City entered into a revenue sharing agreement with United Launch Alliance which required the City to share sales and use tax revenues up to a maximum of \$200,000 each for a period of five (5) years and three (3) years respectively from the date of the resolution (March 15, 2010). The Forecast includes revenues and all revenue sharing expenditures in 2011.

Although there may be retail developments in the preliminary planning stage, revenues from these potential developments are not included in the Forecast as a matter of conservatism.

- The City is anticipating Federal Grant revenue of more than \$1.9 million during 2010 and 2011. The grants received are as follows: Justice Assistance Grant, Energy Efficiency & Conservation Block Grant and Denver Regional Council of Governments Grant. These grants allow the City to continue and expand existing programs as well as add new programs to promote sustainability.

REVENUE ASSUMPTIONS

Generally, the City experienced a stable economy prior to 2009, and reported an increase in overall revenues. However, during 2009 the downturn in the national economy began to reflect on the local economy and the City's revenues. As a result of the economic uncertainties, the City has estimated conservatively for 2011 through 2015. Revenue forecasts are developed primarily based upon historic trends, while considering the state of the current economy and projected Denver/Boulder/Greeley Consumer Price Index (CPI) rate for those revenue sources vulnerable to the local economy, the Colorado State Economic Forecast, and other unique adjustments for anticipated retail developments and programmatic changes.

- All revenue sources for the City are exempt from TABOR revenue limitations through 2013; revenues from sales, use and property taxes are permanently exempt from TABOR revenue limitations. The potential impact of TABOR revenue limitations for 2014 and 2015 have not been included in the Forecast.
- The City's sales tax and building materials use tax revenues have been adjusted for future retail development, however, the only adjustments included in the Forecast are those for which an agreement currently exists.



- The City's property tax mill levy will remain at the current rate of 4.982 mills. This rate cannot be increased without a vote of the citizens. Property tax revenue is projected to increase for 2011 compared to 2010 due to an increase in the assessed valuation of property within the City. Properties are reassessed during odd numbered years and the resulting assessed valuation is applied to property tax calculations payable during the following even numbered years. The Forecast includes a decrease for commercial property valuations for collection in 2012 and assumes that residential property valuations remain flat through 2015.
- Revenues resulting from fees and charges are forecasted based upon current and/or anticipated fee schedules and represent the amount required to cover the cost of providing related services for which the fee is charged.
- Grant revenues are not included in the forecast unless they have been awarded, therefore no grant revenues are included for 2012 through 2015.
- Other revenues are primarily based upon historic trends, or remain flat with 2011 projections.
- Open Space and Conservation Trust Fund revenues are projected to decline from 2011 revenues. In addition, the City's Intergovernmental Agreement with Arapahoe County for the sharing of the County Open Space Sales Tax expires during 2013; as a result, the Forecast does not include any revenue related to the open space sales tax for 2014 or 2015. These funds are restricted for specific use, and are not available for general use.
- The General Improvement District Funds include revenues from Property and Specific Ownership taxes which are subject to TABOR revenue limitations, therefore typically projected to increase at the rate of the Denver-Boulder-Greeley Consumer Price Index. However, property taxes in the Forecast are projected to be flat, which is consistent with the General Fund projection for residential property based on projected assessed valuations. Specific Ownership taxes are forecasted at the same rate as the General Fund because there is a decline projected which is more conservative than the CPI projection. These funds are restricted for specific use, and are not available for general use.
- The Centennial Urban Redevelopment Fund Sales and Property tax revenues have generally been projected based on the same assumptions as those used for the General Fund revenues. There is no Sales Tax revenue included in the Forecast, as nothing beyond the \$2.1 million base was projected as a matter of conservatism. Furthermore, Property Taxes have been projected based upon the assessed valuation for The Streets at SouthGlenn redevelopment area for 2011 and does not include further increases in assessed valuation due to the completion of the property development.
- Land Use Fund revenue projections either remain flat with the 2011 projections, or reflect a modest increase for 2012 through 2015.

EXPENDITURE ASSUMPTIONS

- Personnel expenditures for the General and Land Use Funds include an increase of two percent (2%) for salary increases for 2011 through 2015, and an increase of eighteen percent (18%) for insurance costs for 2011 and sixteen percent (16%) for 2012 through 2015. The salary increases included in the Forecast are a placeholder and are not a guarantee to any department or individual. All salary increases are performance based.
- Personnel expenditures are based upon 57.5 full-time equivalent (FTE) positions for 2011 through 2015.



- Expenditures for contracted services are generally projected based upon contractual amounts and do not include provisions for changes in the level of service for 2012 through 2015. Projections for 2011 are based upon restoring services to 2009 levels, after temporarily reducing 2010 levels due to budgetary constraints.
- Costs related to the transition of service providers have not been included in the Forecast.
- Generally, most line items remain flat with 2010 funding levels with the exception of costs outside of the control of the City including insurance, utility, and materials costs, such as asphalt, gas, and snow removal materials. In addition, City Council approved budget decision packages, including four additional FTE for 2011.
- Capital Improvement Program costs are based upon specific projects anticipated for 2011 through 2015. The Capital Improvement Program Fund Forecast is prepared based on a constrained basis.
- The 2011 through 2015 projected expenditures do not include funding for new programs, or enhancements to existing programs.

The following summaries reflect the City's Five-Year Financial Forecast. The Forecast includes data for a total of eleven years for the General Fund, Land Use Fund, Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, General Improvement District Funds, and Centennial Urban Redevelopment Authority Fund. In addition, the Forecast includes a summary of all funds. As previously discussed, City Council meets with staff annually to discuss the strategic plan for the City. This planning session will be particularly important in the upcoming year given the result of the Five-Year Financial Forecast for 2011 through 2015.



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**City of Centennial
All Fund Types
2005 - 2015 Summary of Revenues**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Sales Tax	\$ 17,174,480	\$ 17,026,290	\$ 18,124,699	\$ 18,084,708
Sales Tax - County	442,550	543,916	611,468	536,261
Building Materials Use Tax	1,151,536	1,126,889	1,237,313	3,265,367
Automobile Use Tax	4,376,188	3,515,870	3,994,315	3,522,055
Property Tax	7,190,345	7,418,809	7,525,978	7,989,318
Franchise Fees	4,043,502	4,208,875	4,253,003	4,827,977
Specific Ownership Tax	660,210	658,163	662,192	610,776
Motor Vehicle Registration Fees	420,449	430,363	440,961	445,035
Highway Users Tax Fund	3,533,097	3,958,494	3,777,167	3,625,820
Cigarette Tax	300,585	320,699	302,267	279,888
Road and Bridge Shareback	632,808	627,533	622,625	599,731
Right-of-Way Permit Fee	149,791	177,056	202,963	299,789
Pavement Degradation Fees	-	-	-	54,434
Animal Services Fines and Fees	-	-	-	10,563
Court Fines	1,896,948	1,611,702	2,059,722	2,290,038
Liquor Licensing Fees	21,165	23,089	23,070	23,655
Facility Rental Fees	24,000	24,000	24,000	24,000
Licenses & Permits	2,215,404	2,257,475	3,068,936	4,271,060
Investment Income	665,844	1,264,658	1,657,727	832,298
Intergovernmental Revenue	1,268,438	2,611,203	2,610,991	2,965,076
Federal Grant Revenue	-	46,872	701,772	1,507,338
Insurance Proceeds	-	44,783	-	-
All Other Revenues	72,910	121,204	780,165	1,402,797
TOTAL REVENUES	\$ 46,240,250	\$ 48,017,943	\$ 52,681,334	\$ 57,467,984



**City of Centennial
All Fund Types
2005 - 2015 Summary of Revenues**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 17,604,690	\$ 18,416,078	\$ 20,737,208	\$ 24,022,531	\$ 24,262,857	\$ 24,702,114	\$ 25,150,156
388,261	363,421	363,421	345,250	327,987	311,588	296,009
2,001,964	2,094,490	1,182,397	1,182,397	1,182,397	1,182,397	1,182,397
3,084,446	2,840,916	2,840,916	2,698,870	2,563,927	2,435,730	2,313,944
8,132,734	9,386,878	9,480,746	8,807,758	8,957,169	8,957,169	8,957,169
4,235,611	4,513,435	4,529,902	4,563,332	4,597,765	4,633,230	4,669,760
564,412	567,481	567,481	550,456	533,942	517,924	502,386
435,202	431,761	431,761	431,761	431,761	431,761	431,761
3,873,657	4,068,868	4,028,179	4,028,179	4,028,179	4,028,179	4,028,179
255,033	247,339	239,919	227,923	216,527	205,700	195,415
614,526	600,041	588,040	576,279	564,754	553,459	542,390
370,153	250,000	200,000	200,000	200,000	200,000	200,000
116,193	50,000	40,000	40,000	40,000	40,000	40,000
54,656	55,005	55,005	55,005	55,005	55,005	55,005
2,238,896	2,215,966	2,215,966	2,282,445	2,350,918	2,421,446	2,494,089
37,275	44,978	44,978	40,000	40,000	40,000	40,000
27,300	24,000	72,000	72,000	72,000	72,000	72,000
3,089,656	2,938,400	2,313,000	2,707,000	2,774,000	2,857,000	2,913,000
131,382	68,977	68,977	72,424	76,045	70,470	73,994
2,649,460	3,648,656	2,076,792	1,904,473	1,746,485	333,034	308,056
1,889,778	1,851,068	94,230	-	-	-	-
-	17,712	-	-	-	-	-
1,771,712	400,426	251,600	546,515	359,015	359,015	546,515
\$ 53,566,997	\$ 55,095,896	\$ 52,422,519	\$ 55,354,600	\$ 55,380,734	\$ 54,407,222	\$ 55,012,225



**City of Centennial
All Fund Types
2005 - 2015 Summary of Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<u>EXPENDITURES</u>				
<u>Legislative</u>				
Elected Officials	\$ 156,831	\$ 213,143	\$ 269,178	\$ 255,406
City Attorney's Office	643,983	651,617	676,402	697,179
City Clerk's Office	207,078	253,489	247,606	365,086
Management Support	-	82,574	-	-
<u>City Management</u>				
City Manager's Office	205,742	265,804	680,391	618,848
Economic Development	-	-	-	-
Communications	147,418	249,614	391,128	546,095
<u>Administrative</u>				
Finance & Sales/Use Tax Compliance	897,249	935,597	1,062,977	1,066,616
Nondepartmental	15,472	198,256	651,193	5,301,678
Citizen Service Center	612,635	546,315	-	-
Administrative Services	919,807	1,216,117	-	-
Central Services	-	-	522,118	192,954
Human Resources & Risk Mgmt	-	-	629,595	839,549
Support Services	-	-	796,430	1,217,644
<u>Public Works</u>				
Public Works	11,267,053	13,547,416	13,347,633	13,053,726
Capital Improvement ¹	1,071,310	2,450,890	3,962,854	3,006,383
General Improvement Districts ²	1,251,024	1,780,661	311,375	334,198
<u>Public Safety</u>				
Public Safety	15,812,304	16,755,975	17,945,718	17,852,460
Animal Services	473,318	479,749	501,424	830,188
Municipal Court	1,660,532	1,702,489	1,828,181	2,229,400
Community Services	209,141	171,589	-	-
<u>Community Development</u>				
Community Development	3,418,462	3,371,188	4,287,055	4,142,246
Code Compliance	120,146	148,340	207,034	442,341
<u>Culture & Recreation</u>				
Culture & Recreation ³	135,308	154	91,185	2,720,164
<u>Urban Redevelopment</u>				
Urban Redevelopment ²	-	-	607,222	1,746,394
TOTAL EXPENDITURES	\$ 39,224,813	\$ 45,020,977	\$ 49,016,699	\$ 57,458,552
REVENUE OVER (UNDER) EXPENDITURES	\$ 7,015,437	\$ 2,996,966	\$ 3,664,635	\$ 9,432



**City of Centennial
All Fund Types
2005 - 2015 Summary of Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 373,048	\$ 296,987	\$ 294,785	\$ 297,585	\$ 294,785	\$ 298,435	\$ 294,785
533,136	759,688	659,688	673,478	687,599	698,444	709,484
342,268	357,823	417,990	430,686	445,739	462,433	481,085
-	-	-	-	-	-	-
877,876	982,392	1,084,001	1,139,650	1,201,904	1,271,775	1,350,434
125,457	228,412	133,500	158,500	158,500	158,500	158,500
346,969	401,923	185,500	175,500	175,500	175,500	175,500
950,862	1,223,444	1,538,716	1,600,689	1,668,633	1,743,151	1,825,272
417,205	639,616	1,178,818	2,928,156	3,018,589	2,840,123	2,206,261
-	-	-	-	-	-	-
-	-	-	-	-	-	-
198,597	270,290	277,730	277,730	277,730	277,730	277,730
689,258	891,272	1,034,893	995,644	1,027,803	1,062,886	1,101,310
1,008,140	1,123,225	1,283,876	1,301,070	1,320,078	1,340,680	1,363,661
10,564,864	10,975,062	11,708,576	11,535,841	11,857,333	11,970,454	12,091,154
8,056,645	9,293,251	4,712,740	4,427,500	4,540,000	4,998,300	5,708,672
330,365	545,668	548,399	381,667	385,204	381,984	383,705
18,111,139	18,236,972	18,885,327	18,759,893	19,228,890	19,709,612	20,202,353
555,066	573,390	606,390	634,610	666,340	699,657	734,640
2,417,689	2,167,797	2,122,532	2,235,106	2,292,160	2,355,146	2,424,553
-	-	-	-	-	-	-
3,570,985	3,629,025	3,181,253	3,449,206	3,554,172	3,651,507	3,757,144
465,147	472,449	487,653	506,759	526,630	547,295	568,787
662,996	10,325,792	1,610,933	1,399,333	845,000	-	-
1,453,396	1,239,041	1,249,931	1,092,036	1,092,036	1,092,036	1,092,036
\$ 52,051,108	\$ 64,633,519	\$ 53,203,232	\$ 54,400,638	\$ 55,264,625	\$ 55,735,649	\$ 56,907,064
\$ 1,515,889	\$ (9,537,623)	\$ (780,712)	\$ 953,962	\$ 116,108	\$ (1,328,426)	\$ (1,894,839)



**City of Centennial
All Fund Types
2005 - 2015 Summary of Sources (Uses)**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
OTHER FINANCING SOURCES (USES)				
Contributions	\$ -	\$ 150,421	\$ -	\$ -
Bond Proceeds, net	3,004,250	-	-	-
Fund Transfers/Use of Fund Balance	3,956,317	6,020,348	5,009,800	1,294,208
Land Use Fund Transfers	(1,149,317)	(961,648)	(1,129,494)	(394,208)
Capital Improvement Fund Transfers	(2,807,000)	(5,058,700)	(3,880,306)	(900,000)
TOTAL OTHER FINANCING USES	\$ 3,004,250	\$ 150,421	\$ -	\$ -
TOTAL EXPENDITURES & OTHER FINANCING USES	\$ 36,220,563	\$ 44,870,556	\$ 49,016,699	\$ 57,538,552
NET CHANGE IN FUND BALANCE⁴	\$ 10,019,687	\$ 3,147,387	\$ 3,664,635	\$ 9,432
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 14,836,504	\$ 24,856,191	\$ 28,003,578	\$ 31,668,214
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 24,856,191	\$ 28,003,578	\$ 31,668,213	\$ 31,677,646

¹Capital Improvement Fund

²Other Governmental Funds (Includes General Improvement Districts and CURA)

³Open Space and Conservation Trust Funds

⁴Net Change in Fund Balance generally includes the reappropriation of the entire Fund Balance for specified projects for all funds, with the exception of the General Fund.



**City of Centennial
All Fund Types
2005 - 2015 Summary of Sources (Uses)**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
2,659,313	(118,676)	4,504,653	3,891,677	3,770,274	4,787,032	5,352,383
(175,466)	24,228	(344,692)	(177,113)	(188,115)	(172,202)	(187,802)
(2,483,847)	(5,882,430)	(4,578,510)	(4,200,000)	(4,500,000)	(4,958,300)	(5,481,172)
\$ -	\$ (5,976,878)	\$ (418,549)	\$ (485,436)	\$ (917,841)	\$ (343,470)	\$ (316,591)
\$ 52,051,108	\$ 70,610,397	\$ 53,621,781	\$ 54,886,074	\$ 56,182,466	\$ 56,079,119	\$ 57,223,655
\$ 1,515,889	\$ (15,514,501)	\$ (1,199,261)	\$ 468,526	\$ (801,733)	\$ (1,671,896)	\$ (2,211,430)
\$ 31,677,646	\$ 33,193,535	\$ 17,679,034	\$ 16,479,773	\$ 16,948,299	\$ 16,146,566	\$ 14,474,670
\$ 33,193,535	\$ 17,679,034	\$ 16,479,773	\$ 16,948,299	\$ 16,146,566	\$ 14,474,670	\$ 12,263,240



**City of Centennial
General Fund
2005 - 2015 Summary of Revenues**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Sales Tax	\$ 17,174,480	\$ 17,026,290	\$ 18,124,699	\$ 18,084,708
Business/Sales Tax License	-	-	-	-
Sales Tax - County	442,550	543,916	611,468	536,261
Building Materials Use Tax	1,151,536	1,126,889	1,237,313	3,265,367
Property Tax	7,041,058	7,176,042	7,181,690	7,608,157
Highway Users Tax Fund	3,533,097	3,958,494	3,777,167	3,625,820
Gas Franchise Fee - Xcel	1,141,872	1,129,998	1,080,939	1,264,464
Electric Franchise Fee- Xcel	1,654,264	1,775,538	1,805,103	2,107,674
Electric Franchise Fee- IREA	445,108	433,327	421,853	429,629
Cable TV Franchise Fee	802,258	870,012	945,108	1,026,210
Specific Ownership Tax	646,631	636,803	632,312	582,070
Motor Vehicle Registration Fees	420,449	430,363	440,961	445,035
Automobile Use Tax	4,376,188	3,515,870	3,994,315	3,522,055
Cigarette Tax	300,585	320,699	302,267	279,888
Road and Bridge Shareback	632,808	627,533	622,625	599,731
Right-of-Way Permit Fees	149,791	177,056	202,963	299,789
Pavement Degradation Fees	-	-	-	54,434
Animal Services Fines and Fees	-	-	-	10,563
Court Fines	1,896,948	1,611,702	2,059,722	2,290,038
Investment Income	581,296	928,483	1,234,287	567,915
Liquor Licensing Fees	21,165	23,089	23,070	23,655
Facility Rental Fees	24,000	24,000	24,000	24,000
Passport Fees	-	-	-	-
Building Rent Recovery	-	-	-	-
Federal Grant Revenue	-	46,872	363,469	309,585
Intergovernmental Revenue	-	-	-	249,876
Insurance Proceeds	-	44,783	-	-
Miscellaneous Revenue	18,694	66,092	261,927	385,379
TOTAL REVENUES	\$ 42,454,778	\$ 42,493,851	\$ 45,347,258	\$ 47,592,303



**City of Centennial
General Fund
2005 - 2015 Summary of Revenues**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 17,604,690	\$ 18,416,078	\$ 20,737,208	\$ 24,022,531	\$ 24,262,857	\$ 24,702,114	\$ 25,150,156
83,439	-	-	50,000	50,000	50,000	50,000
388,261	363,421	363,421	345,250	327,987	311,588	296,009
2,001,964	2,094,490	1,182,397	1,182,397	1,182,397	1,182,397	1,182,397
7,815,973	8,029,842	8,110,140	7,595,047	7,645,047	7,645,047	7,645,047
3,873,657	4,068,868	4,028,179	4,028,179	4,028,179	4,028,179	4,028,179
963,371	1,006,231	1,006,231	1,006,231	1,006,231	1,006,231	1,006,231
1,825,891	1,980,974	1,980,974	1,980,974	1,980,974	1,980,974	1,980,974
390,066	428,375	428,375	428,375	428,375	428,375	428,375
1,056,283	1,097,855	1,114,323	1,147,753	1,182,185	1,217,651	1,254,180
545,969	549,725	549,725	533,233	517,236	501,719	486,668
435,202	431,761	431,761	431,761	431,761	431,761	431,761
3,084,446	2,840,916	2,840,916	2,698,870	2,563,927	2,435,730	2,313,944
255,033	247,339	239,919	227,923	216,527	205,700	195,415
614,526	600,041	588,040	576,279	564,754	553,459	542,390
370,153	250,000	200,000	200,000	200,000	200,000	200,000
-	-	-	-	-	-	-
54,656	55,005	55,005	55,005	55,005	55,005	55,005
2,238,896	2,215,966	2,215,966	2,282,445	2,350,918	2,421,446	2,494,089
81,464	55,580	55,580	58,359	61,277	64,341	67,558
37,275	44,978	44,978	40,000	40,000	40,000	40,000
27,300	24,000	72,000	72,000	72,000	72,000	72,000
-	27,733	41,600	41,600	41,600	41,600	41,600
39,181	-	-	-	-	-	-
156,688	252,853	-	-	-	-	-
168,848	101,457	-	-	-	-	-
-	17,712	-	-	-	-	-
198,866	131,976	60,000	100,000	100,000	100,000	100,000
\$ 44,312,098	\$ 45,333,176	\$ 46,346,738	\$ 49,104,213	\$ 49,309,238	\$ 49,675,318	\$ 50,061,978



**City of Centennial
General Fund
2005 - 2015 Summary of Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
EXPENDITURES				
Legislative				
Elected Officials	\$ 156,831	\$ 213,143	\$ 269,178	\$ 255,406
City Attorney's Office	643,983	651,617	676,402	697,179
City Clerk's Office	207,078	253,489	247,606	365,086
Management Support	-	82,574	-	-
City Management				
City Manager's Office	205,742	265,804	680,391	618,848
Economic Development	-	-	-	-
Communications	147,418	249,614	391,128	546,095
Administrative				
Finance & Sales/Use Tax Compliance	897,249	935,597	1,062,977	1,066,616
Nondepartmental	15,472	198,256	651,192	5,301,678
Citizen Service Center	612,635	546,315	-	-
Administrative Services	919,807	1,216,117	-	-
Central Services	-	-	522,118	192,954
Human Resources & Risk Mgmt	-	-	629,595	839,549
Support Services	-	-	796,430	1,217,644
Public Works				
Public Works	11,267,053	13,547,416	13,347,633	13,053,726
Public Safety				
Law Enforcement	15,812,304	16,755,975	17,945,718	17,852,460
Animal Services	473,318	479,749	501,424	830,188
Municipal Court	1,660,532	1,702,489	1,828,181	2,229,400
Community Services	209,141	171,589	-	-
Community Development				
Community Development Administration	-	96,953	257,131	673,309
Code Compliance	120,146	148,340	207,034	442,341
TOTAL EXPENDITURES	\$ 33,348,709	\$ 37,515,037	\$ 40,014,138	\$ 46,182,476
REVENUE OVER (UNDER) EXPENDITURES	\$ 9,106,069	\$ 4,978,814	\$ 5,333,120	\$ 1,409,827



**City of Centennial
General Fund
2005 - 2015 Summary of Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 373,048	\$ 296,987	\$ 294,785	\$ 297,585	\$ 294,785	\$ 298,435	\$ 294,785
533,136	759,688	659,688	673,478	687,599	698,444	709,484
342,268	357,823	417,990	430,686	445,739	462,433	481,085
-	-	-	-	-	-	-
877,876	982,392	1,084,001	1,139,650	1,201,904	1,271,775	1,350,434
125,457	228,412	133,500	158,500	158,500	158,500	158,500
346,969	401,923	185,500	175,500	175,500	175,500	175,500
950,862	1,223,444	1,538,716	1,600,689	1,668,633	1,743,151	1,825,272
417,205	639,615	1,178,818	2,928,156	3,018,589	2,840,123	2,206,261
-	-	-	-	-	-	-
-	-	-	-	-	-	-
198,597	270,290	277,730	277,730	277,730	277,730	277,730
689,258	891,272	1,034,893	995,644	1,027,803	1,062,886	1,101,310
1,008,140	1,123,225	1,283,876	1,301,070	1,320,078	1,340,680	1,363,661
10,564,864	10,975,062	11,708,576	11,535,841	11,857,333	11,970,454	12,091,154
18,111,139	18,236,972	18,885,327	18,759,893	19,228,890	19,709,612	20,202,353
555,066	573,390	606,390	634,610	666,340	699,657	734,640
2,417,689	2,167,797	2,122,532	2,235,106	2,292,160	2,355,146	2,424,553
-	-	-	-	-	-	-
413,839	567,621	523,561	547,678	574,642	604,890	638,927
465,147	472,449	487,653	506,759	526,630	547,295	568,787
\$ 38,390,560	\$ 40,168,363	\$ 42,423,537	\$ 44,198,574	\$ 45,422,855	\$ 46,216,712	\$ 46,604,434

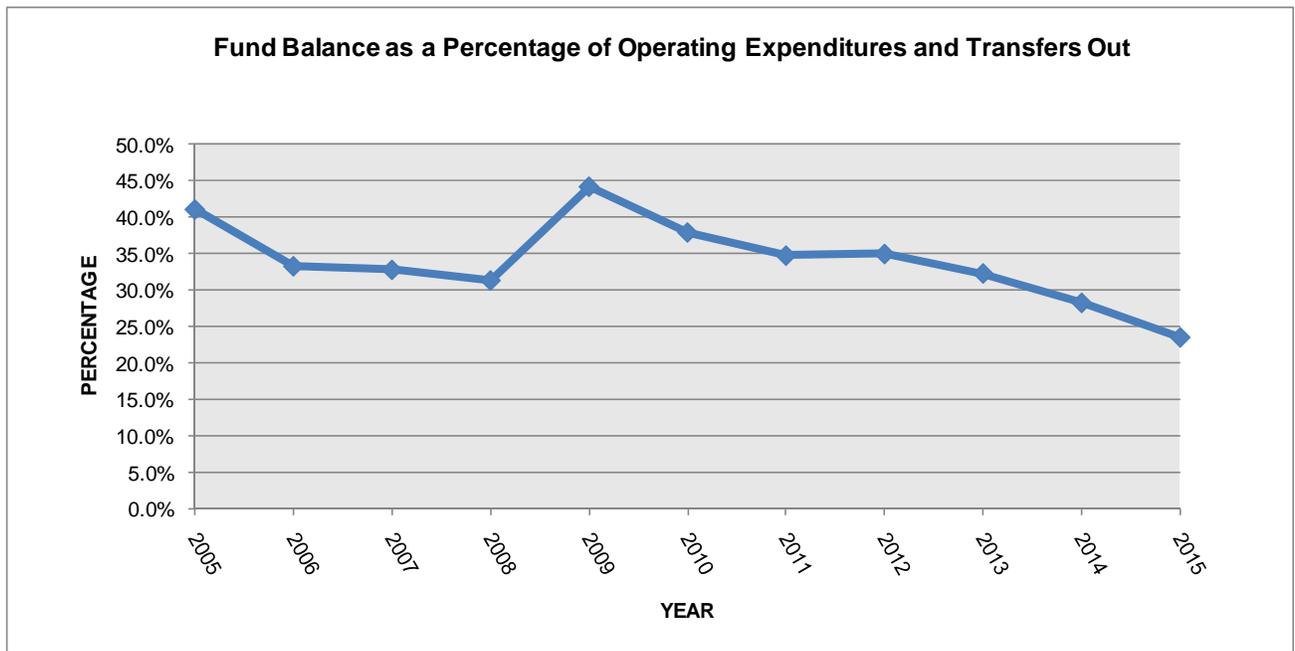
\$ 5,921,538 \$ 5,164,813 \$ 3,923,202 \$ 4,905,639 \$ 3,886,382 \$ 3,458,606 \$ 3,457,544



**City of Centennial
General Fund
2005 - 2015 Summary of Sources (Uses)**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
OTHER FINANCING SOURCES (USES)				
Contributions	\$ -	\$ 150,421	\$ -	\$ -
Land Use Fund Transfers	(1,149,317)	(961,648)	(1,129,494)	(394,208)
CIP Fund Transfers	(2,807,000)	(5,058,700)	(3,880,306)	(900,000)
TOTAL OTHER FINANCING SOURCES (USES)	\$ (3,956,317)	\$ (5,869,927)	\$ (5,009,800)	\$ (1,294,208)
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)	\$ 37,305,026	\$ 43,384,964	\$ 45,023,938	\$ 47,476,684
NET CHANGE IN FUND BALANCE	\$ 5,149,752	\$ (891,113)	\$ 323,320	\$ 115,619
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 10,108,226	\$ 15,257,978	\$ 14,366,865	\$ 14,690,185
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 15,257,978	\$ 14,366,865	\$ 14,690,185	\$ 14,805,804

FUND BALANCE AS A PERCENTAGE OF OPERATING EXPENDITURES AND TRANSFERS OUT	40.9%	33.1%	32.6%	31.2%
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**City of Centennial
General Fund
2005 - 2015 Summary of Sources (Uses)**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(175,466)	24,228	(344,692)	(177,113)	(188,115)	(172,202)	(187,802)
(2,483,847)	(5,882,430)	(4,578,510)	(4,200,000)	(4,500,000)	(4,958,300)	(5,481,172)
\$ (2,659,313)	\$ (5,858,202)	\$ (4,923,202)	\$ (4,377,113)	\$ (4,688,115)	\$ (5,130,502)	\$ (5,668,974)

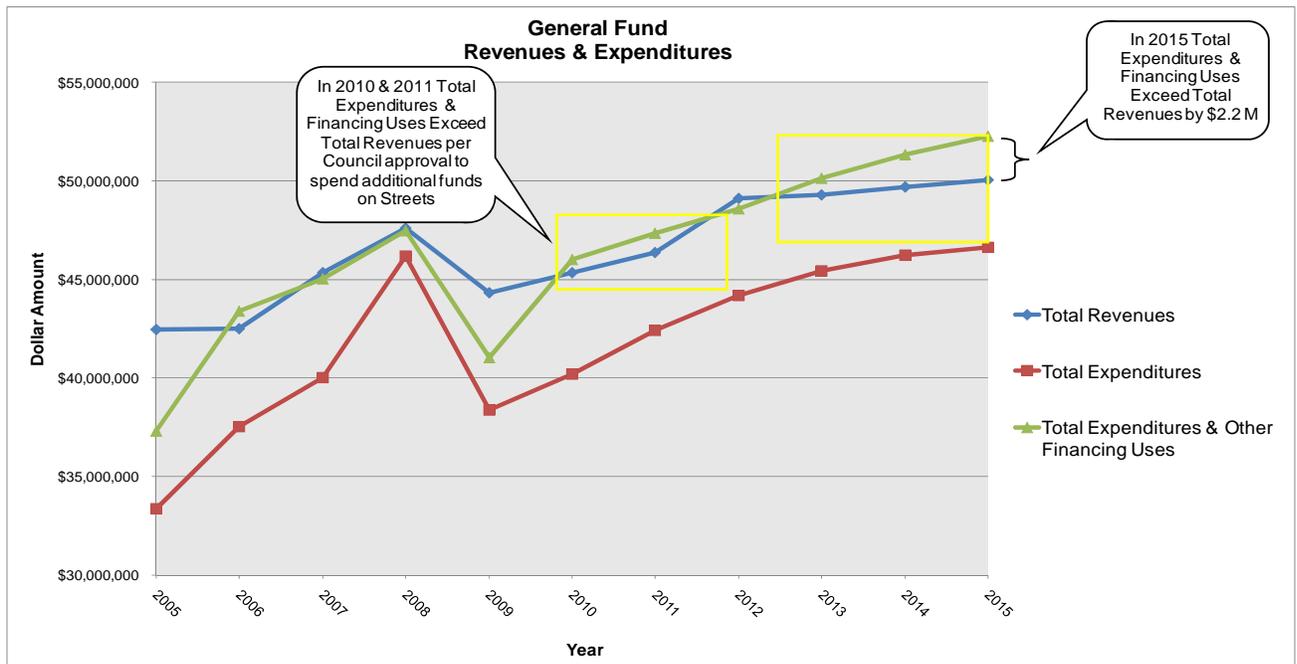
\$ 41,049,873 \$ 46,026,565 \$ 47,346,739 \$ 48,575,687 \$ 50,110,970 \$ 51,347,214 \$ 52,273,408

\$ 3,262,225 \$ (693,389) \$ (1,000,000) \$ 528,526 \$ (801,733) \$ (1,671,896) \$ (2,211,430)

\$ 14,805,804 \$ 18,068,029 \$ 17,374,640 \$ 16,374,640 \$ 16,903,166 \$ 16,101,433 \$ 14,429,537

\$ 18,068,029 \$ 17,374,640 \$ 16,374,640 \$ 16,903,166 \$ 16,101,433 \$ 14,429,537 \$ 12,218,107

44.0% 37.7% 34.6% 34.8% 32.1% 28.1% 23.4%





**City of Centennial
General Fund
2005 - 2015 Reserves**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Required Reserves				
TABOR Emergency Reserves	\$ 2,206,000	\$ 1,350,000	\$ 1,354,895	\$ 1,211,018
Operating Reserves	4,500,000	4,225,770	4,516,318	4,036,725
Operating Reserves				
Legal	-	-	-	-
Insurance Deductible	-	-	-	-
Snow Removal	-	-	-	-
Tech/Admin Systems	-	-	-	-
Designated Reserves				
Capital & Other Projects	7,132,300	8,552,500	135,663	87,046
Law Enforcement Impact Fee	118,400	118,400	-	-
Undesignated Reserves				
	1,301,278	120,195	8,683,309	9,471,015
TOTAL GENERAL FUND RESERVES	\$ 15,257,978	\$ 14,366,865	\$ 14,690,185	\$ 14,805,804



**City of Centennial
General Fund
2005 - 2015 Reserves**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 1,244,883	\$ 1,197,465	\$ 1,272,706	\$ 1,325,957	\$ 1,362,686	\$ 1,386,501	\$ 1,398,133
3,930,346	4,602,656	4,734,674	4,857,569	5,011,097	5,134,721	5,227,341
50,000	50,000	50,000	50,000	50,000	50,000	50,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000
200,000	200,000	200,000	200,000	200,000	200,000	200,000
-	-	-	-	-	-	-
118,400	118,400	118,400	118,400	118,400	118,400	118,400
12,424,400	11,106,119	9,898,860	10,251,239	9,259,251	7,439,915	5,124,233
\$ 18,068,029	\$ 17,374,640	\$ 16,374,640	\$ 16,903,166	\$ 16,101,433	\$ 14,429,537	\$ 12,218,107



**City of Centennial
Land Use Fund
2005 - 2015 Summary of Revenues & Expenses**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Building Permit Fees	\$ 1,173,352	\$ 1,122,376	\$ 1,310,465	\$ 1,705,643
Building Plan Review Fees	341,806	342,527	590,717	576,048
Subtotal Building Services	\$ 1,515,158	\$ 1,464,903	\$ 1,901,182	\$ 2,281,691
Contractor Licensing	\$ 189,408	\$ 209,750	\$ 234,960	\$ 255,295
Transit Shelter Administration	95,100	121,350	113,550	111,750
Subtotal Contractor Licensing	\$ 284,508	\$ 331,100	\$ 348,510	\$ 367,045
Land Development Applications	146,633	\$ 235,461	\$ 368,028	\$ 409,861
Misc. Engineering Permits (ROW)	164,677	80,214	41,754	19,833
Construction Drawings (CD)	-	-	-	-
Subdivision Improvement Agreement	-	-	-	-
Site Inspections	-	-	-	-
Sign Permits	30,593	45,154	45,407	61,584
Fence Permits	19,671	9,177	23,312	16,294
CMRS Permits	-	-	2,309	2,860
Legal Services - Review of AWOs	49,683	85,763	108,171	64,450
Change in Deferred Revenue	-	-	-	-
Federal Grant Revenue	-	-	-	-
Other Revenue	4,481	5,703	299	(95,165)
Subtotal Permits/Plan Review	\$ 415,738	\$ 461,472	\$ 589,280	\$ 479,717
Rental Income	\$ 53,741	\$ 55,112	\$ 61,458	\$ 26,276
TOTAL REVENUES	\$ 2,269,145	\$ 2,312,587	\$ 2,900,430	\$ 3,154,729
EXPENSES				
Personnel Services				
Salaries and Wages	\$ -	\$ -	\$ 64,342	\$ 589,305
Benefits	-	-	9,765	194,818
Raise Pool	-	-	-	-
Total Personnel Services	\$ -	\$ -	\$ 74,107	\$ 784,123
Contracted Services				
Permitting and Inspections				
Building Services	\$ 1,287,272	\$ 1,246,843	\$ 1,611,019	\$ 1,712,853
Permit Tracking Software Credit	-	-	-	-
Subtotal Permitting and Inspections	\$ 1,287,272	\$ 1,246,843	\$ 1,611,019	\$ 1,712,853



**City of Centennial
Land Use Fund
2005 - 2015 Summary of Revenues & Expenses**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 1,681,901	\$ 1,400,000	\$ 1,200,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
458,020	525,000	425,000	525,000	525,000	525,000	525,000
\$ 2,139,921	\$ 1,925,000	\$ 1,625,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000
\$ 250,638	\$ 248,000	\$ 220,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
104,900	100,000	88,000	88,000	88,000	88,000	88,000
\$ 355,538	\$ 348,000	\$ 308,000	\$ 338,000	\$ 338,000	\$ 338,000	\$ 338,000
\$ 237,222	\$ 80,000	\$ 130,000	\$ 217,000	\$ 253,000	\$ 320,000	\$ 365,000
1,000	16,000	17,000	27,000	29,000	31,000	33,000
-	18,300	19,000	28,000	30,000	33,000	35,000
-	6,000	7,000	8,000	10,000	12,000	13,000
-	14,500	10,000	14,000	16,000	17,000	18,000
86,282	65,000	66,000	68,000	72,000	73,000	74,000
15,817	21,600	21,000	22,000	24,000	26,000	27,000
-	14,000	14,000	15,000	17,000	19,000	20,000
30,483	20,000	26,000	30,000	45,000	48,000	50,000
-	390,000	-	-	-	-	-
-	147,232	-	-	-	-	-
35,417	20,000	70,000	15,000	15,000	15,000	15,000
\$ 406,221	\$ 812,632	\$ 380,000	\$ 444,000	\$ 511,000	\$ 594,000	\$ 650,000
\$ -	\$ -	\$ -	\$ 17,415	\$ 17,415	\$ 17,415	\$ 17,415
\$ 2,901,680	\$ 3,085,632	\$ 2,313,000	\$ 2,724,415	\$ 2,791,415	\$ 2,874,415	\$ 2,930,415
\$ 716,889	\$ 734,187	\$ 734,921	\$ 749,619	\$ 764,612	\$ 779,904	\$ 795,502
203,550	229,562	215,029	249,434	289,343	335,638	389,340
-	-	14,578	-	-	-	-
\$ 920,439	\$ 963,749	\$ 964,528	\$ 999,053	\$ 1,053,955	\$ 1,115,542	\$ 1,184,842
\$ 1,605,211	\$ 1,518,750	\$ 1,218,750	\$ 1,443,750	\$ 1,443,750	\$ 1,443,750	\$ 1,443,750
-	(5,000)	-	-	-	-	-
\$ 1,605,211	\$ 1,513,750	\$ 1,218,750	\$ 1,443,750	\$ 1,443,750	\$ 1,443,750	\$ 1,443,750



**City of Centennial
Land Use Fund
2005 - 2015 Summary of Expenses**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<u>Contractor License Administration</u>				
Supplemental Use Tax Administration	\$ -	\$ -	\$ 37,400	\$ 37,400
Contractor License Administration	159,142	163,000	103,900	107,400
Transit Shelter/Bench	-	-	24,900	26,400
Land Use Fund Administration	159,142	163,000	166,200	171,200
Other	-	450	21	-
Subtotal Contractor Licensing	\$ 159,142	\$ 163,450	\$ 166,221	\$ 171,200
<u>Permits/Plan Review</u>				
<u>Applicant Work Orders (AWOs)</u>				
Land Development Applications	\$ 396,280	\$ 290,084	\$ 480,725	\$ 147,859
Sign Permits	-	22,323	12,450	-
Fence Permits	-	9,090	7,852	-
Legal Services - Review of AWOs	35,939	48,799	30,453	46,823
Subtotal Permits/Plan Review	\$ 432,219	\$ 370,296	\$ 531,480	\$ 194,682
<u>Project Specific</u>				
Sub Area Plan for Undesignated Area	\$ -	\$ -	\$ 59,381	\$ 20,168
Land Development Code Rewrite	-	-	-	30,644
Paperless Plan Review	-	-	-	-
NPDES Support Project	-	-	98,768	-
GIS Project	3,161	-	26,523	-
Joint Planning Area Services	-	238,173	20,506	3,834
<u>City Work Orders (CWOs)</u>				
Engineering	693,311	634,608	37,978	85,764
SIA Administration	-	-	98,345	-
Planning Support	-	-	38,018	-
Board of Adjustment	-	-	18,077	-
Customer Service - Additional	-	-	374,580	-
Miscellaneous	90,470	3,377	79,432	-
<u>Position Work Orders (PWOs)</u>				
Planning Director, Zoning Administrator, Infrastructure Director	517,324	429,682	229,103	-
Project Management	-	-	159,296	-
Zoning	-	-	49,959	-
Meeting Expenses	-	-	5,611	-
Merchant Processing Fees	5,381	9,816	15,472	17,120
Office Rent	53,741	55,112	61,458	-
Printing	-	879	3,603	-
Subtotal Project Specific	\$ 1,363,388	\$ 1,371,647	\$ 1,376,110	\$ 157,530
Temporary Personnel	-	-	-	-
Legal Services - General	148,232	114,942	170,420	188,569
Legal Services - Zoning Map Update	-	-	-	-
Total Contracted Services	\$ 3,390,253	\$ 3,267,178	\$ 3,855,250	\$ 2,424,834



**City of Centennial
Land Use Fund
2005 - 2015 Summary of Expenses & Other Sources (Uses)**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<u>Other Services & Supplies:</u>				
Professional Services	\$ -	\$ -	\$ 87,953	\$ 4,728
Payroll Processing	-	-	-	-
Land Use Case Archiving Services	-	-	-	-
Purchased Non-Capital Equipment	-	-	-	16,376
Equipment/Building - Rental, Repair, Maintenance	-	-	-	112,686
Postage & Courier Services	-	-	-	1,138
Printing & Publishing Services	-	-	-	19,405
Office Supplies	-	-	-	6,979
Software Supplies	-	-	-	55,096
Publications and Subscriptions	2,151	1,949	1,711	2,004
Dues and Memberships	-	-	-	1,983
Meetings/Training/Travel	4,550	5,108	243	18,748
Vehicle Fuel & Maintenance Supplies	-	-	-	2,098
Depreciation - Equipment & Vehicles	-	-	-	13,506
Miscellaneous	21,508	-	10,660	5,233
Total Other Services & Supplies	\$ 28,209	\$ 7,057	\$ 100,567	\$ 259,980
TOTAL EXPENSES	\$ 3,418,462	\$ 3,274,235	\$ 4,029,924	\$ 3,468,937
REVENUES OVER (UNDER) EXPENSES	\$ (1,149,317)	\$ (961,648)	\$ (1,129,494)	\$ (314,208)
<u>OTHER SOURCES (USES)</u>				
Transfers In - Gen. Fund Use Tax Allocation	\$ 317,005	\$ 281,722	\$ 309,328	\$ 816,342
Transfers In - Gen. Fund Transfer	832,312	679,926	820,166	(422,134)
TOTAL OTHER SOURCES (USES)	\$ 1,149,317	\$ 961,648	\$ 1,129,494	\$ 394,208
NET CHANGE IN FUND BALANCE	\$ -	\$ -	\$ -	\$ 80,000
FUND BALANCE - BEGINNING OF YEAR	\$ -	\$ -	\$ -	\$ -
FUND BALANCE - END OF YEAR	\$ -	\$ -	\$ -	\$ 80,000



**City of Centennial
Land Use Fund
2005 - 2015 Summary of Expenses & Other Sources (Uses)**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 9,121	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
-	4,000	4,000	4,000	4,000	4,100	4,200
-	1,000	1,000	1,000	1,000	1,000	1,000
-	-	-	-	-	-	-
27,312	23,365	49,365	40,000	40,000	40,000	40,000
107	1,000	1,000	1,000	1,000	1,000	1,000
5,340	5,000	5,000	5,000	5,000	5,000	5,000
2,469	8,000	8,000	8,000	10,000	11,000	11,000
9,128	32,824	32,824	10,000	10,000	10,000	10,000
2,251	3,000	3,000	3,000	3,000	3,100	3,200
3,802	2,800	3,725	3,725	3,800	3,900	4,000
17,662	24,000	13,075	13,075	15,000	16,000	16,000
2,975	3,000	3,000	3,000	3,100	3,300	3,300
31,457	-	-	-	-	-	-
4,862	5,000	5,000	5,000	5,000	5,000	5,000
\$ 116,486	\$ 137,989	\$ 143,989	\$ 111,800	\$ 115,900	\$ 118,400	\$ 118,700
\$ 3,157,146	\$ 3,061,404	\$ 2,657,692	\$ 2,901,528	\$ 2,979,530	\$ 3,046,617	\$ 3,118,217
\$ (255,466)	\$ 24,228	\$ (344,692)	\$ (177,113)	\$ (188,115)	\$ (172,202)	\$ (187,802)
\$ 500,491	\$ 523,623	\$ 295,599	\$ 295,599	\$ 295,599	\$ 295,599	\$ 295,599
(325,025)	(547,851)	49,093	(118,486)	(107,484)	(123,397)	(107,797)
\$ 175,466	\$ (24,228)	\$ 344,692	\$ 177,113	\$ 188,115	\$ 172,202	\$ 187,802
\$ (80,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Revenues & Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Pavement Restoration Fees	\$ -	\$ -	\$ -	\$ -
Developer Contributions	-	-	-	-
Miscellaneous	-	-	-	-
Federal Grant Revenue	-	-	338,303	1,197,753
TOTAL REVENUES	\$ -	\$ -	\$ 338,303	\$ 1,197,753

EXPENDITURES

Other Services & Supplies

Professional Services

Transportation Master Plan	\$ -	\$ -	\$ -	\$ -
Environmental Assessment - Arapahoe/I-25	-	-	-	-
Comprehensive Plan	1,172	-	-	-
Traffic Calming	-	291	11,520	-
General Transportation Studies	-	-	-	-

Bridge Services

Bridge Management	-	-	-	-
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Construction Services

Geotechnical Testing	-	-	-	-
CIP Management	-	-	-	-

Total Other Services & Supplies	\$ 1,172	\$ 291	\$ 11,520	\$ -
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Capital Outlay

Building

Building Maintenance & Improvements	\$ -	\$ -	\$ -	\$ 981,576
Building Contingency	-	-	-	-
TREX Commitment	425,000	625,000	-	-
Subtotal Building	\$ 425,000	\$ 625,000	\$ -	\$ 981,576



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Revenues & Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 116,193	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
250,000	30,500	-	-	-	-	-
6,753	90,717	-	187,500	-	-	187,500
1,733,090	1,450,983	94,230	-	-	-	-
\$ 2,106,036	\$ 1,622,200	\$ 134,230	\$ 227,500	\$ 40,000	\$ 40,000	\$ 227,500
\$ 2,271	\$ 180,729	\$ 150,000	\$ -	\$ -	\$ -	\$ -
-	116,666	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	50,000	50,000	50,000	50,000
-	-	-	15,000	-	-	-
9,967	-	-	-	-	-	-
503,582	350,000	300,000	300,000	300,000	300,000	300,000
\$ 515,820	\$ 647,395	\$ 450,000	\$ 365,000	\$ 350,000	\$ 350,000	\$ 350,000
\$ -	\$ 171,302	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
-	-	100,000	50,000	50,000	50,000	50,000
-	-	-	-	-	-	-
\$ -	\$ 171,302	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<i>New Construction</i>				
<u>Streets & Intersections</u>				
Arapahoe Road Rehab (Colorado - Holly)	\$ -	\$ 96,559	\$ 389,651	\$ 692,914
Arapahoe University Intersection	-	22,776	431,582	1,297,140
TAGAWA Road	-	-	-	30,819
Arapahoe Road Design (Waco - Himalaya)	-	-	318,226	-
County Line Road (Colorado-University)	-	-	1,840,000	-
Peoria Reconstruction & Intersection Improvements	-	-	-	-
Chester @ County Line Road Right Turn Lane	-	-	-	-
Arapahoe Rd - Holly/Krameria	-	-	-	-
Arapahoe Rd - Guardrail and Shoulder Improvements	-	-	-	-
Arapahoe/Gibraltar Turn Lane	22,571	-	-	-
Arapahoe/Chapparal Circle Turn Lane	-	95,272	-	-
Quebec & County Line Rt Turn Lane	-	-	-	-
Street Project Grant Matches	-	-	-	-
Other	-	-	-	-
Subtotal Streets & Intersections	\$ 22,571	\$ 214,607	\$ 2,979,459	\$ 2,020,873
<u>Sidewalks</u>				
Yosemite Street - Xanthia to Bus Stop	\$ -	\$ -	\$ -	\$ -
Arapahoe Road Sidewalk - Homestead to Holly	-	-	-	-
Easter Avenue Sidewalk - University to Race	-	-	-	-
Broadway Bridge Improvements - Highline Canal	-	-	-	-
Arapahoe Road Sidewalk - Euclid to Big Dry Creek Bridge	-	-	-	-
Orchard Road - Franklin to Highline Trail	-	-	-	-
Quebec East Side (Peakview-Caley)	-	-	-	-
Infill Sidewalk Program	-	-	-	-
Other	13,637	170,000	-	-
Subtotal Sidewalks	\$ 13,637	\$ 170,000	\$ -	\$ -



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 3,941,687	\$ 208,458	\$ (150,000)	\$ -	\$ -	\$ -	\$ -
869,658	786,726	-	-	-	-	-
-	394,181	-	-	-	-	-
-	61,774	-	-	-	-	-
-	-	-	-	-	-	-
-	363,500	-	-	-	-	-
-	-	300,000	-	-	-	-
-	362,188	-	-	-	-	-
-	54,812	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	408,672
-	-	-	100,000	100,000	100,000	100,000
-	15,318	-	-	-	-	-
\$ 4,811,345	\$ 2,246,957	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 508,672
\$ -	\$ 28,350	\$ -	\$ -	\$ -	\$ -	\$ -
-	30,000	-	-	-	-	-
-	48,000	-	-	-	-	-
-	130,000	-	-	-	-	-
-	57,400	-	-	-	-	-
-	-	-	-	-	23,300	-
-	-	-	25,000	-	-	-
-	-	-	100,000	100,000	100,000	100,000
-	-	-	-	-	-	-
\$ -	\$ 293,750	\$ -	\$ 125,000	\$ 100,000	\$ 123,300	\$ 100,000



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<u>Drainage</u>				
Southfield Park Drainage	\$ -	\$ -	\$ -	\$ -
Southwood/Cherrywood	50,000	50,000	-	-
Little Dry Creek Crossing/Arapahoe Drainage	39,642	7,206	816,000	-
Stormwater Study	20,000	-	-	-
Other Drainage Projects	3,517	26,975	173	-
Subtotal Drainage	\$ 113,159	\$ 84,181	\$ 816,173	\$ -
<u>Traffic Control & Signals</u>				
Neighborhood Traffic Management Survey & Design	\$ -	\$ -	\$ -	\$ -
Arapahoe/Chapparal Signal	65,267	-	-	-
Walmart Signal	57,402	76,122	-	-
Havana/Easter Signal	113,365	-	-	-
Crestline/Chambers Signal	-	79,641	-	-
Dove Valley Traffic Signals	-	-	-	-
Euclid/Estancia Traffic Signal	-	75,242	95,275	-
Dry Creek/Eudora Traffic Signal	-	-	-	-
Himalaya/Reservoir Traffic Signal	-	175,431	-	-
Picadilly/Riviera Signal	-	136,678	12,872	-
Potomac/Fremont Signal	-	-	-	-
Reservoir/Flanders Signal	-	-	-	-
Arapahoe/University Signal	-	-	-	-
Smoky Hill/Kirk Signal	-	-	-	-
Peakview/Peoria Signal	-	-	-	-
LED Lights	-	-	-	-
Master Signals	-	-	-	-
School Zone Flashers	-	-	-	-
Signal Communication Improvements	-	-	-	-
Weather Stations	-	-	-	-
School Zone Upgrades	-	-	-	-
Havana Street & Geddes Avenue	-	-	-	-
Potomac & Briarwood	-	-	-	-
E. Briarwood Ave & S. Peoria	-	-	-	-
Other Signals	-	-	-	3,934
Subtotal Traffic Signals & Control	\$ 236,034	\$ 543,114	\$ 108,147	\$ 3,934



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 47,754	\$ 87,435	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	7,500	-	-	-	-	-
-	39,200	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
40,815	-	-	-	-	-	-
186,060	-	-	-	-	-	-
5,232	-	-	-	-	-	-
4,844	-	-	-	-	-	-
11,190	-	-	-	-	-	-
-	180,132	-	-	-	-	-
-	254,631	-	-	-	-	-
-	96,349	-	-	-	-	-
-	90,215	144,230	50,000	50,000	50,000	50,000
-	150,000	-	-	-	-	-
-	55,717	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	250,000	-	-	-
-	-	-	-	-	-	250,000
-	-	-	-	-	-	-
\$ 295,895	\$ 961,179	\$ 144,230	\$ 375,000	\$ 125,000	\$ 125,000	\$ 375,000



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures & Other Sources**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
<u>Street Signs/Lighting</u>				
Community Wayfinding & Identification	\$ -	\$ -	\$ -	\$ -
Street Lighting	13,186	345	-	-
Subtotal Street Signs/Lighting	\$ 13,186	\$ 345	\$ -	\$ -
<u>Major Bridges</u>				
Broncos Parkway Bridge	\$ 246,551	\$ 709,908	\$ 14,337	\$ -
Arapahoe Road & Big Dry Creek Bridge	-	-	-	-
Subtotal Major Bridges	\$ 246,551	\$ 709,908	\$ 14,337	\$ -
<u>Arapahoe Road Corridor Study</u>				
Arapahoe Corridor Study	\$ -	\$ 103,444	\$ 33,218	\$ -
Subtotal Corridor Study	\$ -	\$ 103,444	\$ 33,218	\$ -
Rehabilitation				
Concrete Replacement Program	\$ -	\$ -	\$ -	\$ -
Street Rehabilitation Program	-	-	-	-
Street Surface Treatment	-	-	-	-
Vista Verde Neighborhood Improvements	-	-	-	-
Major Structures	-	-	-	-
Minor Structures	-	-	-	-
Traffic System Upgrades	-	-	-	-
Subtotal Rehabilitation	\$ -	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 1,070,138	\$ 2,450,599	\$ 3,951,334	\$ 3,006,383
TOTAL EXPENDITURES	\$ 1,071,310	\$ 2,450,890	\$ 3,962,854	\$ 3,006,383
REVENUE OVER (UNDER) EXPENDITURES	\$ (1,071,310)	\$ (2,450,890)	\$ (3,624,551)	\$ (1,808,630)
OTHER FINANCING SOURCES				
Transfers In	\$ 2,807,000	\$ 5,058,700	\$ 3,880,306	\$ 900,000
TOTAL OTHER FINANCING SOURCES	\$ 2,807,000	\$ 5,058,700	\$ 3,880,306	\$ 900,000
NET CHANGE IN FUND BALANCE	\$ 1,735,690	\$ 2,607,810	\$ 255,755	\$ (908,630)
FUND BALANCE - BEGINNING OF YEAR	\$ 1,609,891	\$ 3,345,581	\$ 5,953,391	\$ 6,209,146
FUND BALANCE - END OF YEAR	\$ 3,345,581	\$ 5,953,391	\$ 6,209,146	\$ 5,300,516



**City of Centennial
Capital Improvement Fund
2005 - 2015 Summary of Expenditures & Other Sources**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	100,000	100,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 166,378	\$ 491,500	\$ -	\$ -	\$ -	\$ -	\$ -
2,008,338	3,138,184	3,272,580	3,137,500	3,565,000	3,900,000	3,900,000
-	725,650	525,000	-	-	-	-
-	460,834	-	-	-	-	-
-	25,000	-	25,000	-	-	75,000
8,869	-	-	-	-	-	-
-	131,500	20,930	150,000	150,000	150,000	150,000
\$ 2,183,585	\$ 4,972,668	\$ 3,818,510	\$ 3,312,500	\$ 3,715,000	\$ 4,050,000	\$ 4,125,000
\$ 7,540,825	\$ 8,645,856	\$ 4,262,740	\$ 4,062,500	\$ 4,190,000	\$ 4,648,300	\$ 5,358,672
\$ 8,056,645	\$ 9,293,251	\$ 4,712,740	\$ 4,427,500	\$ 4,540,000	\$ 4,998,300	\$ 5,708,672
\$ (5,950,609)	\$ (7,671,051)	\$ (4,578,510)	\$ (4,200,000)	\$ (4,500,000)	\$ (4,958,300)	\$ (5,481,172)
\$ 2,483,847	\$ 5,882,430	\$ 4,578,510	\$ 4,200,000	\$ 4,500,000	\$ 4,958,300	\$ 5,481,172
\$ 2,483,847	\$ 5,882,430	\$ 4,578,510	\$ 4,200,000	\$ 4,500,000	\$ 4,958,300	\$ 5,481,172
\$ (3,466,762)	\$ (1,788,621)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 5,300,516	\$ 1,833,754	\$ 45,133	\$ 45,133	\$ 45,133	\$ 45,133	\$ 45,133
\$ 1,833,754	\$ 45,133	\$ 45,133	\$ 45,133	\$ 45,133	\$ 45,133	\$ 45,133



**City of Centennial
Open Space Fund
2005 - 2015 Summary of Revenues & Expenditures**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
County Open Space Sales Tax	\$ 787,892	\$ 2,029,029	\$ 2,077,017	\$ 2,183,863
Grant Revenue	-	-	-	-
Investment Income	37,142	135,895	246,281	155,878
TOTAL REVENUES	\$ 825,034	\$ 2,164,924	\$ 2,323,298	\$ 2,339,741

EXPENDITURES

Capital Outlay:

Land	\$ -	\$ -	\$ -	\$ 2,635,380
Land Improvements	-	-	-	-
Land Acquisition	-	-	-	-
TAGAWA Road	-	-	-	-
Cherry Creek Trail & Open Space Improvements	-	-	-	-
deKeovend Park Improvements	-	-	-	-
Arapahoe Park Improvements	-	-	-	-
Holly Pool and Tennis Center	-	-	-	-
Abbott Park Improvements	-	-	-	-
Otero Tennis Courts	-	-	-	-
Goodson Recreation Center Improvements	-	-	-	-
Franklin Pool Spray Park	-	-	-	-
Piney Creek Hollow Park - Sports Field	-	-	-	-
Cherokee Trail Park	-	-	-	-
Fox Hill Park - Multi-use Field & Landscaping	-	-	-	-
APRD Tree Planting and Preservation	-	-	-	-
Parker Jordan Open Space Maintenance	-	-	-	-
APRD Projects	-	-	-	-
SSPRD Neighborhood Park Improvements	-	-	-	-
City-wide Bike Lanes	-	-	-	-
Caley Avenue Bike Lane	-	-	-	-
Piney Creek Trail Bridge Replacement	-	-	-	-
Lone Tree Creek Trail	-	-	-	-
West Tollgate Creek to Piney Creek Trail Bike Lane	-	-	-	-
Piney Creek Trail	-	-	-	-
Piney Creek Trail Signage	-	-	-	-
Cherry Creek Trail	-	-	-	-
Centennial Link Trail	-	-	-	-
Big Dry Creek Trail	-	-	-	-
Fox Hill Park - Aurora Trail Connection	-	-	-	-



**City of Centennial
Open Space Fund
2005 - 2015 Summary of Revenues & Expenditures**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 1,987,585	\$ 1,814,799	\$ 1,656,004	\$ 1,515,244	\$ 1,386,448	\$ -	\$ -
-	1,246,502	-	-	-	-	-
29,966	8,100	8,100	8,505	8,931	-	-
\$ 2,017,551	\$ 3,069,401	\$ 1,664,104	\$ 1,523,749	\$ 1,395,379	\$ -	\$ -

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
78,751	1,201,249	-	-	-	-	-
-	1,656,517	-	-	-	-	-
-	190,000	-	-	-	-	-
-	-	-	-	-	-	-
-	175,000	-	-	-	-	-
-	62,833	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	176,500	-	-	-	-	-
-	-	-	-	-	-	-
297,703	-	-	-	-	-	-
-	150,000	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	10,000	-	-	-	-	-
-	50,000	50,000	50,000	50,000	-	-
-	-	215,000	310,000	260,000	-	-
-	-	414,333	414,333	-	-	-
-	162,402	75,000	75,000	75,000	-	-
2,598	-	-	-	-	-	-
-	150,000	-	-	-	-	-
-	50,000	50,000	50,000	-	-	-
-	-	-	-	-	-	-
-	40,000	110,000	-	-	-	-
-	104,000	-	-	-	-	-
-	300,000	-	-	-	-	-
96,444	1,451,906	200,000	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-



**City of Centennial
Open Space Fund
2005 - 2015 Summary of Expenditures & Other Uses**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
Indian Ridge School Park - Amphitheater & Trails	-	-	-	-
Village Park - Turf & Irrigation Upgrades	-	-	-	-
Tollgate Park - Turf & Irrigation	-	-	-	-
Parker Jordan Centennial Open Space Trail Improvements	-	-	-	-
City-wide Trail Signage	-	-	-	-
Broncos Parkway Trailhead	-	-	-	-
Neighborhood Trail Connections	-	-	-	-
Miscellaneous	15	129	-	-
Other Capital Outlay	-	-	-	20,484
TOTAL EXPENDITURES	\$ 15	\$ 129	\$ -	\$ 2,655,864
REVENUE OVER (UNDER) EXPENDITURES	\$ 825,019	\$ 2,164,795	\$ 2,323,298	\$ (316,123)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 825,019	\$ 2,164,795	\$ 2,323,298	\$ (316,123)
FUND BALANCE - BEGINNING OF YEAR	\$ 1,379,539	\$ 2,204,558	\$ 4,369,353	\$ 6,692,651
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 2,204,558	\$ 4,369,353	\$ 6,692,651	\$ 6,376,528



**City of Centennial
Open Space Fund
2005 - 2015 Summary of Expenditures & Other Uses**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	689,402	-	-	-	-	-
-	68,400	46,600	75,000	50,000	-	-
-	8,500	-	-	-	-	-
-	-	275,000	250,000	250,000	-	-
16,583	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ 492,079	\$ 6,696,709	\$ 1,435,933	\$ 1,224,333	\$ 685,000	\$ -	\$ -
\$ 1,525,472	\$ (3,627,308)	\$ 228,171	\$ 299,416	\$ 710,379	\$ -	\$ -
\$ -	\$ (4,274,692)	\$ (228,171)	\$ (299,416)	\$ (710,379)		
\$ -	\$ (4,274,692)	\$ (228,171)	\$ (299,416)	\$ (710,379)	\$ -	\$ -
\$ 1,525,472	\$ (7,902,000)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 6,376,528	\$ 7,902,000	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 7,902,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Conservation Trust Fund
2005 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Lottery Proceeds	\$ 480,546	\$ 582,174	\$ 533,974	\$ 531,337
Grant Revenues	-	-	-	-
Investment Income	29,899	89,861	120,168	81,982
TOTAL REVENUES	\$ 510,445	\$ 672,035	\$ 654,142	\$ 613,319
EXPENDITURES				
Other Services & Supplies				
Professional Services	\$ -	\$ -	\$ 91,185	\$ -
Natural Area Restoration	-	-	-	-
Miscellaneous	135,293	25	-	-
Subtotal - Other Serv. & Supp.	\$ 135,293	\$ 25	\$ 91,185	\$ -
Capital Outlay				
Civic Center Park	\$ -	\$ -	\$ -	\$ -
Other Capital Outlay	-	-	-	64,300
Subtotal - Capital Outlay	\$ -	\$ -	\$ -	\$ 64,300
TOTAL EXPENDITURES	\$ 135,293	\$ 25	\$ 91,185	\$ 64,300
REVENUE OVER (UNDER) EXPENDITURES	\$ 375,152	\$ 672,010	\$ 562,957	\$ 549,019
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 375,152	\$ 672,010	\$ 562,957	\$ 549,019
FUND BALANCE - BEGINNING OF YEAR	\$ 1,381,088	\$ 1,756,240	\$ 2,428,250	\$ 2,991,207
FUND BALANCE - END OF YEAR	\$ 1,756,240	\$ 2,428,250	\$ 2,991,207	\$ 3,540,226



**City of Centennial
Conservation Trust Fund
2005 - 2015 Summary of Revenues, Expenditures & Other Uses**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 493,027	\$ 455,398	\$ 420,788	\$ 389,229	\$ 360,037	\$ 333,034	\$ 308,056
-	-	-	-	-	-	-
15,761	4,590	4,590	4,819	5,060	5,313	5,579
\$ 508,788	\$ 459,988	\$ 425,378	\$ 394,048	\$ 365,097	\$ 338,347	\$ 313,635
\$ 170,917	\$ 129,083	\$ 50,000	\$ 100,000	\$ 100,000	\$ -	\$ -
-	-	125,000	75,000	60,000	-	-
-	-	-	-	-	-	-
\$ 170,917	\$ 129,083	\$ 175,000	\$ 175,000	\$ 160,000	\$ -	\$ -
\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
\$ -	\$ 3,500,000	\$ -				
\$ 170,917	\$ 3,629,083	\$ 175,000	\$ 175,000	\$ 160,000	\$ -	\$ -
\$ 337,871	\$ (3,169,095)	\$ 250,378	\$ 219,048	\$ 205,097	\$ 338,347	\$ 313,635
\$ -	\$ (709,002)	\$ (190,378)	\$ (279,048)	\$ (205,097)	\$ (338,347)	\$ (313,635)
\$ -	\$ (709,002)	\$ (190,378)	\$ (279,048)	\$ (205,097)	\$ (338,347)	\$ (313,635)
\$ 337,871	\$ (3,878,097)	\$ 60,000	\$ (60,000)	\$ -	\$ -	\$ -
\$ 3,540,226	\$ 3,878,097	\$ -	\$ 60,000	\$ -	\$ -	\$ -
\$ 3,878,097	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -



**Cherry Park
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Revised
<u>REVENUES</u>			
Property Tax	\$ 35,832	\$ 37,279	\$ 36,167
Specific Ownership	2,677	2,540	2,445
Investment Income	2,273	445	59
TOTAL REVENUES	\$ 40,782	\$ 40,264	\$ 38,671
<u>EXPENDITURES</u>			
Contracted Services:			
General	\$ 14,561	\$ 13,671	\$ 75,000
Subtotal - Contracted Services	\$ 14,561	\$ 13,671	\$ 75,000
Other Services & Supplies:			
Revenue Collection Services:			
County Treasurer's Fee	\$ 538	\$ 559	\$ 543
Utilities	5,210	6,171	8,000
Miscellaneous	417	15	11,363
Subtotal - Other Services & Supplies	\$ 6,165	\$ 6,745	\$ 19,906
TOTAL EXPENDITURES	\$ 20,726	\$ 20,416	\$ 94,906
REVENUE OVER (UNDER) EXPENDITURES	\$ 20,056	\$ 19,848	\$ (56,235)
<u>OTHER FINANCING USES</u>			
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (14,888)
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (14,888)
NET CHANGE IN FUND BALANCE	\$ 20,056	\$ 19,848	\$ (71,123)
FUND BALANCE - BEGINNING OF YEAR	\$ 87,097	\$ 107,153	\$ 127,001
FUND BALANCE - END OF YEAR	\$ 107,153	\$ 127,001	\$ 55,878



**Cherry Park
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 36,529	\$ 36,529	\$ 36,529	\$ 36,529	\$ 36,529
2,445	2,371	2,300	2,231	2,164
59	62	65	68	71
\$ 39,033	\$ 38,962	\$ 38,894	\$ 38,828	\$ 38,764
\$ 75,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
\$ 75,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
\$ 548	\$ 548	\$ 548	\$ 548	\$ 548
8,000	8,000	8,000	8,000	8,000
11,363	10,414	10,346	10,280	10,216
\$ 19,911	\$ 18,962	\$ 18,894	\$ 18,828	\$ 18,764
\$ 94,911	\$ 38,962	\$ 38,894	\$ 38,828	\$ 38,764
\$ (55,878)	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -
\$ -				
\$ (55,878)	\$ -	\$ -	\$ -	\$ -
\$ 55,878	\$ -	\$ -	\$ -	\$ -
\$ -				



**Foxridge
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Revised
<u>REVENUES</u>			
Property Tax	\$ 50,830	\$ 52,783	\$ 51,326
Specific Ownership	3,845	3,636	3,501
Investment Income	3,201	425	69
TOTAL REVENUES	\$ 57,876	\$ 56,844	\$ 54,896
<u>EXPENDITURES</u>			
Contracted Services:			
General	\$ 73,329	\$ 18,045	\$ 80,000
Subtotal - Contracted Services	\$ 73,329	\$ 18,045	\$ 80,000
Other Services & Supplies:			
Revenue Collection Services:			
County Treasurer's Fee	\$ 763	\$ 792	\$ 770
Utilities	617	545	1,000
Miscellaneous	711	42	27,422
Subtotal - Other Services & Supplies	\$ 2,091	\$ 1,379	\$ 29,192
TOTAL EXPENDITURES	\$ 75,420	\$ 19,424	\$ 109,192
REVENUE OVER (UNDER) EXPENDITURES	\$ (17,544)	\$ 37,420	\$ (54,296)
<u>OTHER FINANCING USES</u>			
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (30,958)
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (30,958)
NET CHANGE IN FUND BALANCE	\$ (17,544)	\$ 37,420	\$ (85,254)
FUND BALANCE - BEGINNING OF YEAR	\$ 119,169	\$ 101,625	\$ 139,045
FUND BALANCE - END OF YEAR	\$ 101,625	\$ 139,045	\$ 53,791



**Foxridge
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 51,839	\$ 51,839	\$ 51,839	\$ 51,839	\$ 51,839
3,501	3,396	3,294	3,195	3,099
69	72	75	79	83
\$ 55,409	\$ 55,307	\$ 55,208	\$ 55,113	\$ 55,021
\$ 80,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
\$ 80,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
\$ 778	\$ 778	\$ 778	\$ 778	\$ 778
1,000	1,000	1,000	1,000	1,000
27,422	23,529	23,430	23,335	23,243
\$ 29,200	\$ 25,307	\$ 25,208	\$ 25,113	\$ 25,021
\$ 109,200	\$ 55,307	\$ 55,208	\$ 55,113	\$ 55,021
\$ (53,791)	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -
\$ (53,791)	\$ -	\$ -	\$ -	\$ -
\$ 53,791	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -



**Walnut Hills
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Revised
REVENUES			
Property Tax	\$ 71,117	\$ 73,924	\$ 71,817
Specific Ownership	5,164	4,887	4,705
Investment Income	9,956	1,790	268
Miscellaneous Revenue	3,947	421	-
TOTAL REVENUES	\$ 90,184	\$ 81,022	\$ 76,790
EXPENDITURES			
Contracted Services:			
General	\$ 23,146	\$ 76,707	\$ 100,000
Subtotal - Contracted Services	\$ 23,146	\$ 76,707	\$ 100,000
Other Services & Supplies:			
Revenue Collection Services:			
County Treasurer's Fee	\$ 1,068	\$ 1,109	\$ 1,077
Utilities	114	440	1,000
Miscellaneous	2,429	22	29,582
Subtotal - Other Services & Supplies	\$ 3,611	\$ 1,571	\$ 31,659
TOTAL EXPENDITURES	\$ 26,757	\$ 78,278	\$ 131,659
REVENUE OVER (UNDER) EXPENDITURES	\$ 63,427	\$ 2,744	\$ (54,869)
OTHER FINANCING USES			
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (337,159)
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (337,159)
NET CHANGE IN FUND BALANCE	\$ 63,427	\$ 2,744	\$ (392,028)
FUND BALANCE - BEGINNING OF YEAR	\$ 380,019	\$ 443,446	\$ 446,190
FUND BALANCE - END OF YEAR	\$ 443,446	\$ 446,190	\$ 54,162



**Walnut Hills
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2011 Adopted		2012 Forecast		2013 Forecast		2014 Forecast		2015 Forecast
\$	72,535	\$	72,535	\$	72,535	\$	72,535	\$	72,535
	4,705		4,564		4,427		4,294		4,165
	268		281		295		310		326
	-		-		-		-		-
\$	77,508	\$	77,380	\$	77,257	\$	77,139	\$	77,026
\$	100,000	\$	49,854	\$	51,127	\$	50,990	\$	52,300
\$	100,000	\$	49,854	\$	51,127	\$	50,990	\$	52,300
\$	1,088	\$	1,088	\$	1,088	\$	1,088	\$	1,088
	1,000		1,000		1,000		1,000		1,000
	29,582		25,438		24,042		24,061		22,638
\$	31,670	\$	27,526	\$	26,130	\$	26,149	\$	24,726
\$	131,670	\$	77,380	\$	77,257	\$	77,139	\$	77,026
\$	(54,162)	\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-	\$	-
\$	(54,162)	\$	-	\$	-	\$	-	\$	-
\$	54,162	\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-	\$	-



**Antelope
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual		2010 Revised
REVENUES				
Property Tax	\$ 223,382	\$ 106,387	\$	108,685
Specific Ownership	17,020	7,380		7,105
Investment Income	11,093	1,531		311
TOTAL REVENUES	\$ 251,495	\$ 115,298	\$	116,101
EXPENDITURES				
Contracted Services:				
General	\$ -	\$ -	\$	-
Subtotal - Contracted Services	\$ -	\$ -	\$	-
Other Services & Supplies:				
Revenue Collection Services:				
County Treasurer's Fee	\$ 3,353	\$ 1,596	\$	1,630
Debt Service:				
Principal	55,000	60,000		60,000
Interest	146,576	144,651		142,281
Miscellaneous	6,366	6,000		6,000
Subtotal - Other Services & Supplies	\$ 211,295	\$ 212,247	\$	209,911
TOTAL EXPENDITURES	\$ 211,295	\$ 212,247	\$	209,911
REVENUE OVER (UNDER) EXPENDITURES	\$ 40,200	\$ (96,949)	\$	(93,810)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$	(176,221)
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$	(176,221)
NET CHANGE IN FUND BALANCE	\$ 40,200	\$ (96,949)	\$	(270,031)
FUND BALANCE - BEGINNING OF YEAR	\$ 422,210	\$ 462,410	\$	365,461
FUND BALANCE - END OF YEAR	\$ 462,410	\$ 365,461	\$	95,430



**Antelope
General Improvement District
2008 - 2015 Summary of Revenues, Expenditures & Other Uses**

2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ 109,772	\$ 109,772	\$ 209,183	\$ 209,183	\$ 209,183
7,105	6,892	6,685	6,485	6,290
311	326	342	359	377
\$ 117,188	\$ 116,990	\$ 216,210	\$ 216,027	\$ 215,850
\$ -	\$ -	\$ -	\$ -	\$ -
\$ -				
\$ 1,647	\$ 1,647	\$ 3,138	\$ 3,138	\$ 3,138
65,000	65,000	70,000	70,000	75,000
139,971	137,371	134,707	131,766	128,756
6,000	6,000	6,000	6,000	6,000
\$ 212,618	\$ 210,018	\$ 213,845	\$ 210,904	\$ 212,894
\$ 212,618	\$ 210,018	\$ 213,845	\$ 210,904	\$ 212,894
\$ (95,430)	\$ (93,028)	\$ 2,365	\$ 5,123	\$ 2,956
\$ -	\$ 93,028	\$ (2,365)	\$ (5,123)	\$ (2,956)
\$ -	\$ 93,028	\$ (2,365)	\$ (5,123)	\$ (2,956)
\$ (95,430)	\$ -	\$ -	\$ -	\$ -
\$ 95,430	\$ -	\$ -	\$ -	\$ -
\$ -				



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2005 - 2015 Summary of Revenues, Expenditures & Other Uses**

	2005 Actual	2006 Actual	2007 Actual	2008 Actual
REVENUES				
Sales Tax	\$ -	\$ -	\$ -	\$ -
Property Tax	-	-	-	-
Building Permits, Plan Review & Building Services	-	-	229,964	1,142,607
Construction Funds	-	-	53,788	837,195
Authority Operating Revenue	-	-	400,000	150,000
TOTAL REVENUES	\$ -	\$ -	\$ 683,752	\$ 2,129,802
EXPENDITURES				
Contracted Services				
Building Permits, Plan Review & Building Services	\$ -	\$ -	\$ 194,713	\$ 802,348
Subtotal - Contracted Services	\$ -	\$ -	\$ 194,713	\$ 802,348
Other Services & Supplies:				
Sales Tax Sharing Pass-Thru	\$ -	\$ -	\$ -	\$ -
Property Tax Pass-Thru	-	-	-	-
Professional Services	-	-	7,284	-
Legal Services - Outside Counsel	-	-	80,244	13,750
Construction Services	-	-	96,937	794,046
Streets & Intersections	-	-	-	-
Miscellaneous	-	-	228,044	136,250
Subtotal - Other Serv. & Supp.	\$ -	\$ -	\$ 412,509	\$ 944,046
TOTAL EXPENDITURES	\$ -	\$ -	\$ 607,222	\$ 1,746,394
REVENUE OVER (UNDER) EXPENDITURES	\$ -	\$ -	\$ 76,530	\$ 383,408
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ -	\$ -	\$ 76,530	\$ 383,408
FUND BALANCE - BEGINNING OF YEAR	\$ -	\$ -	\$ -	\$ 76,530
FUND BALANCE - END OF YEAR	\$ -	\$ -	\$ 76,530	\$ 459,938



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2005 - 2015 Summary of Revenues, Expenditures & Other Uses**

2009 Actual	2010 Revised	2011 Adopted	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46,388	1,089,041	1,099,931	942,036	942,036	942,036	942,036
187,976	-	-	-	-	-	-
1,105,577	-	-	-	-	-	-
87,475	150,000	150,000	150,000	150,000	150,000	150,000
\$ 1,427,416	\$ 1,239,041	\$ 1,249,931	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036
\$ 210,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 210,516	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46,388	1,089,041	1,099,931	942,036	942,036	942,036	942,036
-	-	-	-	-	-	-
703	-	-	-	-	-	-
57,512	-	-	-	-	-	-
1,031,504	-	-	-	-	-	-
106,773	150,000	150,000	150,000	150,000	150,000	150,000
\$ 1,242,880	\$ 1,239,041	\$ 1,249,931	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036
\$ 1,453,396	\$ 1,239,041	\$ 1,249,931	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036	\$ 1,092,036
\$ (25,980)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ (433,958)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ (433,958)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (25,980)	\$ (433,958)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 459,938	\$ 433,958	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 433,958	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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