



City of Centennial

2011

ANNUAL BUDGET

2010 REVISED / 2011 ADOPTED

Planning an Intentional Future





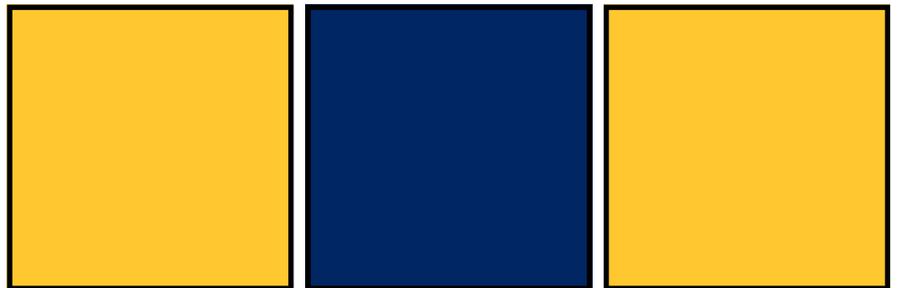
City of Centennial

CITY OF CENTENNIAL

2011 ANNUAL BUDGET

2010 REVISED / 2011 ADOPTED BUDGET

NOVEMBER 15, 2010





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Centennial
Colorado**

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Centennial, Colorado for its annual budget for the fiscal year beginning January 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



City of Centennial

2011

Annual Budget

2010 Revised / 2011 Adopted Budget

Elected Officials

Mayor Cathy Noon

Vorry Moon - Council District 1

Rick Dindinger - Council District 1

Sue Bosier - Council District 2

Keith Gardner - Council District 2

Rebecca McClellan - Council District 3

Patrick Anderson - Council District 3

Todd Miller - Council District 4

Mayor Pro Tem Ron Weidmann - Council District 4

Centennial Budget Committee

Mayor Cathy Noon • Councilmember Sue Bosier •

Susan Bockenfeld, Citizen • C.J. Whelan, Citizen • Curtis Winar, Citizen

Jacque Wedding-Scott, City Manager • Dawn Priday, Finance Director

City Staff

Jacque Wedding-Scott, City Manager

Dave Zelenok, Public Works Director • Grayson Robinson, Sheriff

Marie White, Human Resources Director • Dawn Priday, Finance Director

Brenda Madison, City Clerk • Kimber Liss, Court Administrator • Bob Widner, City Attorney

Wayne Reed, Community Development Director • Corri Spiegel, Economic Development Manager

Edward Stafford, CIP Manager • Gary Wilson, Long Range & Open Space Planning Manager

Mike Connor, Deputy Public Works Director • Richard Lewis, Public Works Program Manager

Elisha Thomas, Assistant to the City Manager • Karen Stickland, Revenue Manager

Allison Wittern, Public Information & Special Events Manager

Contents and Production

Dawn Priday, Jessica Savko, Corri Spiegel, Elisha Thomas,

James Clanton, Allison Wittern, Marie White, & Sherry Patten

Cover by Corri Spiegel



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2010

Celebrating 10 Years of Excellence

IKEA CENTENNIAL BROKE GROUND

CENTENNIAL AND THE PARKER JORDAN METRO DISTRICT ACQUIRED 80 ACRES OF OPEN SPACE ALONG THE CHERRY CREEK TRAIL

CONSTRUCTION COMMENCED ON THE ARAPAHOE ROAD & PARKER ROAD INTERCHANGE

THE NEW LAND DEVELOPMENT CODE WAS ADOPTED

A PERFORMANCE MEASUREMENT AND REPORTING SYSTEM WAS ADOPTED

CENTENNIAL'S SECOND MAYOR, CATHY NOON, TOOK OFFICE



MAYOR
CATHY NOON



COUNCIL DISTRICT 1
RICK DINDINGER
RON PHELPS
(VACATED 4/30)
VORRY MOON

COUNCIL DISTRICT 2
SUE BOSIER
KEITH GARDNER



COUNCIL DISTRICT 3
REBECCA MCCLELLAN
PATRICK ANDERSON

COUNCIL DISTRICT 4
TODD MILLER
RON WEIDMANN





BUDGET GUIDE

How To Use This Document

The City Manager of the City of Centennial presents the Annual Budget to the Elected Officials and citizens as a funding plan for policies, goals, and service levels as determined by the City Council. The budget document is a comprehensive decision-making tool that provides detail for the 2010 Revised and 2011 Adopted Budgets. This budget document includes 2009 Actual, 2010 Adopted, 2010 Revised, and 2011 Adopted Budget data.

The budget document provides fund summary reports as well as program budgets that identify activities and financial detail for each City department. The department budget will convey to the reader that recent accomplishments and future goals correlate with the community's vision as reflected in *Our Voice. Our Vision. Centennial 2030*. Also included in each department section is a report of performance measurements demonstrating the outputs of the program. The department and program summaries provide assistance to the reader in understanding historic data along with the current and adopted budgetary detail. To the extent possible, 2010 budgeted and revised amounts have been restated to reflect the organizational and fund structures. Council's goals are established on an annual basis for the purpose of guiding the organization. Each department summary identifies the department's overview, accomplishments, goals, objectives, performance measurements, and staffing levels.

Included in the Executive Summary section are explanations of significant changes and/or variances that have occurred between the 2010 Adopted Budget and the 2011 Adopted Budget. Departmental expenditures are summarized in the department overviews; however, a more comprehensive line item detail is provided in the General Fund Budget Detail section. Staffing levels over a three year period are reflected in the Staffing section of the budget.

Budget Guide

This guide is a summary of the information contained in the annual budget document. There are thirteen (13) main sections to this book: Budget Guide, Budget Message, Strategic Plan, Introduction, Executive Summary, Fund Summaries, General Fund, Land Use Fund, Capital Improvement Program, Miscellaneous Funds, Staff and Contracted Resources, General Fund Budget Detail, and Appendix.

Budget Guide

The Budget Guide provides the readers a brief overview of the budget document and the sections contained within. The Table of Contents is located in the Budget Guide to direct the reader to the page number and section of interest.

Budget Message

The Budget Message from the City Manager addresses the major policies and priorities of the City Council and financial estimates and operational plans of the organization.

Strategic Plan

The Strategic Plan provides readers the relation between the City's long term and short term goals. Readers may view historical and forecasted financial sources and uses within all funds.

Introduction

Within the Introduction section of the budget, readers will learn about the City of Centennial, financial policies, budget preparation and budget schedule. The following is a detailed breakout of the Introduction section:



- Organization Chart by Service Area
- Government Structure
 - Home Rule as it Relates to the Budget
 - Elected Officials
 - City Employees & Benefits
 - Contractors
 - Scope of Services
- Community Profile
- Budget Policies
 - Budget Philosophy
 - Budget Process
 - Budget Committee
 - Budget Term
 - Basis for Budgeting
 - Budget Contingencies
 - Budget Recommendations
 - Public Hearings
 - Adoption and Appropriation of Funds
 - Changes to Adopted Budget
 - Supplemental Appropriation
 - Unanticipated Revenue
 - Carry Over
 - Budget Decreases
 - Level and Control / Budget Transfers
 - Lapsed Appropriations
 - Fund Accounting
 - City Fund Types
 - Strategic Plan
 - Budget Preparation and Schedule
- Other Financial Policies
 - Revenue Policy and Overview
 - Expenditure Policy
 - Fund Balance and Reserve Policies
 - Cash Management and Investment Policy
 - Asset Inventory
 - Risk Management
 - Capital Improvement Program Fund Policy
 - Debt Policy
 - TABOR

Executive Summary

The Executive Summary provides readers with a summary and explanation of variances.

Fund Summaries

This section provides the reader with a summary of total revenues including other financing sources and expenditures/appropriations including other financing uses for all funds requiring appropriations.

General Fund

Each City department and division provides financial and operational information and data for inclusion into the budget. This section includes the department's or division's overview, organizational chart, 2010 accomplishments, 2011 goals and objectives, budget summary by budget category, and staffing levels.



The departments are separated by function within the City, as follows:

- Legislative
 - Elected Officials
 - City Attorney's Office
 - City Clerk's Office
- City Management
 - City Manager's Office
 - Economic Development
 - Communications
- Administration
 - Finance
 - Nondepartmental
 - Central Services
 - Human Resources & Risk Management
 - Support Services
- Public Works
- Public Safety
 - Law Enforcement
 - Animal Services
 - Municipal Court
- Community Development
 - Community Development Administration
 - Long Range Planning
 - Code Compliance

Land Use Fund

The Land Use Fund is considered an enterprise fund and consists of financial resources used for operations in a manner similar to private business enterprise. The Land Use Fund is primarily funded through charges and fees collected for land use planning and development. The services provided by the Land Use Fund are separated as follows:

- Land Use
 - Current Planning
 - Engineering
 - Building
 - Contractor Licensing

Capital Improvement Program

This section includes project descriptions and future program planning for the Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund. These funds account for financial resources used for the acquisition, construction, and maintenance of capital infrastructure. The General Fund provides the majority of resources to the Capital Improvement Fund. Open Space funds are used to pay for the preservation of open space and are received from a 1/4 cent County sales tax that is distributed to municipalities based on population. This open space sales tax will expire on December 31, 2013. Conservation Trust Funds are generated from 40 percent (40%) of lottery proceeds and are distributed by the State of Colorado to counties, municipalities, and Title 32 districts on a per capita basis.



Miscellaneous Funds

The Miscellaneous Funds section consists of the City's other funds and is broken out as follows:

- Miscellaneous Funds
 - General Improvement Districts
 - Cherry Park General Improvement District
 - Foxridge General Improvement District
 - Walnut Hills General Improvement District
 - Antelope General Improvement District
 - Centennial Urban Redevelopment Authority

Staff & Contracted Resources

The Staff & Contracted Resources section reports the full time equivalent (FTE) count for the 2009 Actual, 2010 Revised, and 2011 Proposed Budgets.

General Fund Budget Detail

The General Fund Budget Detail section provides expenditure detail for all departments, divisions, and programs.

Appendix

A list of terms used throughout the budget document and a short definition of each term is included as a resource to the reader. A list of common acronyms used in City financial and other documents is also included as a resource to the reader. Authorized expenditures over the City Manager's approval amount schedule are listed by fund in the Appendix.

Other information is included in this section to provide the reader with more detail regarding Financial and Purchasing Policies and Resolutions adopting the Annual Budget and Certification of the Mill Levies.



The City of Centennial is celebrating 10 years of serving the community. In recognition, the section tabs in the 2010 Revised / 2011 Adopted Budget showcase accomplishments, events and list the serving Elected Officials throughout the City's history.



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2009

Celebrating 10 Years of Excellence

THE STREETS AT SOUTHGLENN OPENED

THE CENTENNIAL YOUTH COMMISSION FIRST BATTLE OF THE BANDS EVENT TOOK PLACE

THE FREMONT PROPERTY, ESTANCIA, CHAPEL HILL CEMETARY, PINEY CREEK VILLAGE AND ARAPAHOE HIGH SCHOOL WERE ANNEXED

THE ELECTION COMMISSION, AUDIT COMMITTEE, BUDGET COMMITTEE, AND INVESTMENT COMMITTEE WERE ESTABLISHED

THE IKEA FINAL DEVELOPMENT PLAN WAS APPROVED

A TEMPORARY MEDICAL MARIJUANA MORATORIUM WAS APPROVED

BUDGET MESSAGE



MAYOR
RANDY PYE

COUNCIL DISTRICT 1
RICK DINDINGER
BETTY ANN HAMILTON
(VACATED 8/17)
RON PHELPS



COUNCIL DISTRICT 2
SUE BOSIER
KEITH GARDNER

COUNCIL DISTRICT 3
REBECCA MCCLELLAN
PATRICK ANDERSON



COUNCIL DISTRICT 4
TODD MILLER
RON WEIDMANN

CITY CLERK
LINDA GAWLIK

CITY TREASURER
SUSAN BOCKENFELD





City of Centennial

Office of the City Manager

November 15, 2010

Dear Honorable Mayor Noon and Members of City Council:

In accordance with Article 11 of the Centennial Home Rule Charter and Colorado Revised Statutes 29, Article 1, Local Government Budget Law of Colorado, I am pleased to present to you the 2010 Revised and 2011 Adopted Annual Budgets.

This document provides the City the legal authority to appropriate and expend funds each budget year and serves as an operations guide for the City by detailing service levels for projects and programs that are in accordance with the policy directions of City Council. As required by State law and the City's Home Rule Charter, all Funds in the 2010 Revised and 2011 Adopted Budgets are balanced.

Entering into the 2010 Revised / 2011 Adopted Budget Process

The City of Centennial, like many other communities these past two years, has faced reductions in revenues and City services as it deals with the negative impacts of prevailing economic conditions. The continued challenge of this government has been to provide desired City services at the maximum level possible while maintaining financially responsible practices. Centennial has achieved this goal through continued monitoring of revenues by City staff, vetting of budget information with the Centennial Budget Committee, and continuously updated policy direction from City Council delivered at workshops and meetings throughout the year.

In early 2009, the City conducted an assessment of economic conditions and revenues received and consequently revised projected 2009 revenues downward from \$46.5 million to \$42.5 million (8%) and made strategic corresponding reductions in services. Staff was also instructed to reduce expenditures in all operational areas and \$3.0 million was reduced from the City's Capital Improvement Fund, largely impacting the City's street maintenance and rehabilitation program.

Later in 2009, as the City entered into the 2010 budget process, the revenue outlook was not expected to significantly improve. Staff was directed to maintain 2010 expenditures at or below 2009 revised budgeted amounts except for instances where mandated costs (contractual obligations, legal liabilities, utilities, materials, etc.) were beyond the City's control and required an increase. Although City Council authorized a 2% performance based salary increase for 2010, it was contingent upon a 2010 mid-year review of revenues and further consideration of

Council prior to finalizing any increase. Mid-year 2010, after assessing economic conditions, I made the recommendation to not provide salary increase to staff for 2010.

Additional decision packages presented to City Council for the 2010 budget included reductions to contracted services. The majority of the City's services are provided through contract and several of these contracts (law enforcement, public works, code compliance, animal services and sales and use tax administration) had set escalators, rates, or requested increases for 2010. This meant the City faced contractual obligations that would have put City expenditures well above anticipated revenues. To address this problem, the City went to its contract partners and asked them to identify service reductions that would allow the City to keep contract costs near the 2009 levels. All of the City's contractors agreed to reductions, even though they were not contractually obligated to do so. Major contracted service reductions in 2010 included:

- Public Works contract – reduction of \$506,050, included reductions in sweeping, striping, major patching, pothole repair, patchback, crack sealing, gravel maintenance, the elimination or reduction of 4 traffic engineering projects, and right-of-way maintenance. Other reductions included elimination of the customer service survey, decrease in concrete work and thermo plastic, the reduction of 1 full-time equivalent (FTE) field inspector and a reduction of .25 FTE for GIS activity.
- Law Enforcement contract – reduction of \$61,527, included the temporary elimination of three positions through an internal reorganization. The following positions were temporarily eliminated: Neighborhood Traffic Enforcement Deputy Sheriff, Elementary School Resource Officer, and the Computer Crime Investigations Detective. Although a required reduction was made, a subsequent annexation resulted in adding a School Resource Officer at Arapahoe High School increasing the contract by \$120,000 for 2010.
- Sales and Use Tax Administration, Animal Control Services, and Code Compliance Services contracts – total reduction of \$49,744, no reductions in services, and all three contractors absorbed the financial impacts of the reductions.

In 2009, a newly formed Budget Committee was created to serve in an advisory capacity to City Council in regard to reviewing the budget document. The Budget Committee met three times during the 2009 Revised / 2010 Annual Budget process to review estimates, forecasts, and decision packages, including proposed reductions. At the adoption of the 2009 Revised / 2010 Proposed Budgets, this committee provided a formalized report to City Council in support of the City Manager's Proposed Budget.

The 2010 Revised / 2011 Adopted Budget Process

City Council Strategic Planning Workshop

As the City entered into 2010 we felt confident that the City had adequately prepared for a continued economic downturn. In January, similar to prior years, we began the 2010 Revised / 2011 Adopted budget process at the City Council Strategic Planning Workshop.

The workshop focused on critical questions regarding community priorities in context with the community's visioning document, *Our Voice. Our Vision. Centennial 2030*. The alignment of

priorities was very similar to 2009, reaffirming the Council's commitment to sustaining the City's infrastructure and focus on community quality of life. Due to the uncertainties of the economic climate and pending state-wide ballot issues that could have significantly restricted revenues, City Council placed more emphasis on fiscal responsibility.

The following 2010 strategic planning priorities were a continuation from 2009:

- **City Services Strategy 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 Strategy 4:** Ensure an adequate level of improvement to infrastructure to sustain the City through 2030.
- **City Services Strategy 6:** Maintain the City in such a way that property values are protected.
- **Community Quality of Life / Citizen Engagement Strategy 3:** Outdoor Recreation Opportunities. Parks, open spaces, lakes, bike trails, recreational facilities and playgrounds provide places to relax, play and enjoy family.
- **Economic Health Strategy 1:** Fiscal responsibility. The City takes a disciplined approach to financial responsibility and a long-term view of development opportunities.
- **Economic Health Strategy 2:** Develop innovative, diverse revenue generation sources, both inside and outside Centennial.
- **Economic Health Strategy 3:** Business friendly government. Centennial streamlines processes that meet business' relocation and growth needs. The City helps promote business in Centennial.

The following two priorities were identified for 2010 and 2011:

- **Community Quality of Life / Citizen Engagement Strategy 5:** Recreation opportunities for seniors. Recreation programs and a system of parks that support diversity in active and passive recreation.
- **Economic Health Strategy 6:** Maintain a level of spending that keeps taxes and fees lower than those of surrounding municipalities to retain and attract customers and business.

Council provided direction for staff to develop implementation plans and identify financial impacts to be considered in the upcoming budget process.

Spring Budget Workshop

On April 26th and 27th, Centennial had its Spring Budget Workshop. This workshop gave staff a formal opportunity to present final revenue and expenditure data for 2009, provide revenue updates for 2010, and discuss a plan for sustaining operations pending election outcomes on the proposed 2010 ballot initiatives.

A major development at the Spring Workshop was that fiscal planning and subsequent reductions in 2009 resulted in expenditure savings of \$1.1 million. The City's 2009 financial audit showed the City received additional one-time, unexpected revenues of \$1.8 million, a large

percentage of which was received in December 2009. Because of the additional revenues and savings, the City ended 2009 with a 44% General Fund fund balance, an increase of 8% over the estimated 2009 Revised Budget General Fund fund balance.

At the time of the Spring Budget Workshop, the City was also receiving favorable bid pricing on capital projects and because the City's revenues were on pace to meet or exceed 2010 estimates, Council expressed interest in using some of the one-time expenditure savings for one-time capital improvement projects to further the commitment to sustaining the City's infrastructure. However, because of uncertain economic times, Council wanted an official recommendation from the Centennial Budget Committee to get a sense of whether or not residents also shared this view.

Given staff and Budget Committee recommendations, and because the City was experiencing favorable pricing for street improvement contracts, Council authorized placing another \$2.1 million toward the City's Street Rehabilitation Program, Concrete Replacement Program, Capital Improvement Management, and the Peoria Reconstruction and Intersection Improvements project. Even with redirecting these resources from the General Fund fund balance to the Capital Improvement Fund, the City maintained a healthy General Fund fund balance of 34%.

As previously mentioned, there were three citizen initiated, state-wide proposed ballot initiatives, Amendments 60 and 61 and Proposition 101. A fiscal impact analysis was presented to City Council reflecting a potential \$5.6 million (12.4%) reduction in revenues for 2011. Council directed staff to prepare a contingency plan on how to address the shortfalls in the event the ballot initiatives passed. As of Election Day, November 2nd, all three initiatives failed and the contingency plan was not necessary.

August Budget Workshop

At the August 2010 Budget Workshop, staff presented updated 2010 and 2011 revenue estimates and expenditure decision packages to Council. By this time, the City had almost two full quarters of 2010 revenue data by which to modify the 2010 estimates and create 2011 projections. Based on increasing trends and other known anomalies, 2010 revenues for all funds were increased from \$52.5 million to \$55.1 million. Revenue estimates for the 2011 budget factored out one-time revenues and have resulted in 2011 projections of \$52.4 million, which is similar to the 2010 adopted revenue budget.

There are several factors that contributed to the 2010 increase, including the receipt of one-time grant revenues, a substantial Building Materials Use Tax payment for a major construction project in the City, and additional retail openings at The Streets at SouthGlenn development. Additionally, in 2009 a new revenue source from the State, the Funding Advancements for Surface Transportation and Economic Recovery (FASTER), was received by the City. At the time the 2009 Revised Budget / 2010 Adopted Budget was being adopted, it was unknown how much or when the City would begin to receive this fee. It was therefore not budgeted in the 2010 Adopted Budget. The 2010 Revised and 2011 Adopted Budgets include anticipated FASTER revenues as well as other known increases in revenues, including sales and use tax revenues from The Streets at SouthGlenn and the new IKEA Centennial.

Consistent with the last two budget cycles, staff was directed to maintain 2011 expenditures at or below 2010 Adopted Budget amounts except for instances where mandated costs (contractual obligations, legal liabilities, utilities, materials, etc.) were beyond the City's control and required an increase. Any increase beyond the 2010 Adopted Budget amounts (with the exception of mandated costs) were presented as decision packages that were first reviewed and recommended by the City Manager.

Leading up to the August 2010 Budget Workshop, staff presented the 2010 Revised and 2011 Proposed budgeted revenues and decision packages to the Budget Committee. Staff went through each of the decision packages for 2010 and 2011 in detail with the Committee and received feedback regarding the potential expenditures, making modest edits in the final recommendations to Council. The Committee conveyed an official opinion about the revenue projections and decision packages to City Council at the workshop. After hearing the recommendations from staff and the Budget Committee, Council engaged in a thoughtful dialogue about City priorities and the allocation of resources.

The 2011 Budget includes bringing all contracts whole to the 2011 prescribed levels, adding four full time equivalent positions, 2% performance based salary increases and an additional \$1 million toward the City's capital improvement programming. The approved decision packages along with other variances between the 2009 Revised / 2010 Adopted and 2010 Revised / 2011 Adopted Budgets are listed in the Executive Summary section of the budget document.

Current Economic Conditions

In assessing surrounding economic conditions, the City constantly monitors key economic indicators such as the consumer confidence index, various retail indicators, unemployment figures, the consumer price index, producer price index, and home price index. Current economic indicators portray an improving economic environment that, though better than 2009, is still well short of highs achieved in 2007 and 2008.

In 2010, consumer confidence stabilized, with the consumer confidence index (CCI) varying between the high forties and low sixties. The CCI is an indicator of the willingness of people to spend money, with higher numbers reflecting a higher willingness and lower number reflecting a lower willingness. Stabilization in the CCI allows the City to have confidence in several of its retail sales based revenue sources. Though improvement in this index is heartening, the full impact of the recession is demonstrated by how low the CCI remains compared to the high in July, 2007, of 111.9.

National retail chain store sales indicators, vehicle sales data, and local unemployment rates illustrate the willingness of consumer spending. Retail chain store sales indicators show significant improvement across nearly all subsectors. The average monthly change through August showed a 6.1% increase, with the most notable improvements coming from the luxury store (7.8%) and wholesale club (7.7%) categories. New light vehicle sales for 2010 through August also increased by 8.4% compared to 2009, with the major three American brands all showing positive trends. Similar to the retail sale indicators, the most notable change in the industry is the increase in the luxury brand year over year new car sales. Unemployment in

Centennial (6.0%) is also significantly lower than it is at the State (8.2%) and Federal (9.6%) levels through September 2010.

Despite the increases in retail sales and low unemployment rates, revenue forecasts for the City are tempered by relatively low increases in the consumer price index (-0.1 to 0.3) and producer price index (-0.1 to 0.3). The consumer price index (CPI) generally conveys the rate the price of retail goods change. The producer price index (PPI) conveys the rate the price producers get for selling their goods change. If these indices exhibit small rates of growths, it is typically a sign of a weaker economy. This would indicate weak sales based on revenue collections as there are multiplier effects between CPI, PPI, and revenues received by the City. It is encouraging that retail sales are increasing and the low rates of unemployment demonstrate a strong buying force in the City, but the low increases in CPI and PPI indicate that revenue growth in 2011 will be modest.

Housing price indicators for Centennial are relatively positive. The S&P/Case-Shiller Home Price Index for the Denver market remained stable well into 2010 and is only 10 points lower than the highs reached in 2007. This is quite good compared to the national performance of housing prices. The S&P/Case-Shiller Home Price Index - Composite-10 shows changes in housing prices over 10 cities nationally. Its performance over the same three year period is 60 points lower. This indicates that, though housing prices are not where they were in 2007; the housing market in Centennial is performing better than the national average.

The 2010 Revised / 2011 Adopted Budget

As mentioned, the 2010 Revised and 2011 Adopted Budgets are balanced and provide the legal basis for the City to appropriate funds and spend money. 2010 revenues for all funds are revised from \$52.5 million to \$55.1 million, and expenditures and other financing uses are revised from \$54.3 million to \$70.6 million, the increase is primarily the result of better than anticipated revenues, Council's commitment to capital projects, and the use of a large portion of the Open Space and Conservation Trust Fund fund balances on one-time parks and trails projects.

2011 revenues for all funds are budgeted at \$52.4 million, which is fairly consistent with the 2010 Adopted Budget. Although the City is experiencing better than anticipated revenues, we remain cautiously optimistic going into 2011 from a revenue perspective. 2011 expenditures and other financing uses for all funds are budgeted at \$53.6 million, which is \$0.7 million (1.2%) below the 2010 Adopted Budget.

The General Fund is the primary operating fund of the City and from a revenue perspective the General Fund represents 88.0% of the City's total revenue sources. 2011 budgeted revenues for the General Fund are expected to increase from the 2010 Adopted Budget by \$3.0 million (6.8%). This increase is due to a projected increase in sales tax and FASTER revenues, and is partially offset by a decline in one-time grant revenue, automobile use tax and pavement degradation fees. General Fund expenditures, including transfers, are expected to increase from the 2010 Adopted Budget by \$3.6 million (8.3%), partially due to restoring all targeted program cuts that were made in 2010 back to the 2011 contractually obligated amounts. In

addition, as mentioned above, City Council directed an additional \$1.0 million towards the City streets for 2011.

A healthy fund balance is important to the fiscal strength of the City. It is the City's policy to maintain a fund balance for the General Fund equal to at least 25% of General Fund expenditures and other financing uses. Over the past few years, the City's General Fund fund balance has been well over 30%. In consideration of the information presented in the 2010 Revised and 2011 Adopted Budgets, the City anticipates the 2011 ending fund balance for the General Fund to be \$16.4 million (34.6%) of expenditures and other financing uses.

City Accomplishments

Entering our 10th year as an "intentional city", Centennial stands poised to enter into 2011 true to our vision of a lean, efficient, and responsive government while continuing to adapt to the changing economic conditions and meeting the expectations of our residents and businesses.

The City of Centennial is young and the demands of its residents and the capability of its staff have grown considerably since the City's incorporation in 2001. Two years ago, the City completed a formal visioning process in which residents were asked to communicate their expectations and long term vision for Centennial, culminating in the City's visioning document, *Our Voice. Our Vision. Centennial 2030*. This document identified that residents, though believing in the City's fundamental tenets of limited government, were ready for the City to play a larger leadership role. Four major core values emerged through the visioning process, including City Services, Community Quality of Life/Citizen Engagement, Economic Health, and Environment. These core values called upon the City to identify and coordinate efforts with supporting service agencies in the community such as fire, library, parks and recreation, water, sanitation, storm water, metro districts, and schools. They also required the City direct its resources to create a safe and secure community, improve the transportation network, provide infrastructure and open space, be accountable and transparent, and improve the community's economic vitality.

Celebrating our 10th anniversary, it's important that we look back and recognize Centennial's many successes, including several of the milestones noted below:

- July 1, 2008, the City completed the largest public to private transition of public works in the history of the nation. After an eight year partnership with Arapahoe County, a new five year contract was negotiated with CH2M Hill. Today, the City's public works program is nationally recognized for the high level of service provided to the community including, a 24/7 call center and a performance-based contract that fluctuates with the City's demands and available resources.
- After a competitive bid process, in 2008, City Council elected to bring the City's Land Use service functions in-house. These services were previously provided under contract. This transition saved the City more than \$750,000 annually and significantly improved service provision to citizens, businesses, and the development community.
- In 2011, the Planning and Development department will change its name to Community Development to better reflect the full scope of services it provides. This department has

developed and is implementing major master plans for parks, trails, and open space, and has also developed sub-area plans for planned development, transportation, and land use (including the Arapahoe Urban Corridor and Southglenn Sub-Area plans).

- At Council direction, in 2008, the City's code compliance efforts went from a reactive-based model to a blend of reactive and proactive case initiations, demonstrating an exceptional compliance rate.
- Centennial continues to offer, through the Arapahoe County Sheriff's Office, first-class award winning law enforcement services, including a focus on community policing and crime prevention which benefits everyone. In 2010, the Sheriff's Office received its 5th accreditation, including a new accreditation for Communications.
- With the partnership of the Sheriff's Office, the City was once again recognized by Congressional Quarterly in 2010 as the "safest city in Colorado" and the fifteenth safest city in the nation with populations over 75,000.
- By a large margin of voters, the Home Rule Charter was approved in June 2008. Among other significant benefits, Home Rule authority resulted in a change in form and structure of government as well as the ability to self-collect sales tax revenues.
- By leveraging resources toward the pursuit of grant funds, the City was able to complete more than \$6 million of federal grant awarded transportation improvements, and has been awarded an additional \$5.0 million for other public works projects and \$1.25 million in open space grants. Much of this work simply could not have been possible had Council not authorized the leveraging of City dollars to take advantage of new federal and state grant programs.
- In 2008, the same time the City transitioned public works from Arapahoe County, a new contract service provider was selected to provide animal welfare services. The Humane Society of the Pikes Peak Region (HSPPR) provides certified, professional animal welfare officers and program performance indicators demonstrate a greater than 90% return to owner (RTO) rate. Sheltering services and ancillary functions are also contracted out to the private sector.
- In November, 2008, the City purchased a 34,000 square foot building on five acres for its administrative offices. An almost 15 acre parcel surrounding the new Civic Center was also acquired and after a significant public outreach effort, 11 acres is now being planned for the new Civic Center Park. It is expected that the City will be able to host its 10th year anniversary event in September 2011 at the new park.
- The City's connection to its citizens is at record highs with four Centennial Connection newsletters published, 300 press releases produced, and six signature community events (Spring Fling, Battle of the Bands, Relay for Life, Centennial Under the Stars, and 2 movie nights) each year. The City's award winning website is also packed full of information about community events, service offerings, resource links, public announcements, job postings, and includes a new Accountability and Transparency link that provides both performance and financial reports.
- In 2010, a new federal grant funded bus bench program was implemented to improve the appearance of bus benches throughout the community, tying design elements of our street furniture program to the City's way-finding and signage program.

- Centennial's dedication to economic development has resulted in the completion of a retail market analysis, an annual business recognition dinner – The Best of Centennial, recruitment and retention efforts resulting in one on one meetings with more than 50 individual businesses annually, and strong partnerships with our local chambers and economic development organizations.
- In early 2010, the City initiated a Citizen Survey, polling 3,000 randomly selected Centennial addresses. A total of 940 completed surveys were received, resulting in a 32% response rate. Three quarters of those respondents rated the overall quality of services provided in Centennial as “excellent” or “good”, which was similar to ratings in other jurisdictions across the nation. Although the City was thrilled with the overall results of the survey, a desire for improvement in snow plowing and street maintenance was indicated, and the City Council has responded accordingly through increased funding for these programs in the 2011 budget.
- Nationally, the City of Centennial had the third highest mail-in participation rate for cities more than 100,000 in the 2010 Census, boasting an 83% response rate.
- In accordance with the City's commitment to transparency and resident engagement, and as prescribed under the Home Rule Charter, the Investment, Audit, and Budget Committees were created in 2009 and now meet regularly in their advisory capacity.
- The City adopted an ordinance in early 2010 establishing a performance measurement reporting system, furthering the City's commitment to excellence in service provision. Monthly reports are generated detailing the performance activities of key functional areas, and monthly meetings occur with Department Directors, Program Managers, and the City Manager to ensure accountability.

As Centennial enters 2011, the precedence of excellence has been established through our accomplishments. In this time of economic uncertainty, the capacity of the City to continue to operate at this level is challenging and requires the City to be even more strategic with how it delivers services and utilizes resources. It is staff's desire to produce a budget that is transparent and demonstrates accountability in the use of revenues for the provision of City services. It is our hope that we have fulfilled the citizens' expectations and that this document presents the financial and policy plans of the City in a clear, concise, and understandable manner.

In conclusion, I would like to first recognize the Centennial Budget Committee (CBC) that was created in 2009 for their valuable insights, dedication of time, and to helping us to bring the voice of Centennial to the budget process. Including me, the Committee's members are:

- Mayor, Cathy Noon
- Councilmember, Sue Bosier
- Citizen Representative, C.J. Whelan
- Citizen Representative, Curtis Winar
- Citizen Representative, Susan Bockenfeld
- Director of Finance, Dawn Priday

The CBC met ten times throughout the year, receiving presentations from every department in the City to familiarize the Committee with how the City operated, as well as vetting potential

budget decisions, reviewing decision packages, and providing formal reports to Council about citizen perceptions regarding allocation of resources.

I would like to offer my very sincere appreciation for the amazing and dedicated efforts of the Budget Team, including Elisha Thomas, Assistant to the City Manager, Dawn Priday, Director of Finance, James Clanton, Management Analyst, and Jessica Savko, Revenue Analyst. This year's budget, in particular with the contingency planning efforts for the proposed ballot initiatives, was extremely complex and time consuming, but they kept their sense of humor through it all. A big thank you also goes out to our awesome Department Directors for their efforts in carefully managing our City resources and their commitment to continuous quality improvement and efficiencies in our service provision. And, to the many supporting employees and contractors that really make things happen in Centennial...thank you!

Finally, great organizations have great leadership. And, I would like to thank the City Council for their continued strong and unrelenting leadership, and their dedication to Centennial's vision and values in precarious and challenging times.

Respectfully Submitted,

Jacque Wedding-Scott

Jacque Wedding-Scott
City Manager

2008

Celebrating 10 Years of Excellence

CENTENNIAL VOTED TO BECOME A HOME RULE MUNICIPALITY

IKEA ANNOUNCED PLANS FOR ITS FIRST COLORADO STORE TO BE BUILT IN CENTENNIAL

THE CITY APPROVED A MASTERPLAN FOR PARKS, TRAILS, RECREATION AND OPEN SPACE

CH2M HILL WAS AWARDED THE PUBLIC WORKS CONTRACT

THE PEAKVIEW HEIGHTS MASTER DEVELOPMENT PLAN AND LIFETIME FITNESS REDEVELOPMENT WERE APPROVED

THE CITY ACQUIRED THE PROPERTY AT 13133 E ARAPAHOE ROAD FOR THE NEW CIVIC CENTER AND THE ADJACENT 15 ACRES FOR A PARK

THE CITY NEGOTIATED A 10-YEAR CONTRACT FOR PUBLIC SAFETY WITH THE ARAPAHOE COUNTY SHERIFF'S OFFICE



MAYOR
RANDY PYE

COUNCIL WARD I
RICK DINDINGER
BETTY ANN HAMILTON



COUNCIL WARD II
SUE BOSIER
KEITH GARDNER

COUNCIL WARD III
REBECCA MCCLELLAN
PATRICK ANDERSON



COUNCIL WARD IV
TODD MILLER
RON WEIDMANN

CITY CLERK
LINDA GAWLIK

CITY TREASURER
SUSAN BOCKENFELD





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.

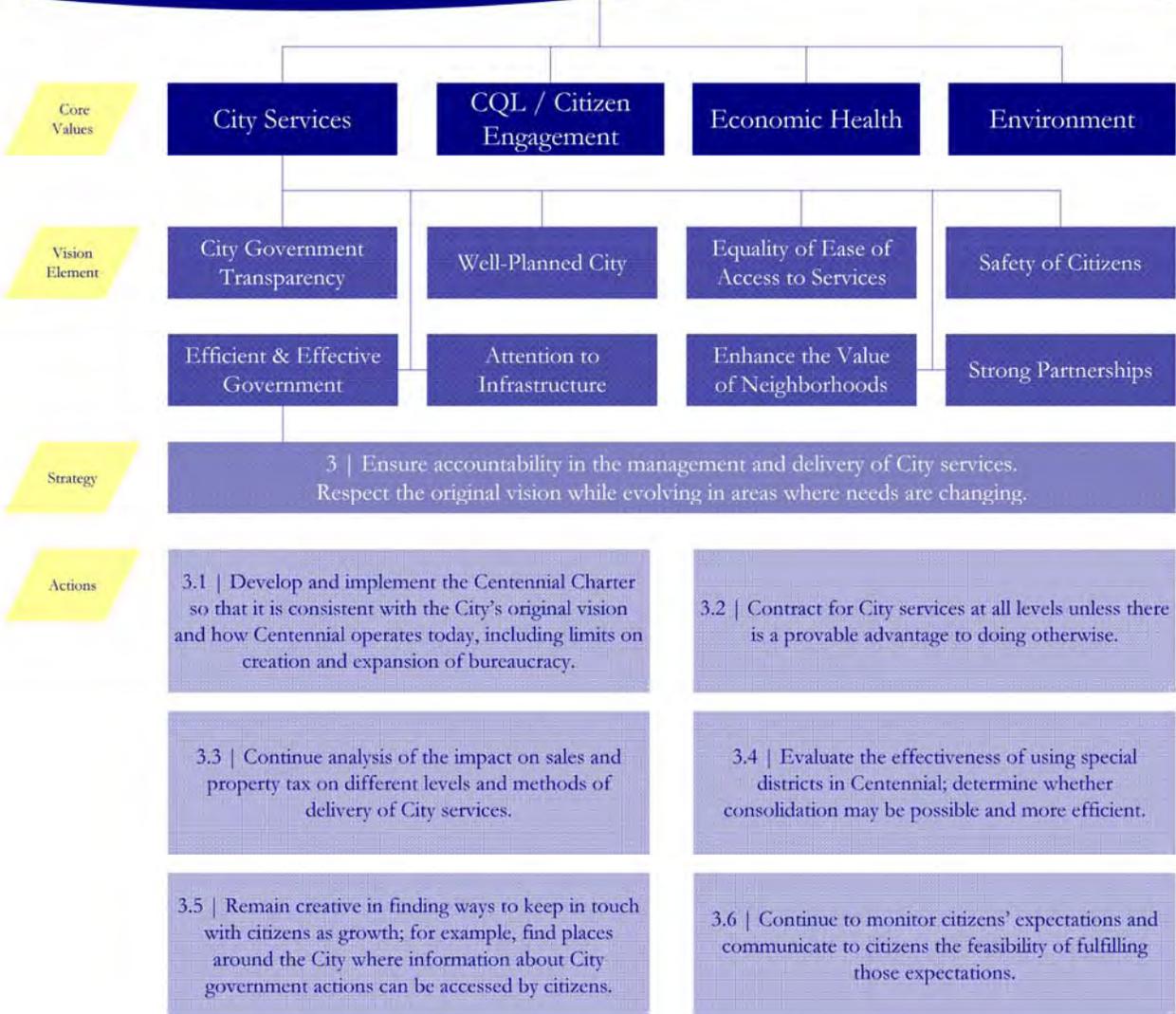
Drivers (staff lead responsible for Strategy) have been assigned to each strategy and are tasked with forming a team that will address the strategy and actions. New to the process this year is the development of the “Strategy Implementation Charter”. The charter has three objectives: to focus, link and 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.



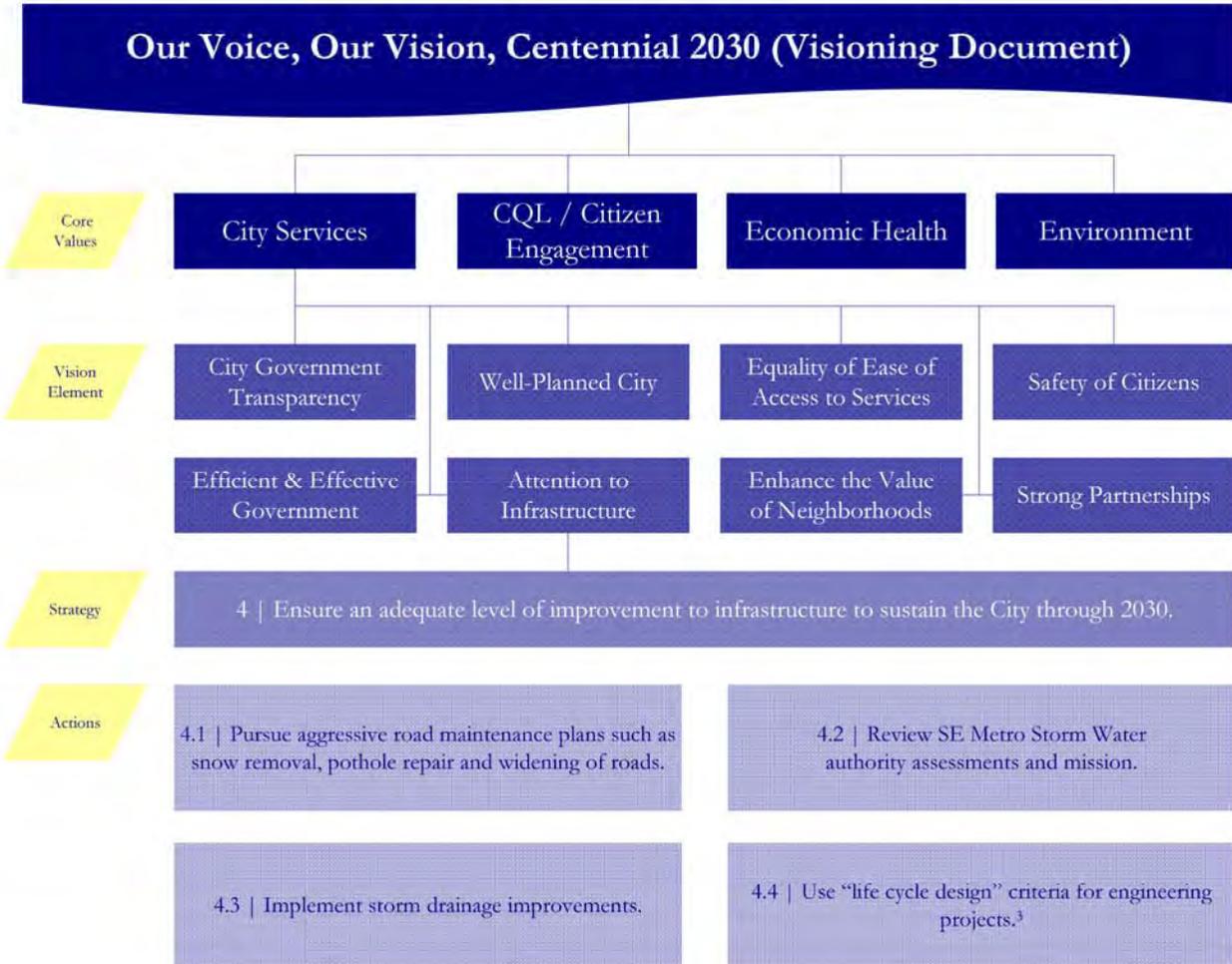
City Services – Strategy 3

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





City Services – Strategy 4

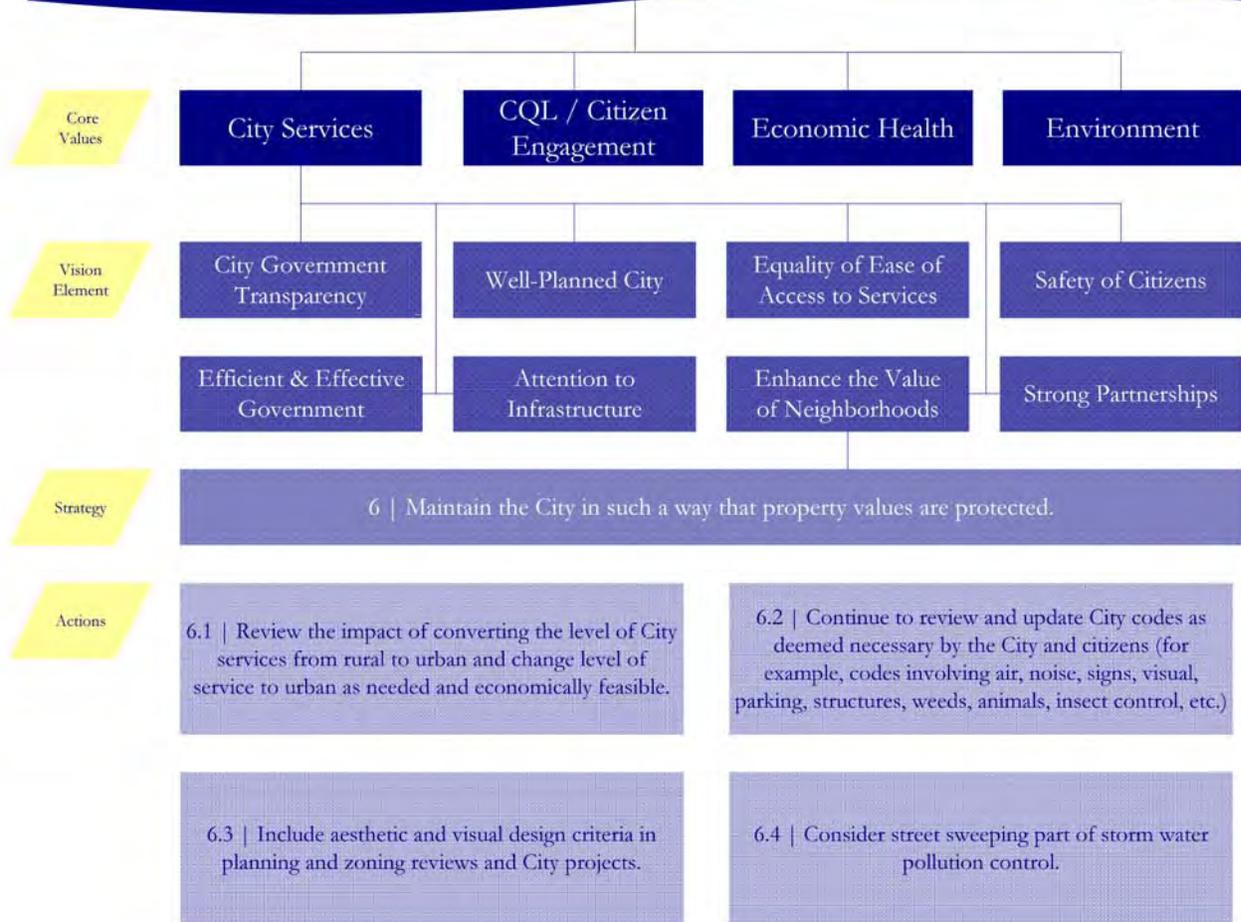


Footnote: “Life Cycle Design,” as used by the committee means taking into account the complete product life cycle, from initial product concept, through its operational period, and into replacement with newer equipment.



City Services – Strategy 6

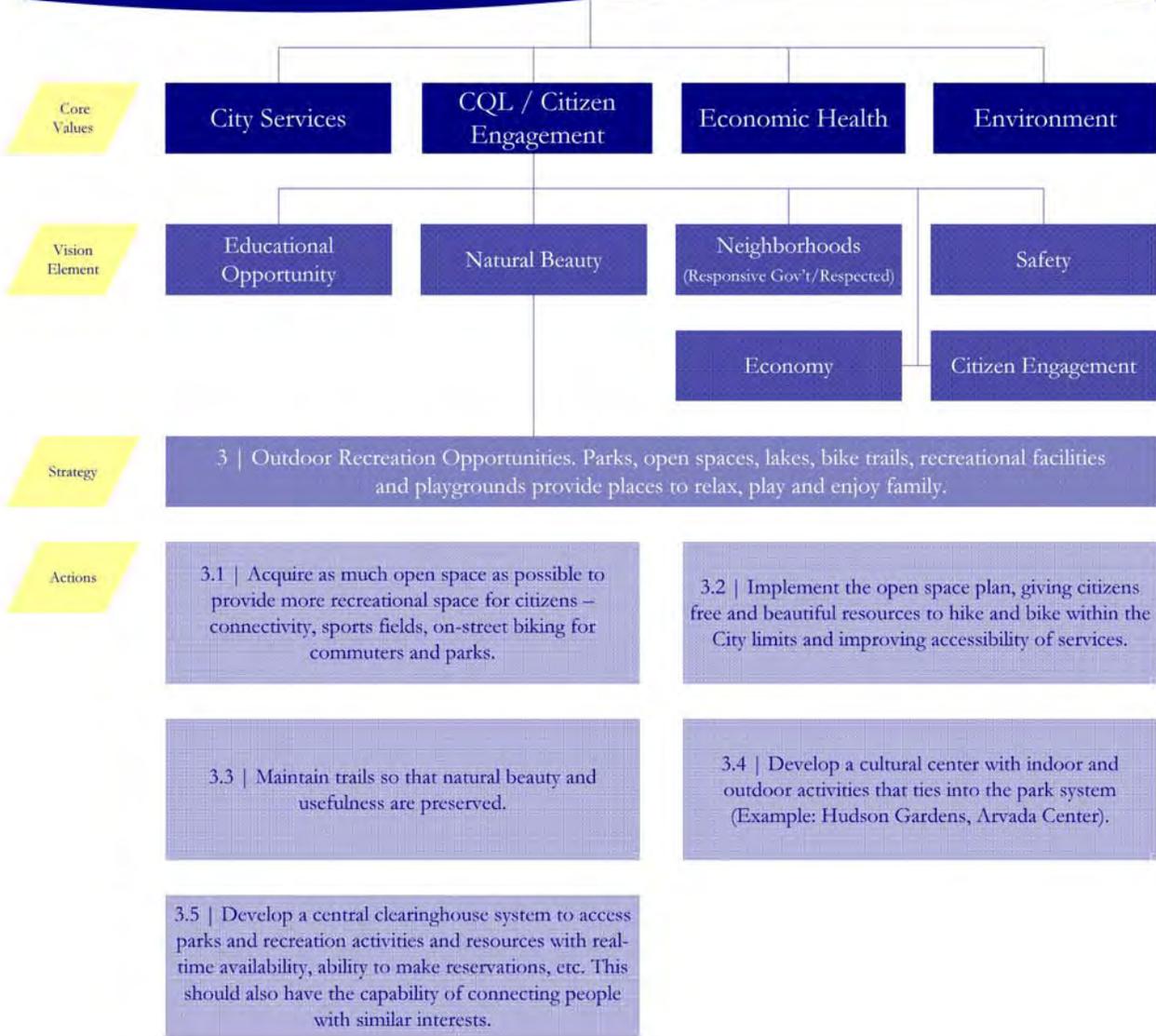
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





Community Quality of Life – Strategy 3

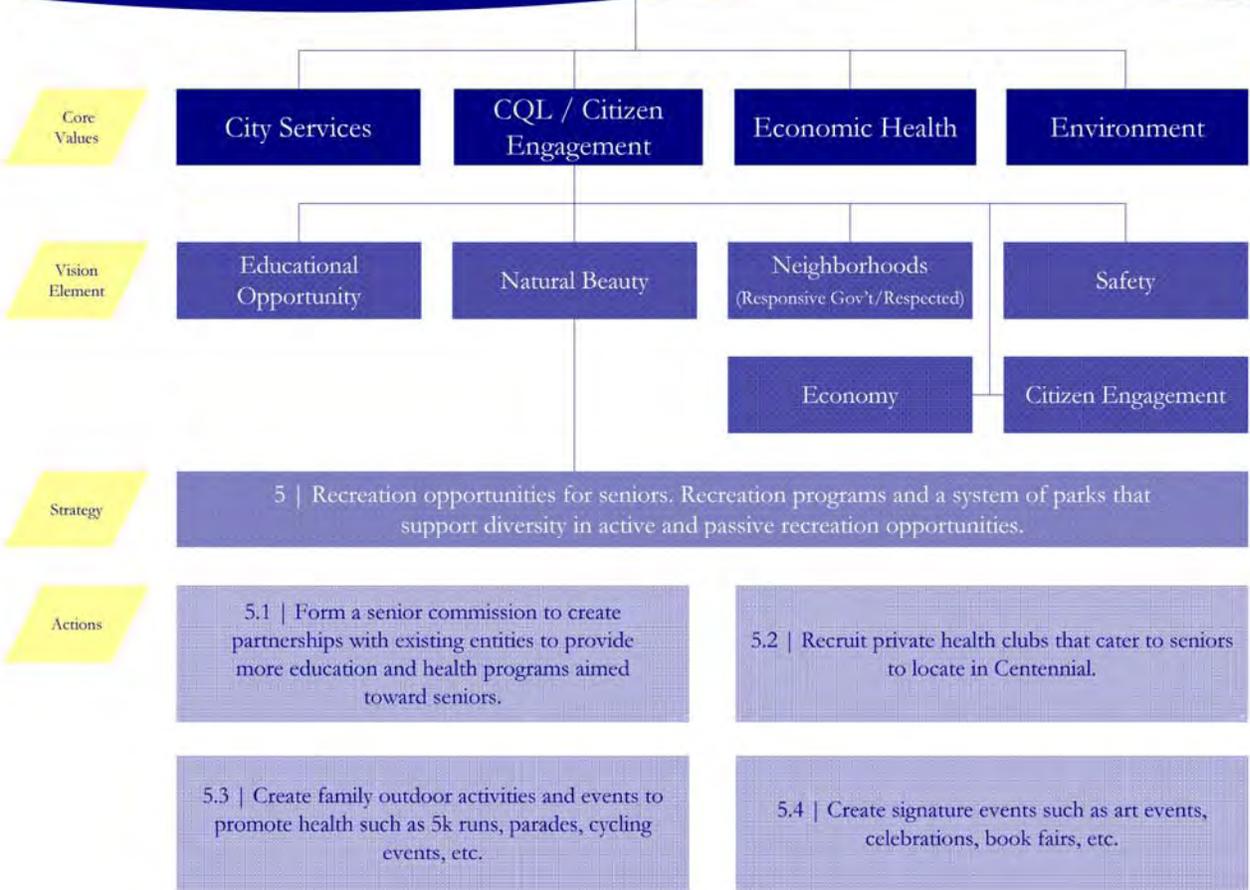
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





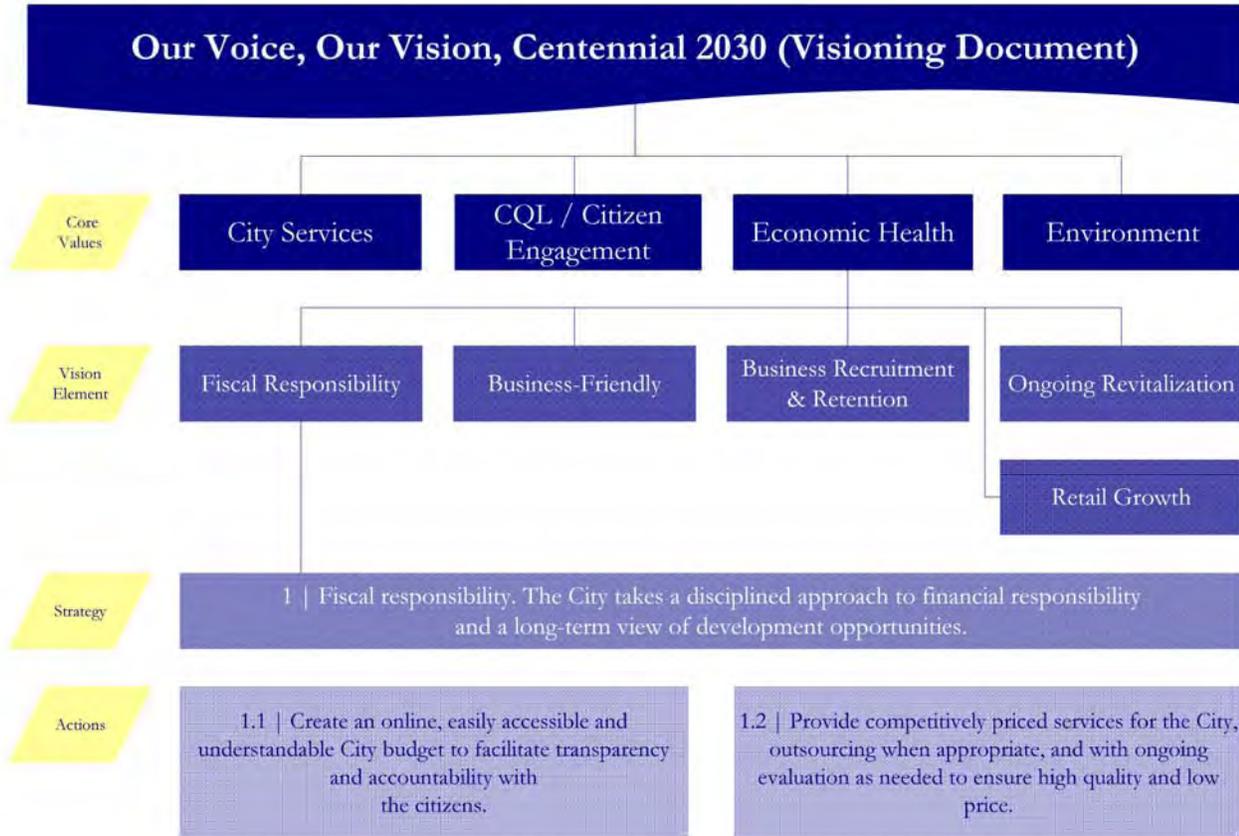
Community Quality of Life – Strategy 5

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





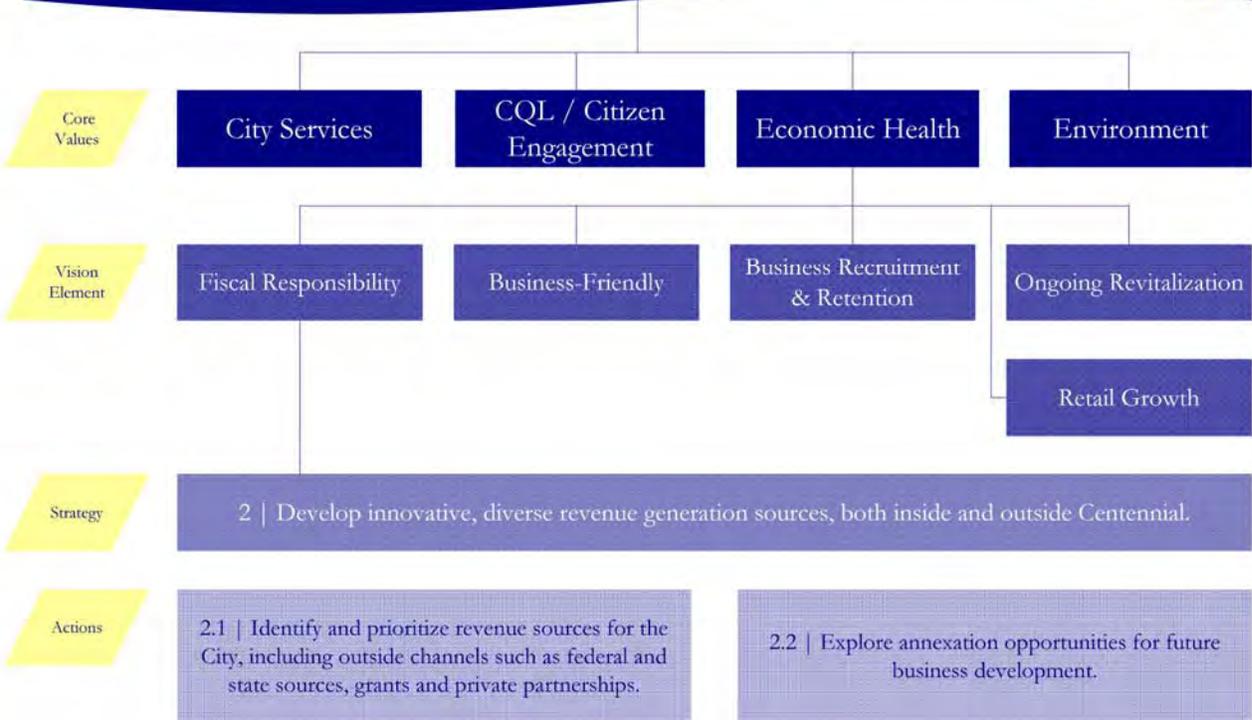
Economic Health – Strategy 1





Economic Health – Strategy 2

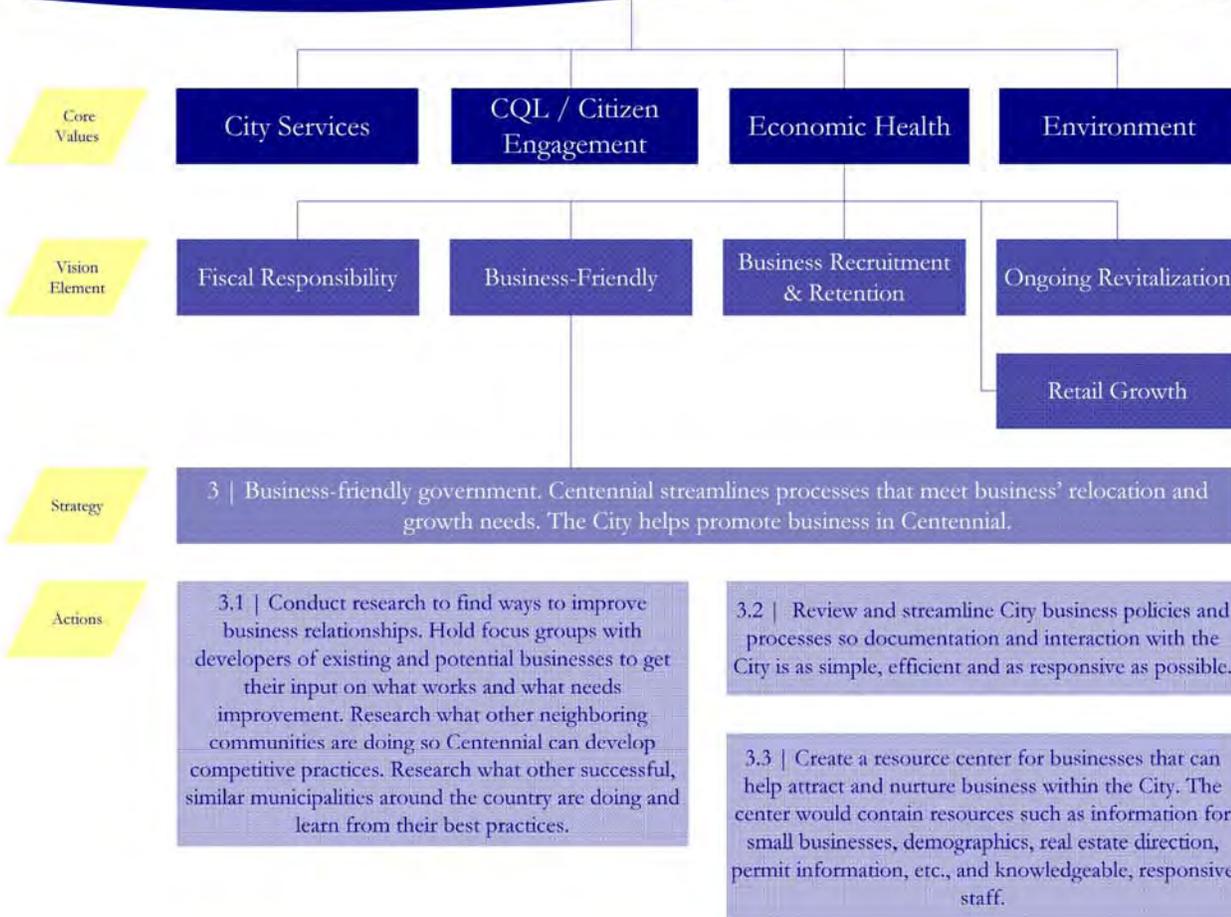
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





Economic Health – Strategy 3

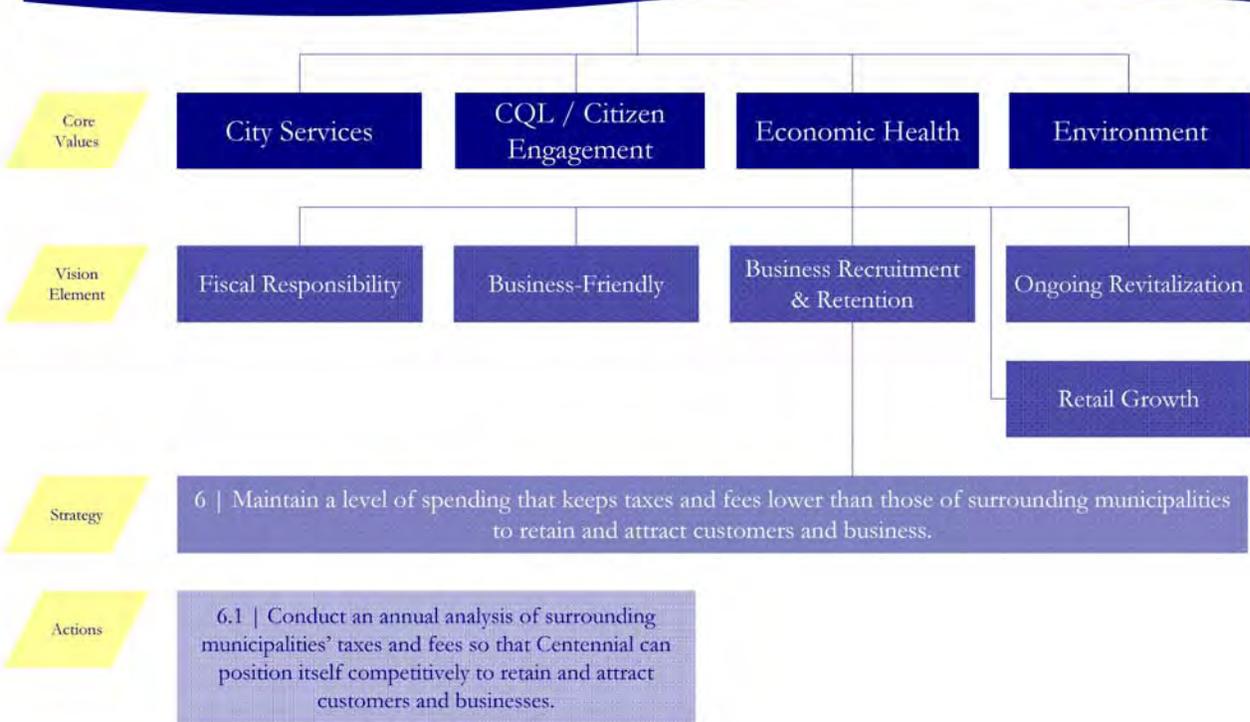
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





Economic Health – Strategy 6

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





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

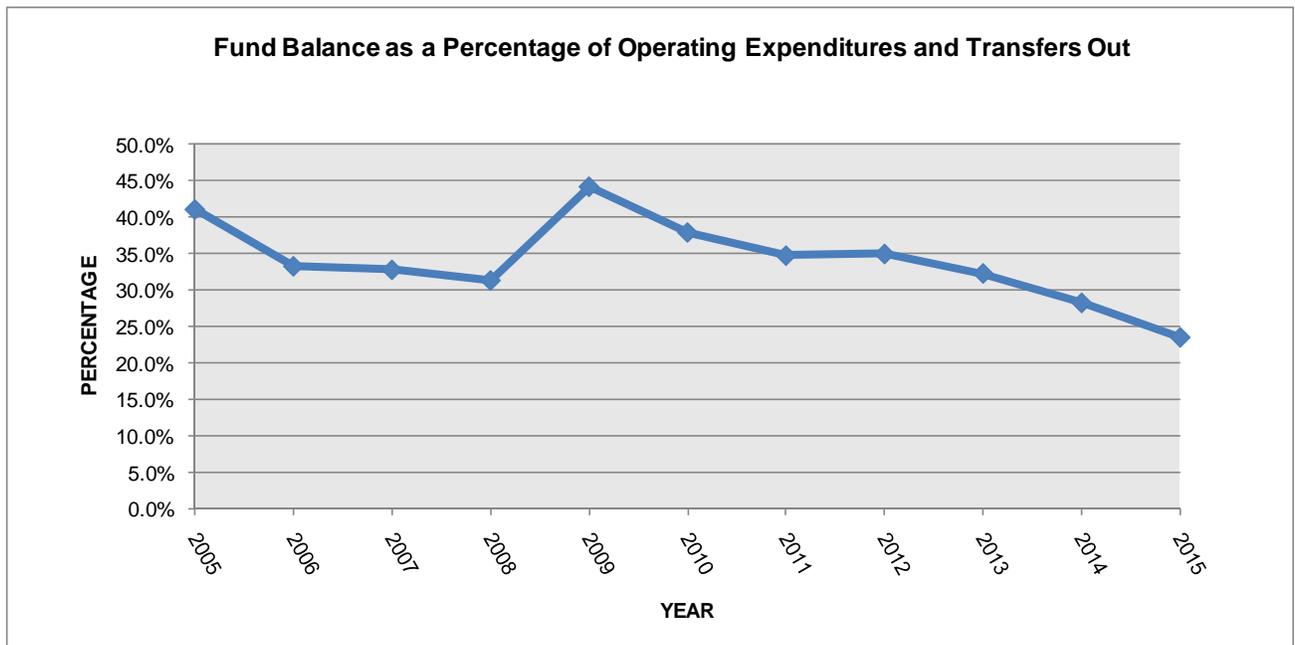
\$ 5,921,538 \$ 5,164,813 \$ 3,923,202 \$ 4,905,639 \$ 3,886,382 \$ 3,458,606 \$ 3,457,544



**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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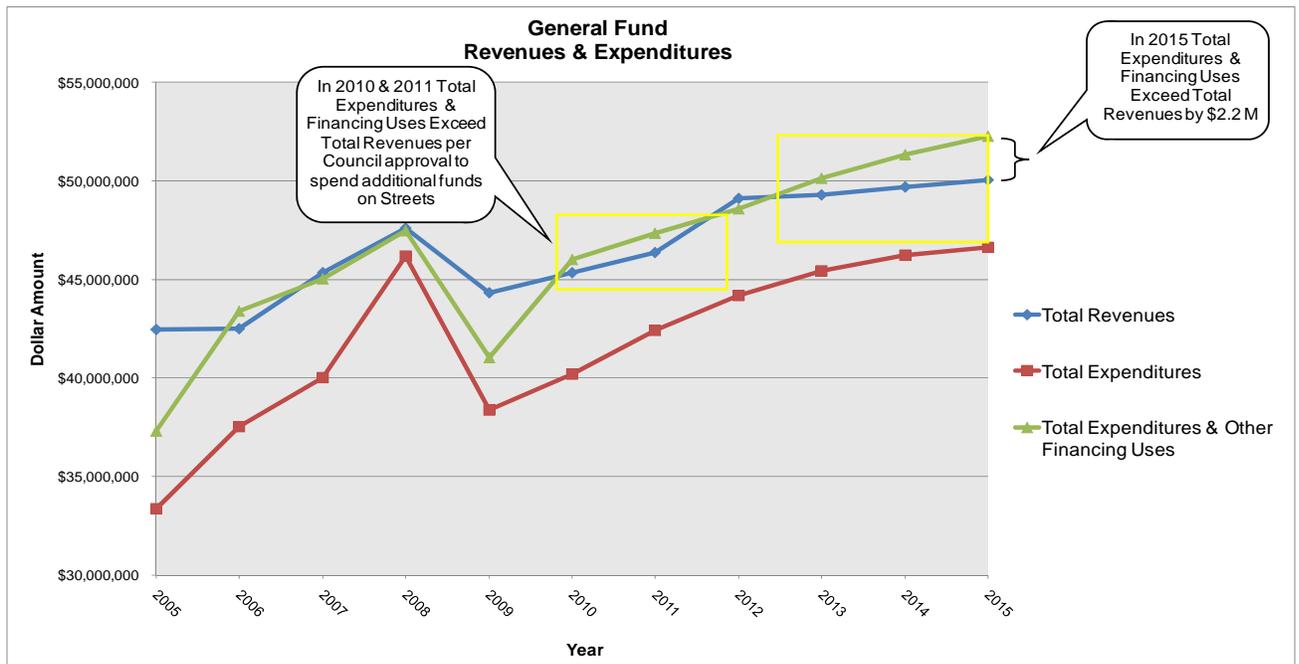




**City of Centennial
General Fund
2005 - 2015 Summary of Sources (Uses)**

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%
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**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				
<u>Other Services & Supplies</u>				
Professional Services	\$ -	\$ -	\$ 91,185	\$ -
Natural Area Restoration	-	-	-	-
Miscellaneous	135,293	25	-	-
Subtotal - Other Serv. & Supp.	\$ 135,293	\$ 25	\$ 91,185	\$ -
<u>Capital Outlay</u>				
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
<u>OTHER FINANCING USES</u>				
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
REVENUES			
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
EXPENDITURES			
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)
OTHER FINANCING USES			
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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2007

Celebrating 10 Years of Excellence

THE CITIZEN-LED VISIONING PROJECT, OUR VOICE. OUR VISION. CENTENNIAL 2030, BEGAN

UNITED LAUNCH ALLIANCE LOCATED ITS HEADQUARTERS IN CENTENNIAL

A 21-MEMBER COMMISSION TO WRITE THE CITY'S HOME RULE CHARTER WAS ELECTED

PLANNING & DEVELOPMENT TRANSITIONED FROM A CONTRACTED SERVICE TO IN-HOUSE PROFESSIONAL STAFF

THE COMCAST PROPERTY ON EAST DRY CREEK ROAD WAS ANNEXED



MAYOR
RANDY PYE

COUNCIL WARD I
VORRY MOON
RICK DINDINGER



COUNCIL WARD II
BART MILLER
SUE BOSIER

COUNCIL WARD III
ANDREA SUHAKA
REBECCA MCCLELLAN



COUNCIL WARD IV
TODD MILLER
RON WEIDMANN

CITY CLERK
GOLDIE FISHBEIN

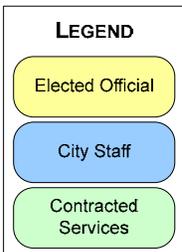
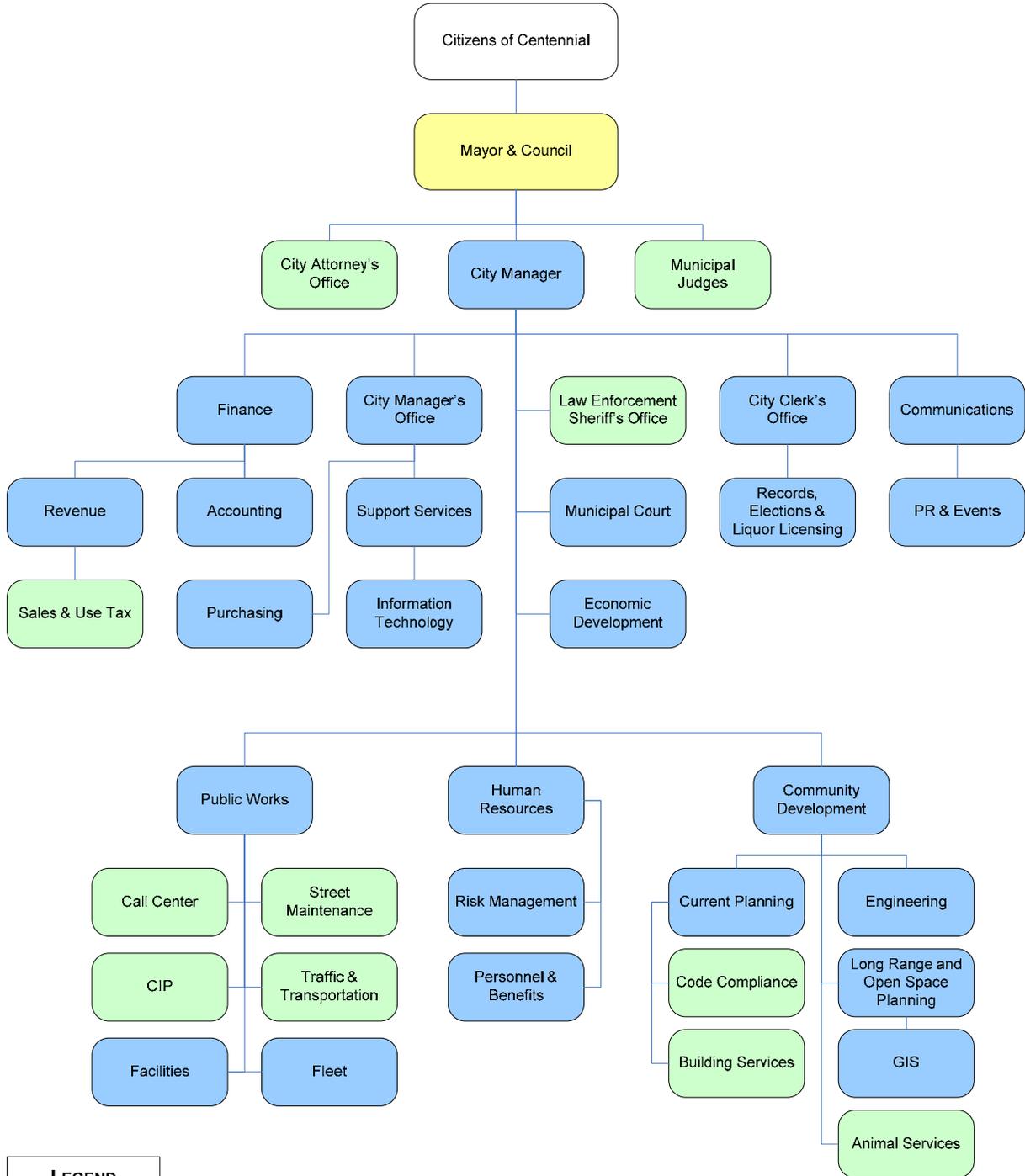
CITY TREASURER
GREG HILL





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

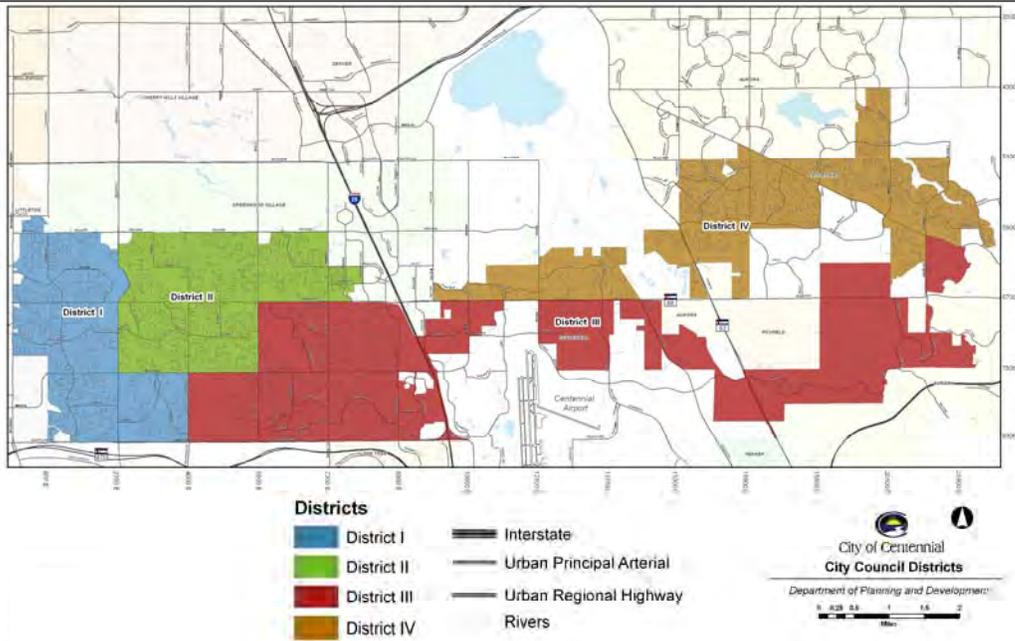


Ron Weidmann, Mayor Pro Tem (2010)
January 2014



Todd Miller
January 2012

District Map





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.

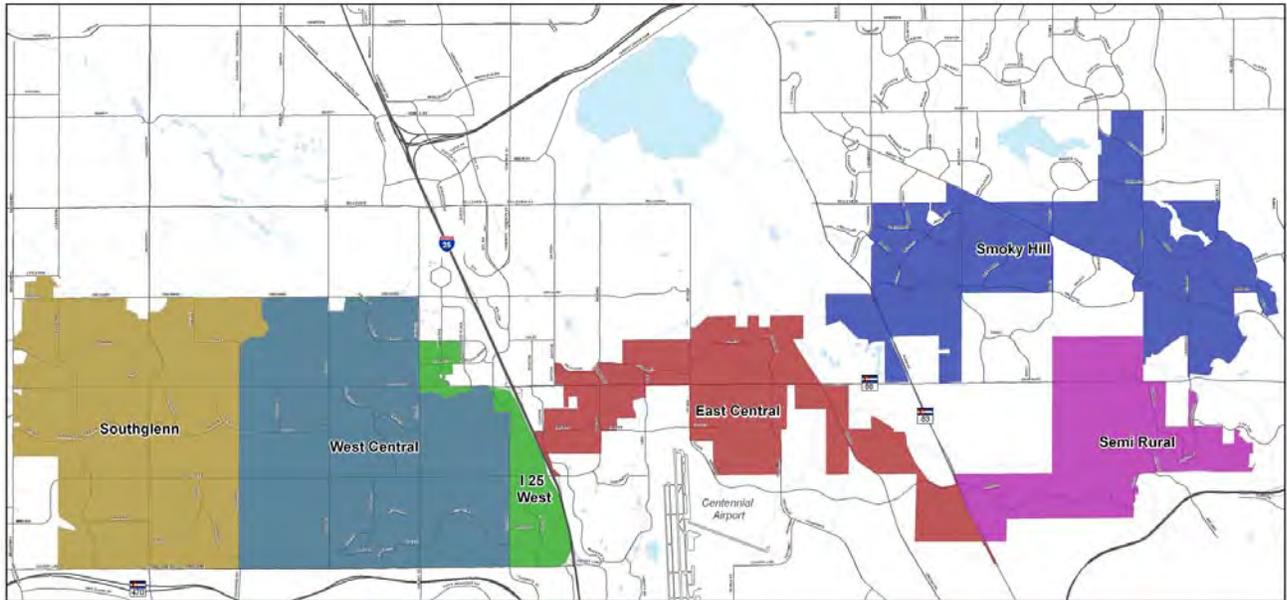
<u>Demographic Profile</u>	
Population	102,522
Households	36,391
Median Age	37.4
Median Household Income	\$96,342
Average Household Income	\$108,847
Daytime Population	56,077
Labor Force:Jobs Ratio ¹	0.987

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.



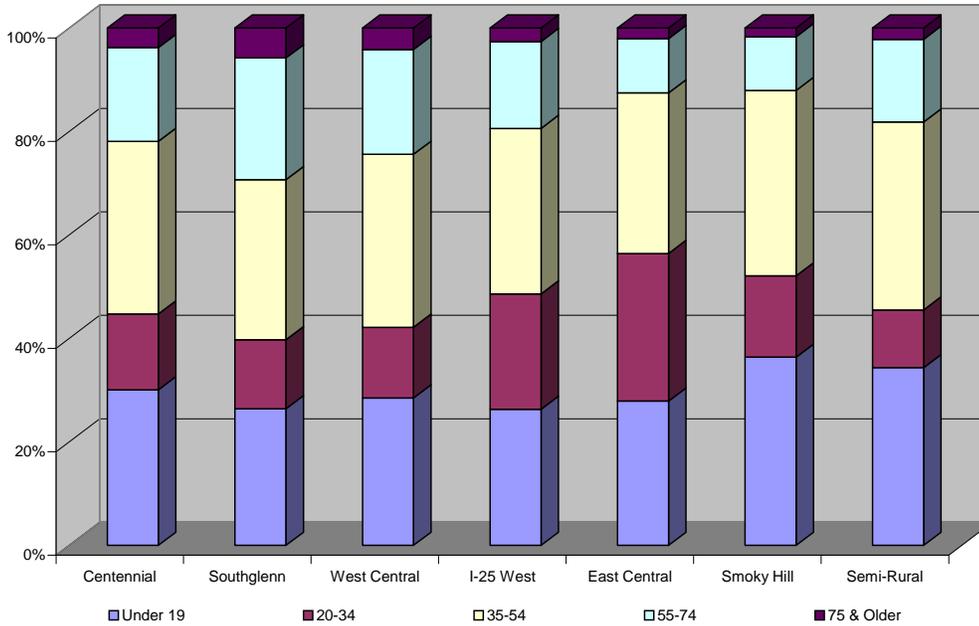
2007	Centennial	Southglenn	West Central	I-25 West	East Central	Smoky Hill	Semi-Rural
Population	102,522	29,302	34,641	2,323	3,804	24,392	6,815
Households	36,391	11,163	12,814	1,007	1,165	7,328	2,093
Families	26,937	7,902	9,319	552	697	6,300	1,819
Average HH Size	2.82	2.62	2.70	2.31	3.27	3.33	3.26
Median 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)

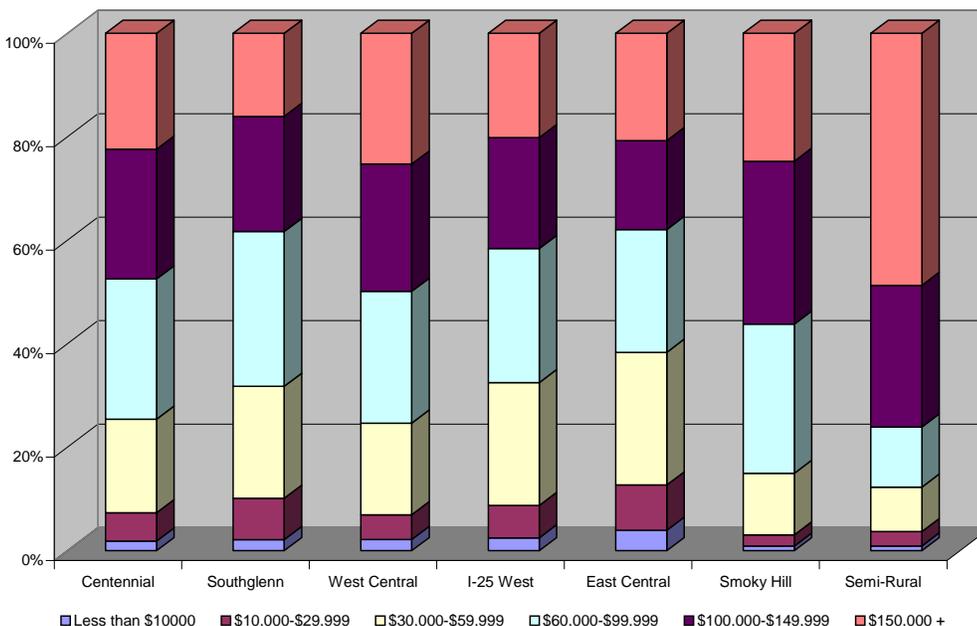


The West Central sub area has the largest share of Centennial's population representing nearly 35,000 residents.

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)

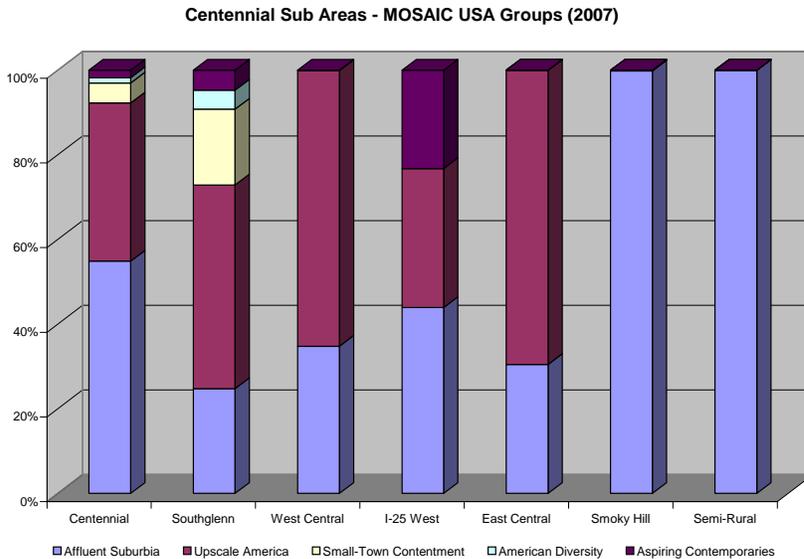


The dominant household income bracket in the City is \$60,000 to \$99,999 representing 27% of households in the City. It is followed closely by the \$100,000 to \$149,999 (25%) and \$150,000+ (22.4%) brackets.

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



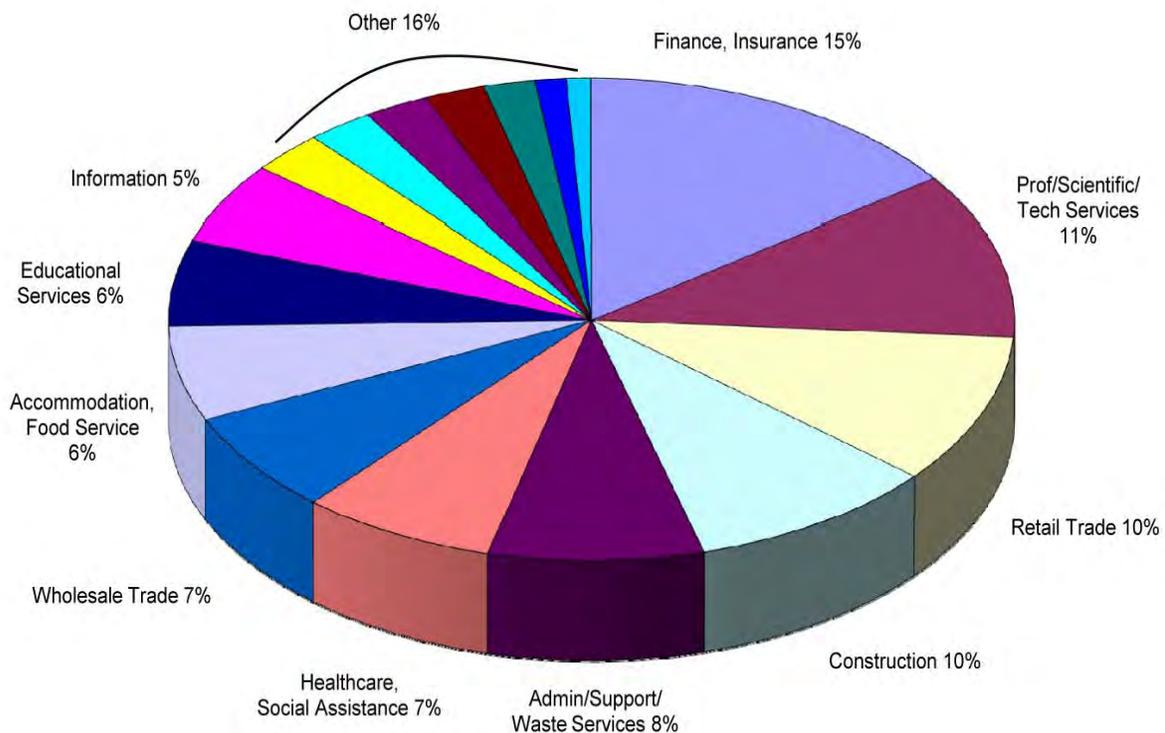


Employment & Industry Composition

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.

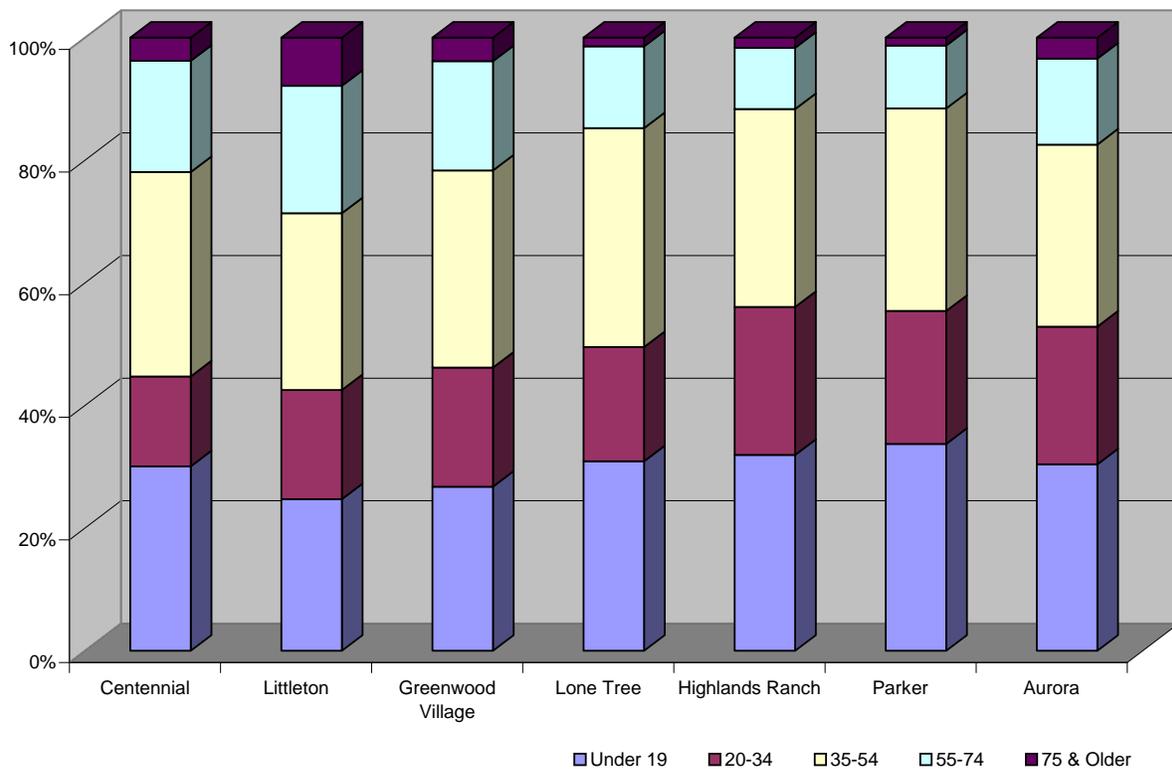
Note: "Other" represents Manufacturing, Real Estate/Rental/Leasing, Other Services (non-Public), Public Administration, Company Management, Transportation/Warehousing, and Arts/Entertainment/Recreation.



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)

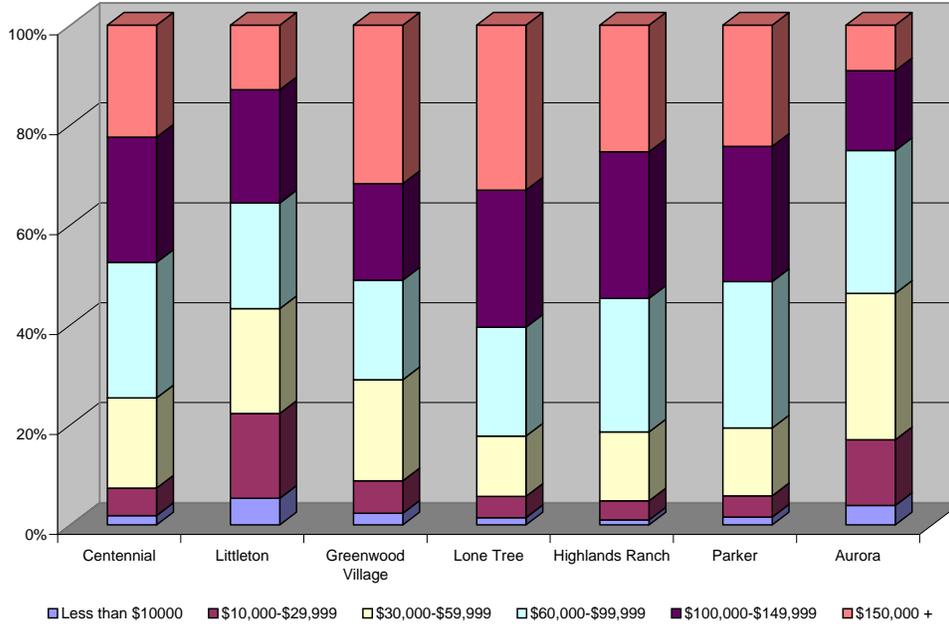


Age distribution is relatively similar between Centennial and its neighboring cities. The 35-54 age bracket is the highest population segment in Centennial, Littleton, Greenwood Village, Lone Tree and Highlands Ranch; while the Under 19 bracket has the largest proportional share in Parker and Aurora.

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)



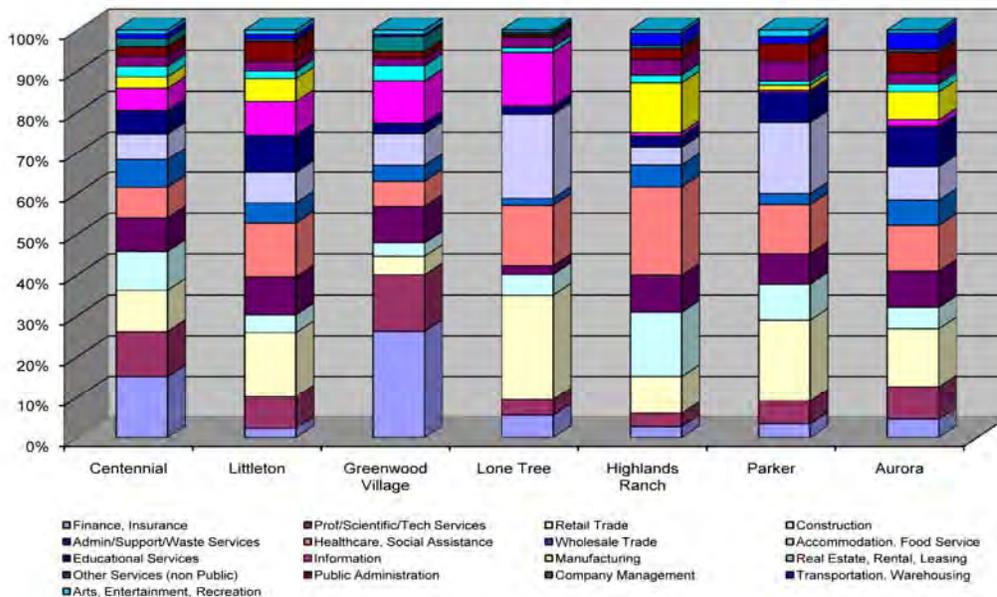
Percentage of Households with Incomes more than \$100,000

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

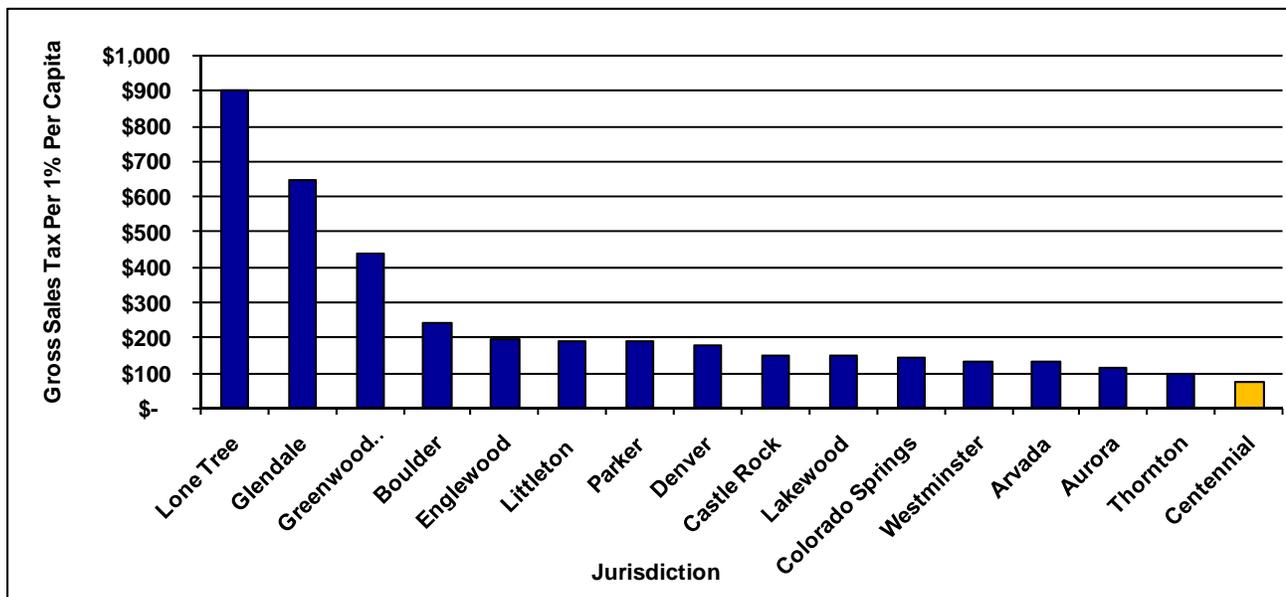
Sorted by Gross Sales Tax Per 1% Per Capita

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

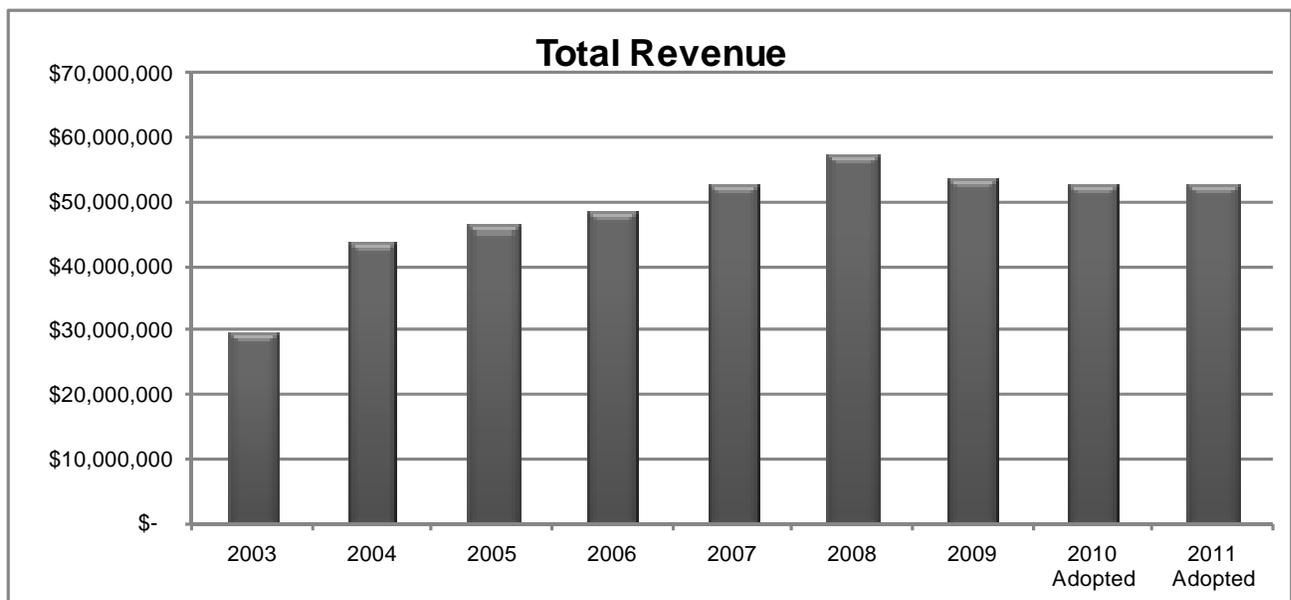
All other revenue sources remained relatively flat as compared to 2009. As shown above, the City's property tax revenue increased \$1.3 million. This increase is primarily due to an increase of \$1.0 million related to the completion of The Streets at SouthGlenn, in addition to an overall increase in 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.

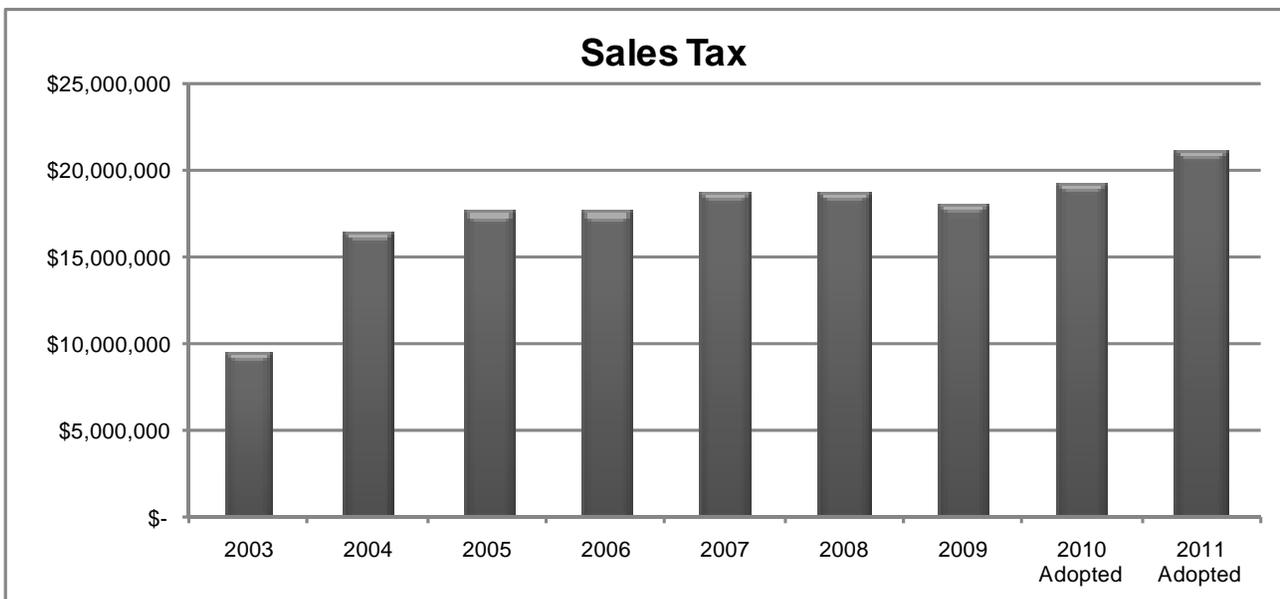




Following are descriptions of the City's revenue sources, associated forecasting assumptions, and revenue trends. Major revenue sources (at least 75 percent (75%) of all revenue sources) are graphed.

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.



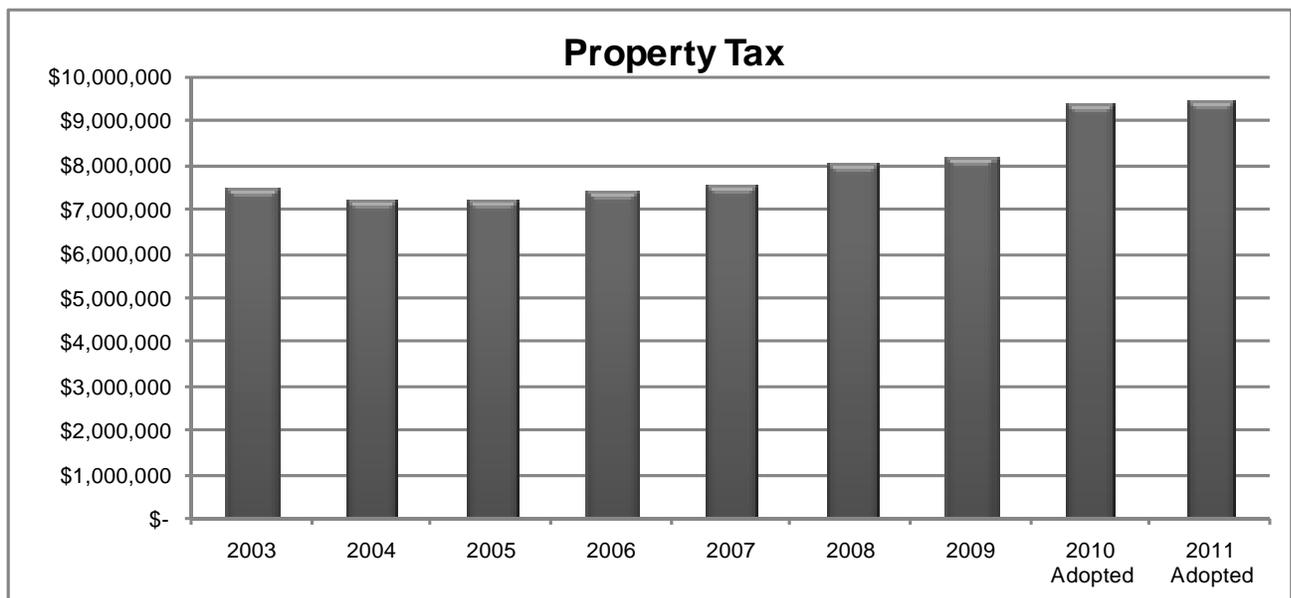
Property Tax - Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due February 28 and June 15, if paid in two installments, or April 30 if paid with a single payment. Taxes are delinquent if not paid as of August 31. If the taxes are not 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.

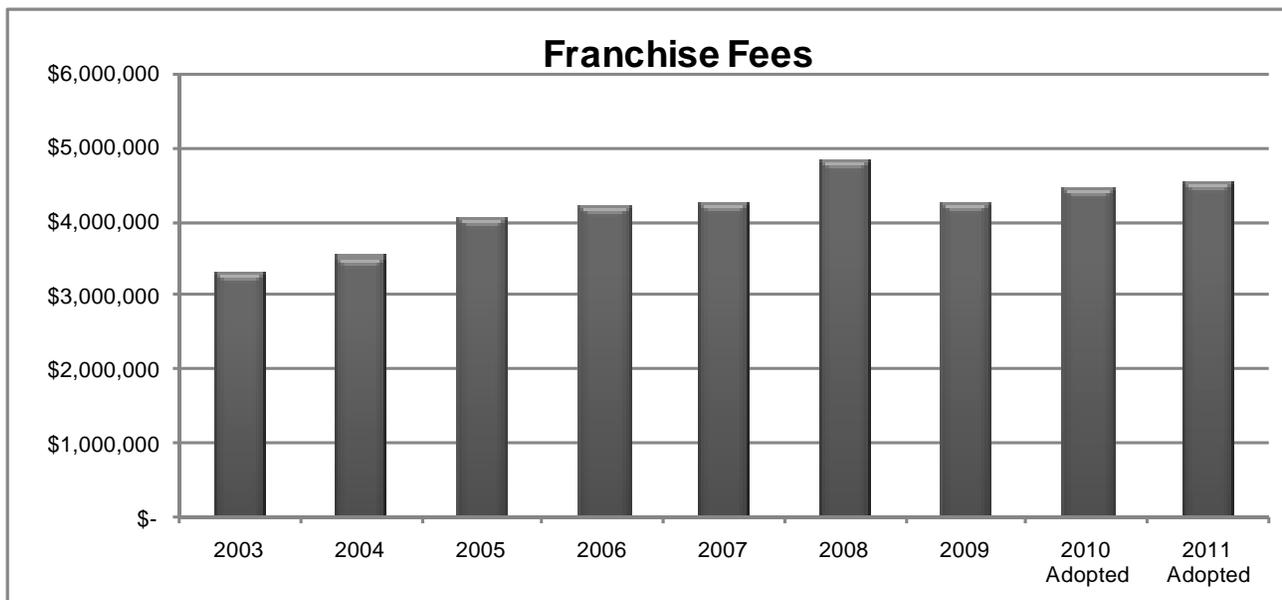
Cable television franchise fee revenues are forecasted based on cable television subscription rates and trend data. During 2010, cable subscription rates increased by an average of approximately three percent (3%) which is a contributing factor to increased revenue trends year-over-year. Estimated revenues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



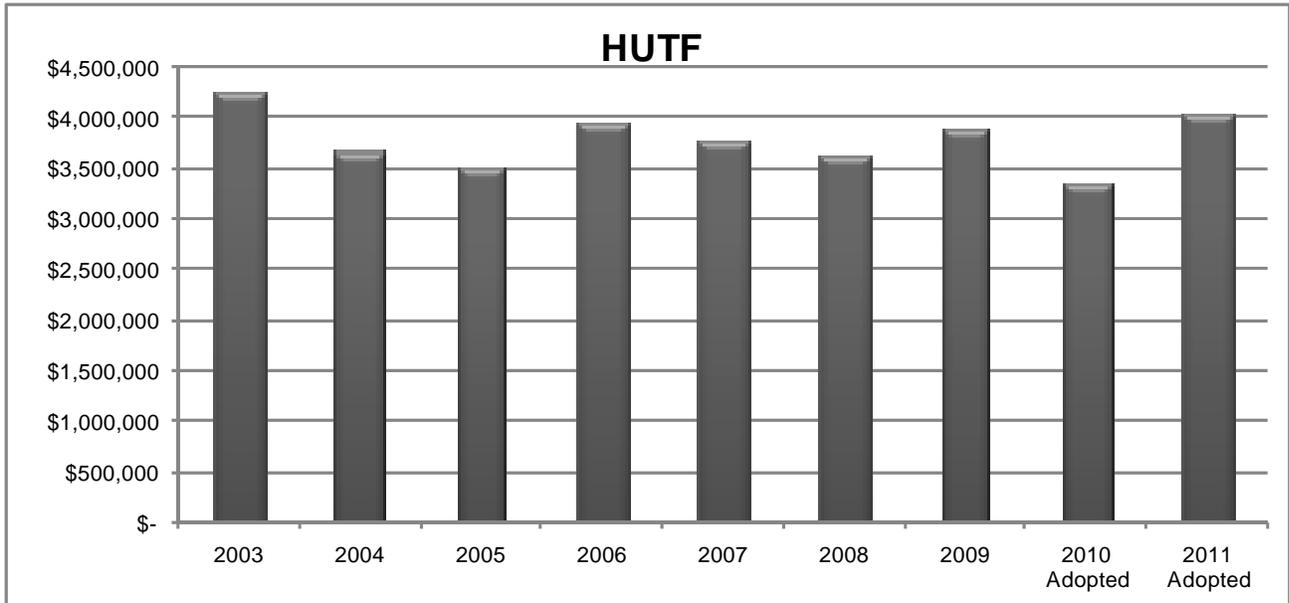
and IREA with access to public property to provide these services. In consideration for this franchise, the companies pay the City a sum equal to three percent (3%) of all revenues received from the sale of natural gas and/or electricity within the City.

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.



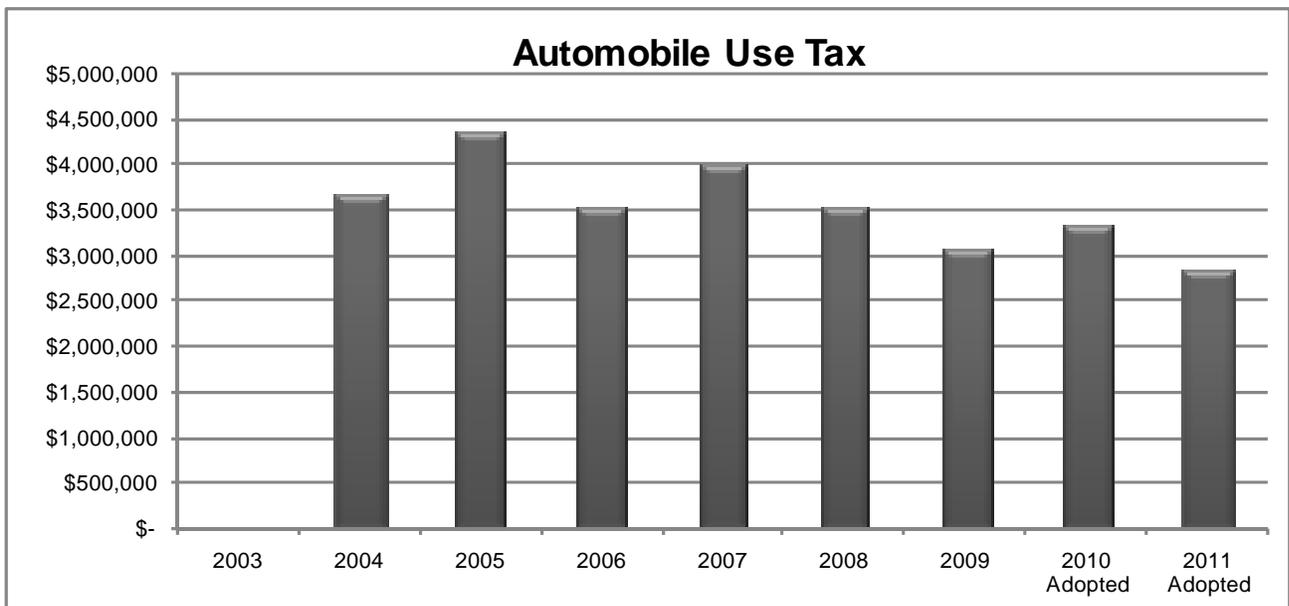
Highway Users Tax Fund - The Highway Users Tax Fund (HUTF) is a state collected locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses, and motor vehicle registration fees. The Highway Users Tax is distributed monthly 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 nation 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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2006

Celebrating 10 Years of Excellence

THE STREETS AT SOUTHGLENN MASTER DEVELOPMENT PLAN WAS APPROVED

DEMOLITION OF THE SOUTHGLENN MALL BEGAN

THE SOUTHEAST LIGHT RAIL LINE OPENED

THE SOUTHEAST METRO STORMWATER AUTHORITY (SEMSWA) WAS FORMED

THE VERMILION CREEK & TAGAWA GARDENS PROPERTIES WERE ANNEXED

THE ETHAN ALLEN AND ARAPAHOE SHOPPES PRELIMINARY DEVELOPMENT PLANS WERE APPROVED



MAYOR
RANDY PYE



COUNCIL WARD I
VORRY MOON
RICK DINDINGER

COUNCIL WARD II
BART MILLER
SUE BOSIER

COUNCIL WARD III
ANDREA SUHAKA
REBECCA MCCLELLAN



COUNCIL WARD IV
TODD MILLER
RON WEIDMANN

CITY CLERK
GOLDIE FISHBEIN

CITY TREASURER
DOUG MILLIKEN





EXECUTIVE SUMMARY

2011 OPERATING EXPENDITURE BUDGET EXECUTIVE SUMMARY

The City's budget is the long-range plan by which financial policy is implemented and controlled. City Council's goals, City-wide objectives, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community. The budget process is a continuous cycle that begins with City Council's strategic planning each January, continues through the planning and development stages of the budget, and finishes with Council's final adoption of the budget in November/December. The information included in the Executive Summary is intended to provide a brief, but detailed, overview of the changes between the 2010 Adopted Budget and the 2011 Adopted Budget. The following pages list proposed enhancements and service modifications by department and dollar amount; the items listed are anticipated to represent only a partial list of the reductions and additions proposed, with only the most significant items from each department listed. The amount shown is the net change to the department's respective budget.

The total budget for 2011 is \$53,203,232, a decrease of .5% compared to the 2010 Adopted Budget. Department directors prepared their 2011 budgets with a zero percent increase in expenditures compared to adopted 2010 budgets, excluding increases for salaries, health care costs, and other types of expenditures beyond the control of the City (e.g. gas, asphalt, concrete, and other materials). Certain other increases were also permitted for contractual obligations of the City, such as increases required by service providers; however, the zero percent increase over the 2010 adopted budget has made it more challenging for department directors to absorb cost increases while providing the same high level of service. The items on the following pages include authorized new staffing or additional funds to support existing programs. The significant majority of these operating priorities represent incremental changes to existing City programs. Some changes were approved to current service levels in order to achieve City Council's overall goals and objectives.

The 2011 Adopted Budget includes cost increases across-the-board for employee compensation (2.0%), and health care plan estimated increases of 18% (based on the projected national average).

Overall, a net total of four full-time equivalent (FTE) staff was authorized as part of the Adopted 2011 Budget. All four positions are included in the General Fund for the 2011 Adopted Budget, and are described on the following pages.

The General Fund Budget for 2011 is \$42,423,537, excluding fund transfers. The City's 2011 Adopted Operating Budget represents a 6.3% increase from the Adopted 2010 Budget. This increase is primarily due to the City's contractual obligations with public works and public safety service providers, in addition to revenue sharing agreements as a result of retail developments. These agreements require the City to share sales and/or use tax revenues for public and public related improvements and are based upon corresponding receipts by the City, which are also included in the 2011 Adopted Budget. Finally, the 2010 Adopted Budget included several expenditure decreases, with service level impacts in some cases, as a result of the City's effort to reduce costs in light of projected budgetary constraints for 2010. The 2011 Adopted Budget includes funding to bring all contracted services to the level prior to 2010 reductions.

The Capital Improvement Fund Budget for 2011 is \$4,712,740, a decrease of 5.0% from the Adopted 2010 Budget. This decrease is due to several one-time projects included in the 2010 Adopted Budget funded through the General Fund, the Denver Regional Council of Governments (DRCOG), and an Energy Efficiency and Conservation Block Grant (EECBG). This decrease is partially offset by additional funding included in the 2011 Adopted Budget, as compared to the 2010 Adopted Budget, to restore funding for concrete replacement, street rehabilitation, and street surface treatment, in addition to one-time projects for 2011.

The Open Space Fund Budget for 2011 is \$1,435,933, an increase of 17.5% from the 2010 Adopted Budget. This increase is due to several large, one-time projects included in the 2011 Adopted Budget that were not included in the 2010 Adopted Budget. Similar to the 2009 Adopted Budget, the 2011 budget includes funding for several one-time projects, including park improvements, trails, and trail signage.



The Conservation Trust Fund Budget for 2011 is \$175,000, a decrease of 90.0% from the 2010 Adopted Budget. This decrease is the result of funding included in the 2010 budget for the Civic Center Park.

The Centennial Urban Redevelopment Authority Fund Budget for 2011 is \$1,249,931, a decrease of 46.3% from the Adopted 2010 Budget. The 2011 budget includes a decrease in funding from the 2010 Adopted Budget primarily as a result of contractual obligations of the Authority to collect and distribute sales and property taxes above the base amount specified in the Public Finance Agreement (PFA). The amounts above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District. These amounts are also budgeted as revenues in the Authority. However, the 2011 budget does not include any amounts related to the sales tax pass-thru; the 2011 budget will be amended during the year once additional retail sales information is available. The 2011 budget for the property tax pass-thru is the direct result of an anticipated increase in property tax revenues.

The Land Use Fund Budget for 2011 is \$2,657,692, a decrease of 6.6% from the 2010 Adopted Budget. This decrease is primarily due to one-time projects included in the 2010 Adopted Budget funded through EECBG and DRCOG grants. In addition, the Land Use Fund 2011 Adopted Budget includes a decrease in expenses for contractor licensing, permitting and plan review, legal services, and other services and supplies. The majority of these decreases are based upon anticipated need during 2011.



Variance Detail	Net Change
ALL FUNDS	
City-wide	
Health, Vision, and Dental insurance costs are projected to increase by approximately 18 percent (18%) based on the national average. The total increase included in the General Fund is \$70,511; the net increase in the Land Use Fund is \$3,967. The increase in the Land Use Fund is net of an overall adjustment to bring 2010 budgeted benefits in line with actual costs as the Land Use Fund appears to generally utilize higher health benefit coverage categories. This adjustment has not been made in the 2010 Budget.	\$ 74,478
GENERAL FUND	
Elected Officials	
The 2010 Adopted Budget included salary and benefit amounts for the newly elected Mayor and four Council members in addition to one month of overlapping salary and benefits for the same elected positions. There are no overlapping elected official positions anticipated for 2011.	\$ (5,684)
Other City-wide Dues and Memberships includes the annual amount set aside for the Southeast Business Partnership (SEBP) and Transportation Management Authority (TMA). The 2011 budget for dues and memberships related to the Transportation Management Authority decreased from the 2010 Adopted Budget by \$53,896 while the 2011 dues and memberships for the Southeast Business Partnership of \$25,000 represents an increase from the 2010 Adopted Budget. Dues and memberships for SEBP was not included separately in the 2010 Adopted Budget for Elected Officials.	\$ (28,896)
GENERAL FUND	
City Attorney's Office	
The City Attorney's Office is a contracted service. Based on contractual obligations, the City Attorney's Office budget is to increase by the Denver/Boulder/Greeley Consumer Price Index annually. However throughout the past three years, the City Attorney's Office has on average billed the City approximately \$100,000 per year less than the amount budgeted. As a result, the 2011 budget has been reduced. Although the billing rates for 2011 will be in accordance with contractual provisions, it is expected that the City Attorney's Office will perform at the same level as in prior years by increasing the use of outside counsel, reducing the number of hours allocated to projects, and through the effective and efficient use of staff and resources.	\$ (100,000)
GENERAL FUND	
City Clerk's Office	
During 2010, the elected position of City Clerk was terminated in accordance with the City's Home Rule Charter. As a result, the City Clerk's office has been reorganized and staffed with the City Clerk and Deputy City Clerk positions utilizing the same full-time equivalent as prior to the Home Rule Charter.	\$ 15,791



GENERAL FUND

City Clerk's Office

The City's election costs are incurred through Arapahoe County and are prorated by participating municipalities based upon the total number of ballot issues and participating municipalities. During 2009, the City incurred higher than expected election costs primarily due to a smaller number of participating municipalities. As a result, the 2011 budget includes additional funding for a special election, if needed, or for additional election costs.

The City utilizes a secure offsite storage facility for the safekeeping of records, and for the destruction of records in accordance with the City's document retention and destruction policy. The 2011 budget includes a slight increase for the cost of these services.

GENERAL FUND

City Manager's Office

The 2011 budget includes a net increase of 1.5 full-time equivalent (FTE); 1.5 FTE is temporarily reported in the Public Works department and has been reported under the City Manager's Office in prior years, 2.0 FTE were moved from the Communications department to the City Manager's Office, and 1.0 new FTE is included in the 2011 budget for an Administrative Assistant to support three City Manager Office staff. The net total increase in the City Manager's Office 2011 budget is \$82,887 for Salaries and \$23,369 for Benefits.

The 2010 budget included funding for a new program and plan update which will be administered through the City Manager's Office. The 2010 budget included \$5,000 for the Adopt-a-Street Program, an initiative included in the City's *Our Voice. Our Vision. 2030* document. Also included in the *Our Voice. Our Vision. 2030* document is a prioritization of citizen safety. As a result, \$5,000 was included in the 2010 budget for the Emergency Management Plan Update. The funding for the Adopt-a-Street Program has been moved to the Public Works department for 2011 and funding for the Emergency Management Plan Update has been moved to the Support Services department.

A task force has been formed to survey other jurisdictions and research the viability of senior citizen commissions. Based on the survey results and staff's research, a recommendation will be made to City Council regarding the establishment of a Senior Citizen Commission for the City. In the event City Council approves the establishment of a Senior Citizen Commission, funding has been set aside in the 2011 budget to provide for start up costs and resources for small events and/or networking and training opportunities.

GENERAL FUND

Economic Development

The 2010 budget included funding for a LEED Rebate Program reimbursable through an EECBG grant. This program and grant funding was specific to 2010 and has been reduced from the 2011 budget.



GENERAL FUND

Communications

The 2011 budget includes a decrease of 2.0 full-time equivalent (FTE); these positions were moved from the Communications department to the City Manager's Office budget for 2011. The total decrease in the Communications department 2011 budget is \$173,112 for Salaries and \$45,947 for Benefits.	\$ (219,059)
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The 2010 budget included funding for energy efficient light bulbs reimbursable through an EECBG grant. This program and grant funding was specific to 2010 and has been reduced from the 2011 budget.	\$ (5,560)
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The 2011 budget includes funding for additional community events planned for 2011, including the following: City's 10 Year Anniversary, Opening of Civic Center Park, and Opening of Parker Jordan Open Space. The City anticipates a portion of these costs will be offset by contribution revenue.	\$ 10,000
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GENERAL FUND

Finance & Sales/Use Tax Compliance

The 2011 budget includes a net increase of 1.0 full-time equivalent (FTE) for a Project Accountant. This position will provide the necessary staff support related to grant funding (e.g. tracking, accounting, and reporting). The cost for this position is offset by a net decrease in the department's staffing costs due to the reorganization of the department during 2010. The total impact in the Finance department's 2011 budget is \$(4,665) for Salaries and \$1,853 for Benefits.	\$ (2,812)
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Supplemental Use Tax Administration services are provided by a third party contractor. The increase included in the 2011 budget is in accordance with contractual provisions.	\$ 4,263
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On January 1, 2009, the City began to self-collect sales taxes. As a result, the City began to develop a compliance program, including the performance of sales and use tax audits of City retailers. These responsibilities are contracted to a third party contractor and it is assumed that these costs will be recovered through enhanced revenue collections. The 2011 budget includes additional funding for audit services.	\$ 87,210
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On January 1, 2009, the City began to self-collect sales taxes. As a result, the City implemented a procedure/program by which to process sales tax returns, collect and deposit sales tax funds, and produce daily and monthly reports. These responsibilities are contracted to a third party contractor; the increase for the 2011 budget includes the contractual increase.	\$ 40,617
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GENERAL FUND

Nondepartmental

During 2009, the City developed a coyote management program/plan to provide staff support and educational materials and reports to citizens. This program continued during 2010, but has been eliminated for 2011.	\$ (45,000)
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GENERAL FUND

Nondepartmental

The County Vendor and Treasurer's Fees represent fees paid to the County for the collection of property tax, certain sales tax, and automobile use tax. One percent (1%) (of total property tax collections) and 5 percent (5%) (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. The 2011 budget includes a net decrease in these fees as a result of decreased projected revenues.

The City has entered into certain agreements in an effort to promote economic development and re-development within the City. While the parties to the agreements and the various components therein are different, there are certain provisions in the agreements which require the City to share a portion of its sales and/or use tax, based on sales/use tax receipts, in order to reimburse the property owners for construction and maintenance of public improvements. The estimated sales/use tax incentive amounts and revenues have been included in the 2011 budget.

GENERAL FUND

Central Services

The 2011 budget includes additional funding for postage and courier expenses as a result of an increase in U.S. postage rates and a greater volume as a result of the Passport Program.

GENERAL FUND

Human Resources & Risk Management

During 2010, the City began to further develop and utilize the assistance of student internships. The 2011 budget includes an increase in funding for internship salaries and benefits.

The 2010 Adopted Budget included an across the board compensation increase of 2.0 percent (2.0%) to keep the City's pay plan competitive and recognize staff's commitment to providing a high level of service to all citizens. However, due to budgetary constraints this amount was not utilized for 2010. The 2011 budget also includes a 2.0 percent (2%) increase, and is included in the Human Resources budget as the increase is merit based and will be transferred to recipient departments during the 2011 budget year.

During 2008, the City purchased a building and adjacent land for the Centennial Civic Center. As a result, additional funding for insurance was included in the 2010 budget. However, the actual insurance cost has been less than anticipated. As a result, the 2011 budget for Property and Casualty insurance has been reduced.

GENERAL FUND

Support Services

The 2011 budget includes a net increase of 1.0 full-time equivalent; .5 FTE is for a Facilities Technician and .5 FTE is for an IT Help Desk Technician. These positions will provide the necessary staff support related to building and grounds maintenance, and IT Help Desk support. The net total increase in the Support Services department's 2011 budget is \$44,700 for Salaries and \$7,205 for Benefits.



GENERAL FUND

Support Services

The 2010 budget included funding for an energy audit reimbursable through an EECBG grant. This program and grant funding was specific to 2010 and has been reduced from the 2011 budget. \$ (41,586)

Upon approval by City Council, the City will construct the Civic Center Park, currently anticipated to be complete in 2011. As a result, the 2011 budget includes funding for utilities related to the park including gas/electric, water/sewer, and trash removal services. \$ 37,500

Several line items in the 2011 budget for facilities have been listed separately and/or moved to the IT division. Equipment - Rental, Repair, Maintenance and Equipment line items have been separated into the following new line items in the Facilities division: Repair and Maintenance Building, Repair and Maintenance Grounds, Repair and Maintenance Office Equipment, and Repair and Maintenance Other; a new line item in the IT division has been created for Equipment - Rental, Repair, Maintenance. In addition, the City has experienced higher than anticipated costs related to leased copiers and grounds maintenance. During 2010, the City entered into an agreement for grounds maintenance for \$26,000. The 2011 budget includes funding for this agreement and the increased copier costs. \$ 29,500

The 2011 budget includes funding for the purchase of office furniture and fixtures, including large storage/filing cabinets. \$ 3,500

As described throughout this summary, additional full time equivalent positions are included in the 2011 budget. As a result, funding is included in the 2011 budget for workstations and non-computer equipment for these positions. \$ 8,888

The 2011 budget includes funding for a rack to provide for bicycle storage for employees and citizens. \$ 2,000

The 2010 Adopted Budget for utilities related to the Civic Center building were based on estimated amounts from the previous owner. Over the past year, the City has experienced higher costs related to water/sewer and trash removal services; as a result, the 2011 budget has been adjusted. \$ 14,700

The 2010 budget included funding for an emergency management plan update which was included in the City Manager's Office budget. The funding for this program in 2011 is included in the Support Services department budget. \$ 5,000

The 2011 budget includes additional funding for the City's Cartegraph and Civic Plus website hosting & support services. \$ 15,000

As described throughout this summary, additional full time equivalent positions are included in the 2011 budget. As a result, funding is included in the 2011 budget for computer equipment and software for these positions. \$ 13,332



GENERAL FUND

Support Services

The 2011 budget includes additional funding for various software packages which will allow the City greater mapping services and allow for greater financial reporting efficiencies. Funding is included in the 2011 budget for an ArcGIS server which will enable the City to provide mapping services to citizens, employees, contractors, other agencies, and businesses across the internet. The 2011 budget also includes funding for a financial reporting package which will significantly increase the efficiency of financial reporting for the City.

The 2011 budget includes an increase in funding for software license renewals. \$ 3,000

GENERAL FUND

Public Works

The 2011 budget includes a net increase of 2.5 full-time equivalent (FTE); 1.5 FTE was moved from the City Manager's Office to the Public Works department and 1.0 new FTE is included in the 2011 budget for a Project Manager to assist and administer the City's transportation project activities, seek additional grant funding opportunities, and serve as a liaison between the City's capital improvement program staff. The net total increase in the Public Works department 2011 budget is \$224,533 for Salaries and \$62,019 for Benefits.

Public Works services are provided by a third party contractor. Based on contractual provisions, the annual contract amount is to increase by \$479,996 in 2011 based on a prescribed level of service for 2011 and the repayment of transition costs incurred by the service provider during 2008. \$ 487,438

Animal disposal services are provided by a third party contractor. During 2010, the level of services required by the City decreased. As a result, funding included in the 2011 budget has decreased. \$ (13,000)

Mosquito control services are provided by a third party contractor. Based on contractual provisions, the contract amount is to decrease by \$3,500. \$ (3,500)

The 2010 budget included funding for an Adopt-a-Street Program update which was included in the City Manager's Office budget. The funding for this program in 2011 is included in the Public Works department budget. \$ 5,000

The 2011 budget includes additional funding for snow removal materials as a result of a 4.0 percent (4.0%) cost increase. \$ 23,500

The 2011 budget includes additional funding for asphalt material. This increase in funding will allow the City to obtain the proper amount of materials to provide for patching and pothole repair, in addition to ensuring adequate inventory levels. \$ 48,300

Funding for the I-25 Interchange landscaping is included in the Elected Officials budget. \$ (7,500)



GENERAL FUND

Public Works

During 2010, the City received intergovernmental and other contributions for a \$ 9,215 pedestrian signal head on Arapahoe Rd. near Himalaya St. and a new east/west left turn arrow at Quebec St./Otero Ave.

The 2010 budget included \$52,000 for additional public works services to be provided \$ (32,000) during the year. The 2011 budget also includes contingency funds for unexpected emergency repairs due to accidents and acts beyond the control of the City. The amount set aside for these contingencies has been reduced for 2011.

GENERAL FUND

Law Enforcement

The City's Law Enforcement services are provided by the Arapahoe County Sheriff's \$ 844,839 Office. Based on contractual obligations, the City's Law Enforcement budget is to increase annually, including an increase for costs beyond the control of the Sheriff's Office such as costs for gas, oil, and health care. The 2011 budget includes the contractual increase for services.

The 2011 budget includes funding for one-time costs related to decision packages \$ 30,000 expected to be submitted by the Sheriff's Office.

GENERAL FUND

Animal Services

Animal Services are provided by third party contractors including the Humane Society of \$ 27,500 the Pikes Peak Region (HSPPR), Tenaker Pet Care Center, and Animal Cremation Services. Pursuant to contractual obligations, the cost of services are to increase annually. The HSPPR contract increase included in the 2011 budget represents a 5.6% increase.

The 2011 budget includes funding for contingency costs related to sheltering services. \$ 3,500 This funding will be utilized to cover costs related to isolated instances, such as a large number of animals requiring services as a result of surrender.

The 2011 budget includes funding for an enhancement to the Chameleon software that \$ 2,000 includes GPS hardware installed on animal services vehicles.

GENERAL FUND

Municipal Court

The City's Law Enforcement services are provided by the Arapahoe County Sheriff's \$ 27,846 Office. Based on contractual obligations, the City's Law Enforcement budget is to increase annually, including an increase for costs beyond the control of the Sheriff's Office such as costs for gas, oil, and health care. The 2011 budget includes the contractual increase for services. This amount is allocated from the Law Enforcement budget.



GENERAL FUND

Community Development Administration

The 2010 budget included funding for the stimulus grant funded weatherization project and outdoor lighting code update. This program and grant funding was specific to 2010 and has been reduced from the 2011 budget. \$ (77,835)

GENERAL FUND

Code Compliance

Code Compliance services are provided by a third party contractor. Based on contractual obligations, the Code Compliance budget is to increase by 4.0 percent (4.0%) annually, however, the total amount identified in the contract is the amount budgeted for 2011. The actual increase between 2010 and 2011 is 6%; this change is due to a reduced contract amount for 2010 as a result of budgetary constraints projected by the City for 2010. \$ 27,204

Historically, the City has included funding in the Code Compliance budget for abatement services. Based on historical trends, this budget has not been used. As a result, the 2011 budget has been decreased by \$12,000, but has left an appropriate amount of funding in the 2011 budget should abatement services be needed. \$ (12,000)

LAND USE FUND

This is an across the board compensation increase of 2.0 percent (2.0%) to keep the City's pay plan competitive and recognize staff's commitment to providing a high level of service to all citizens. The total increase is included in the Human Resources budget as the increase is merit based and will be transferred to recipient departments during the 2011 budget year. \$ 14,578

LAND USE FUND

Building

The City's Building Services Division is a contracted service. In 2010, the City began using Innoprise software for all Land Use services including building services and thus received a software credit from its current service provider. This credit will not be available to the City in 2011. \$ 11,200

LAND USE FUND

Contractor Licensing

The City's contractor licensing services is a contracted service to the City; the City anticipates the total program cost for 2011 to decrease. \$ (5,170)

Beginning in 2011, the City will have a non-ad based bus bench program. As a result, the City will not incur costs to administer, maintain and renew annual advertising agreements; however, the City will incur an annual maintenance cost for the bus benches. \$ (10,728)

The 2010 budget included funding for the installation of new bus benches throughout the City; the net cost to the City for this project was approximately \$20,000 as \$80,000 was received through a DRCOG grant. This program and grant funding was specific to 2010 and has been reduced for the 2011 budget. This reduction is partially offset by funding included in the 2011 budget for annual repair and a long term replacement fund to maintain the bus benches. \$ (90,600)



LAND USE FUND

Permits/Plan Review

The budget for legal services related to applicant work orders has been reduced by \$ (24,000) \$24,000 as a result of decreased revenues from applicants for legal review services.

LAND USE FUND

Project Specific

The 2010 budget includes funding for the implementation of a paperless plan review and \$ (50,593) is reimbursable through an EECBG grant. This program and grant funding was specific to 2010 and has been reduced for the 2011 budget.

LAND USE FUND

Legal Services

The 2011 budget for legal services has been reduced based upon actual expenditures for \$ (12,000) 2010 and expected expenditures for 2011. The reduction in the level of service is the result of decreased land development activity.

The 2010 budget includes funding for legal services related to a zoning map update. The \$ (4,500) project will be a City-wide legislative rezoning which is anticipated to require substantial legal services due to the number of different zoning districts created by Arapahoe County. The funding for 2011 is expected to decrease slightly compared to 2010.

LAND USE FUND

Other Services & Supplies

The 2011 budget for professional services has been reduced due to anticipated needs \$ (10,000) during 2011.

The 2011 budget includes an increased level of funding for copier rental charges based \$ 26,000 upon actual 2010 expenditures.

The 2011 budget for printing and publishing services has been reduced due to \$ (5,000) anticipated needs during 2011.

The 2011 budget for publications and subscriptions has been reduced due to anticipated \$ (2,500) needs during 2011.

The 2011 budget includes a decrease in funding for meetings, training, and travel. This \$ (10,925) decrease is the result of an increase in other fund costs.

The 2010 budget included estimated depreciation expense, which was is included in the \$ (13,506) 2011 budget.

The 2011 budget for miscellaneous costs has been reduced based on anticipated need. \$ (5,000)



CAPITAL IMPROVEMENT FUND

The 2011 budget includes funding for the Transportation Master Plan. This funding had \$ 150,000 been reduced in the 2010 Adopted Budget due to budgetary constraints.

The 2010 budget included funding for an environmental assessment at the interchange of \$ (116,666) Arapahoe Rd. and Interstate 25. This funding was combined with funding from CDOT, Arapahoe County, and Greenwood Village. The amount included in the 2010 budget was the City's share of the total project cost of \$1.3 million.

The 2010 budget included funding for Civic Center building improvements. Specifically, \$ (21,302) the budget included \$50,000 for contingent building improvements and \$121,302 for solar panels. The funding for the solar panels were reimbursable through an EECBG grant. This program and grant funding was specific to 2010 and has been reduced from the 2011 budget. However, funding for annual routine building maintenance and improvements is included in the 2011 budget, along with funding for contingency costs for any major repairs. The funding for contingencies is intended to accumulate to the extent funds are unspent and act as a reserve.

Funding for the Civic Center building routine repairs and maintenance and contingency \$ (150,000) costs described above is provided by savings from the Arapahoe Rd. - Colorado Blvd. to Holly St. project.

The 2011 budget includes funding for the construction of a new southbound Chester St. \$ 300,000 right turn lane to westbound County Line Rd. to address current and future congestion at this intersection.

The 2010 budget included funding for several sidewalks as a result of DRCOG funding. \$ (293,750) The cost of the sidewalks was funded at 80 percent (80%) through DRCOG, while the City provided funding for 20 percent (20%) of the total cost. The Yosemite St. to Xanthia St. sidewalk project included environmental clearances and construction for a new infill sidewalk along the west side of Yosemite St. from Xanthia St. to an existing sidewalk north of Xanthia St. for access to the Dry Creek light rail station. The Broadway bridge improvements over Highline Canal included environmental clearances and construction for the widening of the existing bridge to improve the pedestrian crossing of the Highline Canal on the east side of Broadway St. south of Arapahoe Rd. The Arapahoe Rd. sidewalk from Homestead Pkwy. to Holly St. project included environmental clearances and construction of a new infill sidewalk along the north side of Arapahoe Rd. from an existing bus stop across for Homestead Pkwy. to Holly St. The Easter Ave. sidewalk, University Blvd. to Race St. project included environmental clearances and construction of a new infill sidewalk along the south side of Easter Ave. between University Blvd. and Race St. for access to two existing bus stops. The Arapahoe Rd. sidewalk, Euclid St. to Big Dry Creek project, included environmental clearances and construction of a new infill sidewalk along the north side of Arapahoe Rd. from west Euclid St. to the existing sidewalk just east of the Big Dry Creek bridge for access to the existing bus stop west of S Clayton St. This funding was project specific, and has been eliminated from the 2011 budget.



CAPITAL IMPROVEMENT FUND

The 2010 Adopted Budget included \$52,000 for Neighborhood Traffic Management Program. However, due to budgetary constraints, this funding has been reduced in the 2011 budget. \$ (52,000)

The 2010 Adopted Budget included funding for a traffic signal at Dry Creek Rd. and Eudora St.; this was a one-time project for which funding has been eliminated from the 2011 budget. \$ (39,200)

The 2010 budget included funding for LED lights, master signals, and school zone flashers. Specifically, the Signal System Master project allowed for the purchase and installation of a new traffic signal central/master system to replace the existing closed-loop signal system. The LED Traffic Lights project allowed for the purchase and installation of approximately 1,776 LED traffic and pedestrian indications at signals to replace existing incandescent bulbs. The Solar School Zone Beacons project allowed for the purchase and installation of solar panels and LED traffic indications at all school zone beacons to eliminate the City's reliance on Xcel Energy and/or IREA power. The funding for these items were through an EECBG grant, therefore the projects and grant funding were specific to 2010 and has been reduced from the 2011 budget. \$ (531,112)

The 2010 budget included funding for traffic signal communication improvements and weather stations; \$104,000 of the total cost for these projects was funded by the City and \$136,215 was funded through a DRCOG grant. These projects and grant funding were specific to 2010 and have been reduced from the 2011 budget. However, the 2011 budget includes funding for communications equipment to be utilized along Himalaya/Reservoir, Jordan Rd., Quebec St., and Smoky Hill Rd. to improve the traffic signal system and allow real time communications with signals. The funding for these projects will be partially through a DRCOG grant for \$94,230. \$ (95,985)

The 2010 budget was reduced for the concrete replacement program, street rehabilitation program, street surface treatment, major and minor structure programs, and traffic system upgrades. These reductions were the result of budgetary constraints anticipated for 2010. However, the City has provided additional funding in the 2011 budget to restore funding, to the extent possible, for the concrete replacement, street rehabilitation, and street surface treatment. Currently, the City's Pavement Condition Index (PCI) level is at 78; despite these reductions, the PCI level for streets is only expected to be negatively impacted temporarily. \$ 825,246

The 2010 budget included funding for Vista Verdes neighborhood improvements, including slurry seal and sidewalk reconstruction totaling \$246,704. This was a one-time project and funding has been reduced from the 2011 budget. \$ (246,704)

The 2011 budget includes funding for updates to aging traffic signal equipment in the City and upgrades to the traffic control system. \$ 20,930



MISCELLANEOUS FUNDS

Open Space

The 2011 budget includes funding for several capital projects, including certain park improvements, new bike lanes, and new trails and signage. The amount included in the 2011 budget represents an increase, compared to the 2010 Adopted Budget, primarily as a result of several larger one-time projects included in the 2011 budget.

MISCELLANEOUS FUNDS

Conservation Trust Fund

The 2010 Adopted Budget included funding for one-time project costs related to the Civic Center Park; this funding has been eliminated from the 2011 budget.

Funding for professional services to be provided as a result of capital projects has been reduced from the 2010 Adopted Budget to the level expected for 2011.

The 2011 budget includes funding for one-time project costs related to the natural area restoration.

MISCELLANEOUS FUNDS

Centennial Urban Redevelopment Authority

The 2011 budget includes a decrease in funding from the 2010 Adopted Budget primarily as a result of contractual obligations of the Authority to collect and distribute sales and property taxes above the base amount specified in the Public Finance Agreement (PFA). The amounts above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District. These amounts are also budgeted as revenues in the Authority. However, the 2011 budget does not include any amounts related to the sales tax pass-thru; the 2011 budget will be amended during the year once additional retail sales information is available. The 2011 budget for the property tax pass-thru is the direct result of an anticipated increase in property tax revenues.

TOTAL NET CHANGE	\$	(308,765)
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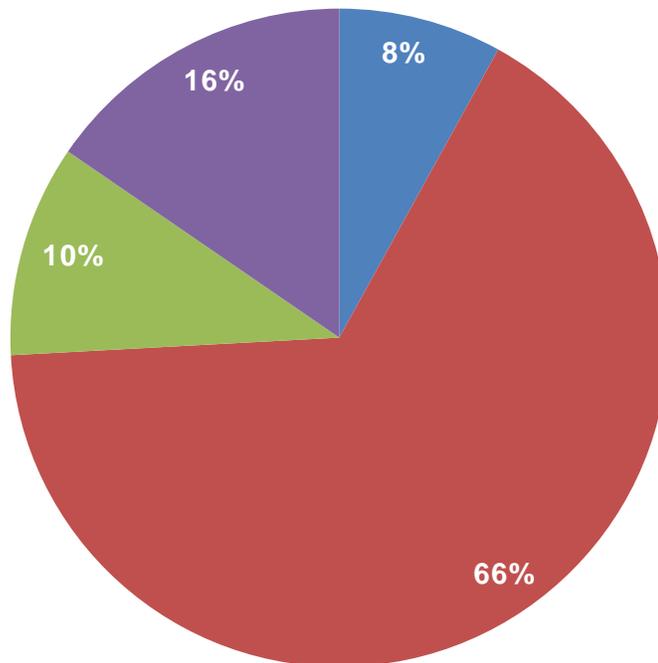
All Funds
2009 Actual Expenditure Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 103,408	\$ 60,000	\$ 209,640	\$ -	\$ 373,048
City Attorney	-	529,465	3,671	-	533,136
City Clerk & Liquor Licensing	195,322	57,705	89,241	-	342,268
<u>City Management</u>					
City Manager's Office	869,842	-	8,034	-	877,876
Economic Development	-	81,076	44,381	-	125,457
Communications	202,877	-	144,092	-	346,969
<u>Administrative</u>					
Finance & Sales/Use Tax Compliance	519,496	380,334	51,032	-	950,862
Nondepartmental	-	-	417,205	-	417,205
Central Services	-	-	198,597	-	198,597
Human Resources & Risk Mgmt	282,832	76,673	329,753	-	689,258
Support Services	218,451	302,606	487,083	-	1,008,140
<u>Public Works</u>					
Public Works	194,968	9,551,912	817,984	-	10,564,864
Capital Improvement	-	-	515,820	7,540,825	8,056,645
General Improvement Districts	-	108,423	221,942	-	330,365
<u>Public Safety</u>					
Public Safety	-	18,111,139	-	-	18,111,139
Animal Services	-	555,066	-	-	555,066
Municipal Court	253,595	1,832,758	331,336	-	2,417,689
<u>Community Development</u>					
Community Development Administration	1,333,683	2,120,221	117,081	-	3,570,985
Code Compliance	-	441,617	23,530	-	465,147
<u>Culture & Recreation</u>					
Culture & Recreation	-	-	170,917	492,079	662,996
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	210,516	1,242,880	-	1,453,396
TOTAL EXPENDITURES	\$ 4,174,474	\$ 34,419,511	\$ 5,424,219	\$ 8,032,904	\$ 52,051,108



All Funds - 2009 Actual Budget Summary by Budget Category

■ Personnel Services ■ Contracted Services ■ Other Services & Supplies ■ Capital Outlay





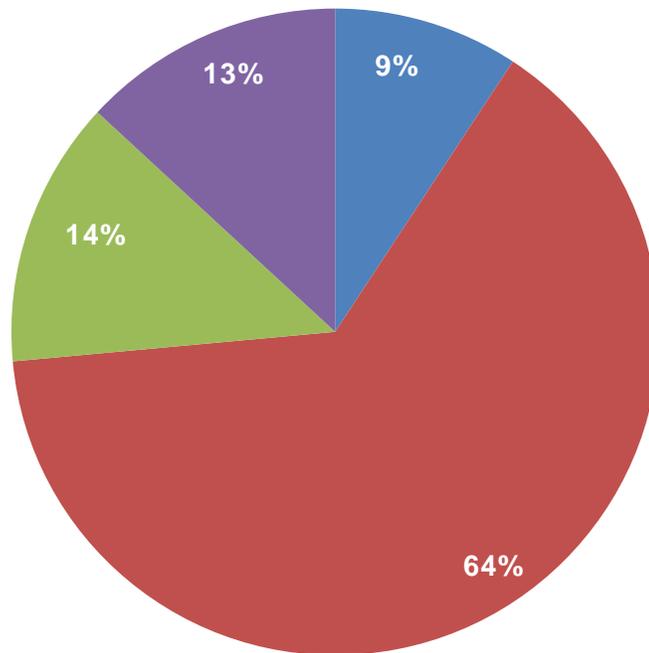
All Funds
2010 Adopted Budget Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 92,615	\$ 60,000	\$ 177,372	\$ -	\$ 329,987
City Attorney	-	754,688	5,000	-	759,688
City Clerk & Liquor Licensing	212,449	55,393	83,300	-	351,142
<u>City Management</u>					
City Manager's Office	917,741	-	23,000	-	940,741
Economic Development	-	169,912	58,500	-	228,412
Communications	219,059	5,560	175,500	-	400,119
<u>Administrative</u>					
Finance & Sales/Use Tax Compliance	804,336	535,851	55,200	-	1,395,387
Nondepartmental	-	95,000	367,582	-	462,582
Central Services	-	-	270,290	-	270,290
Human Resources & Risk Mgmt	524,597	38,500	460,000	-	1,023,097
Support Services	248,549	353,100	430,991	-	1,032,640
<u>Public Works</u>					
Public Works	204,302	9,624,862	1,063,411	-	10,892,575
Capital Improvement	-	-	416,666	4,546,617	4,963,283
General Improvement Districts	-	205,000	276,668	-	481,668
<u>Public Safety</u>					
Public Safety	-	18,085,595	-	-	18,085,595
Animal Services	-	573,390	-	-	573,390
Municipal Court	314,201	1,667,547	111,930	-	2,093,678
<u>Community Development</u>					
Community Development Administration	1,405,969	1,716,566	299,830	-	3,422,365
Code Compliance	-	450,449	22,000	-	472,449
<u>Culture & Recreation</u>					
Culture & Recreation	-	-	504,366	2,472,333	2,976,699
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	-	2,329,165	-	2,329,165
TOTAL EXPENDITURES	\$ 4,943,818	\$ 34,391,413	\$ 7,130,771	\$ 7,018,950	\$ 53,484,952



All Funds - 2010 Adopted Budget Summary by Budget Category

■ Personnel Services ■ Contracted Services ■ Other Services & Supplies ■ Capital Outlay





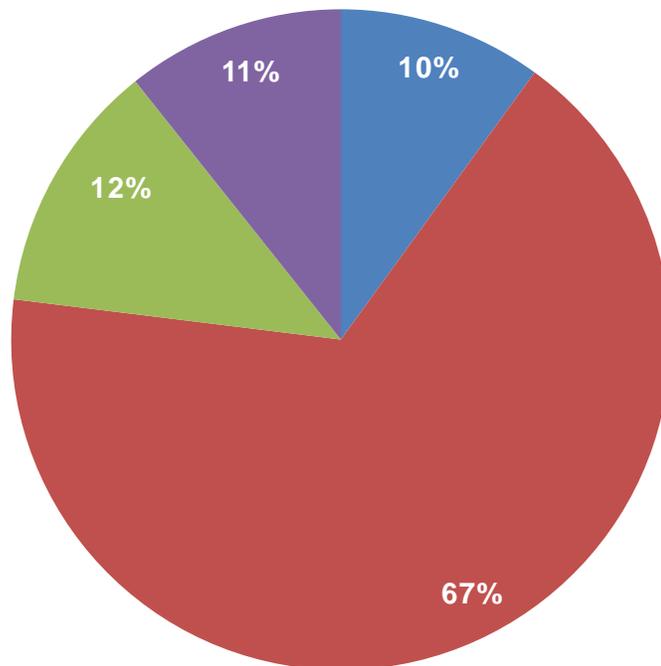
All Funds
2011 Adopted Budget Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 86,931	\$ 60,000	\$ 147,854	\$ -	\$ 294,785
City Attorney	-	654,688	5,000	-	659,688
City Clerk & Liquor Licensing	237,421	56,269	124,300	-	417,990
<u>City Management</u>					
City Manager's Office	1,066,001	-	18,000	-	1,084,001
Economic Development	-	75,000	58,500	-	133,500
Communications	-	-	185,500	-	185,500
<u>Administrative</u>					
Finance & Sales/Use Tax Compliance	815,575	667,941	55,200	-	1,538,716
Nondepartmental	-	50,000	1,128,818	-	1,178,818
Central Services	-	-	277,730	-	277,730
Human Resources & Risk Mgmt	556,393	38,500	440,000	-	1,034,893
Support Services	308,675	368,100	607,101	-	1,283,876
<u>Public Works</u>					
Public Works	502,850	10,185,315	1,020,411	-	11,708,576
Capital Improvement	-	-	450,000	4,262,740	4,712,740
General Improvement Districts	-	255,000	293,399	-	548,399
<u>Public Safety</u>					
Public Safety	-	18,885,327	-	-	18,885,327
Animal Services	-	606,390	-	-	606,390
Municipal Court	315,209	1,689,893	117,430	-	2,122,532
<u>Community Development</u>					
Community Development Administration	1,431,089	1,549,175	200,989	-	3,181,253
Code Compliance	-	477,653	10,000	-	487,653
<u>Culture & Recreation</u>					
Culture & Recreation	-	-	175,000	1,435,933	1,610,933
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	-	1,249,931	-	1,249,931
TOTAL EXPENDITURES	\$ 5,320,144	\$ 35,619,251	\$ 6,565,163	\$ 5,698,673	\$ 53,203,232



All Funds - 2011 Adopted Budget Summary by Budget Category

■ Personnel Services ■ Contracted Services ■ Other Services & Supplies ■ Capital Outlay





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2005

Celebrating 10 Years of Excellence

THE CENTENNIAL URBAN REDEVELOPMENT AUTHORITY WAS ESTABLISHED

THE VERONA ESTATES AND CENTURY HIGHLAND PARK PRELIMINARY DEVELOPMENT PLANS WERE APPROVED

NUMEROUS AMENDMENTS TO THE LAND DEVELOPMENT CODE WERE APPROVED

CITY COUNCIL APPROVED AN ORDINANCE REGULATING ADULT-ORIENTED BUSINESSES

CENTENNIAL WAS RANKED THE 25TH SAFEST CITY (WITH A POPULATION OVER 75,000) IN THE NATION BY MORGAN QUITNO PRESS



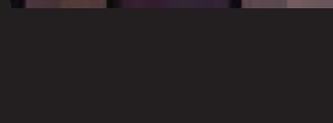
MAYOR
RANDY PYE



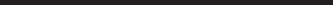
COUNCIL WARD I
BETTY ANN HABIG
VORRY MOON



COUNCIL WARD II
BART MILLER
BECKY LENNON



COUNCIL WARD III
SUSAN NIX
ANDREA SUHAKA



COUNCIL WARD IV
BETTY WOTRING
TODD MILLER

CITY CLERK
GERRY CUMMINS

CITY TREASURER
DOUG MILLIKEN





FUND SUMMARIES

City of Centennial All Fund Types 2009 - 2011 Summary of Revenues

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
REVENUES				
Sales Tax	\$ 17,604,690	\$ 18,752,273	\$ 18,416,078	\$ 20,737,208
Sales Tax - County	388,261	406,505	363,421	363,421
Building Materials Use Tax	2,001,964	1,182,397	2,094,490	1,182,397
Automobile Use Tax	3,084,446	3,357,173	2,840,916	2,840,916
Property Tax	8,132,734	9,386,878	9,386,878	9,480,746
Franchise Fees	4,235,611	4,439,949	4,513,435	4,529,902
Specific Ownership Tax	564,412	582,586	567,481	567,481
Motor Vehicle Registration Fees	435,202	434,800	431,761	431,761
Highway Users Tax Fund	3,873,657	3,367,094	4,068,868	4,028,179
Cigarette Tax	255,033	271,094	247,339	239,919
Road and Bridge Shareback	614,526	587,736	600,041	588,040
Right-of-Way Permit Fees	370,153	342,814	250,000	200,000
Pavement Degradation Fees	116,193	240,000	50,000	40,000
Animal Services Fines and Fees	54,656	65,628	55,005	55,005
Court Fines	2,238,896	2,059,722	2,215,966	2,215,966
Liquor Licensing Fees	37,275	21,000	44,978	44,978
Facility Rental Fees	27,300	24,000	24,000	72,000
Licenses & Permits	3,089,656	2,365,000	2,938,400	2,313,000
Investment Income	131,382	255,376	68,977	68,977
Other Intergovernmental Revenue	2,649,460	2,531,117	3,648,656	2,076,792
Federal Grant Revenue	1,889,778	1,587,339	1,851,068	94,230
Insurance Proceeds	-	-	17,712	-
All Other Revenues	1,771,712	210,000	400,426	251,600
TOTAL REVENUES	\$ 53,566,997	\$ 52,470,481	\$ 55,095,896	\$ 52,422,519



**City of Centennial
All Fund Types
2009 - 2011 Summary of Expenditures by Function**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
EXPENDITURES				
<u>Legislative</u>				
Elected Officials	\$ 373,048	\$ 329,987	\$ 296,987	\$ 294,785
City Attorney's Office	533,136	759,688	759,688	659,688
City Clerk's Office	342,268	351,142	357,823	417,990
<u>City Management</u>				
City Manager's Office	877,876	940,741	982,392	1,084,001
Economic Development	125,457	228,412	228,412	133,500
Communications	346,969	400,119	401,923	185,500
<u>Administrative</u>				
Finance	950,862	1,395,387	1,223,444	1,538,716
Nondepartmental	417,205	462,582	639,616	1,178,818
Central Services	198,597	270,290	270,290	277,730
Human Resources & Risk Management	689,258	1,023,097	891,272	1,034,893
Support Services	1,008,140	1,032,640	1,123,225	1,283,876
<u>Public Works</u>				
Public Works	10,564,864	10,892,575	10,975,062	11,708,576
Capital Improvement ¹	8,056,645	4,963,283	9,293,251	4,712,740
General Improvement Districts ²	330,365	481,668	545,668	548,399
<u>Public Safety</u>				
Public Safety	18,111,139	18,085,595	18,236,972	18,885,327
Animal Services	555,066	573,390	573,390	606,390
Municipal Court	2,417,689	2,093,678	2,167,797	2,122,532
<u>Community Development</u>				
Community Development	3,570,985	3,422,365	3,629,025	3,181,253
Code Compliance	465,147	472,449	472,449	487,653
<u>Culture & Recreation</u>				
Culture & Recreation ³	662,996	2,976,699	10,325,792	1,610,933
<u>Urban Redevelopment</u>				
Urban Redevelopment ²	1,453,396	2,329,165	1,239,041	1,249,931
TOTAL EXPENDITURES	\$ 52,051,108	\$ 53,484,952	\$ 64,633,519	\$ 53,203,232
REVENUES OVER (UNDER) EXPENDITURES	\$ 1,515,889	\$ (1,014,471)	\$ (9,537,623)	\$ (780,712)



**City of Centennial
All Fund Types
2009 - 2011 Summary of Sources (Uses)**

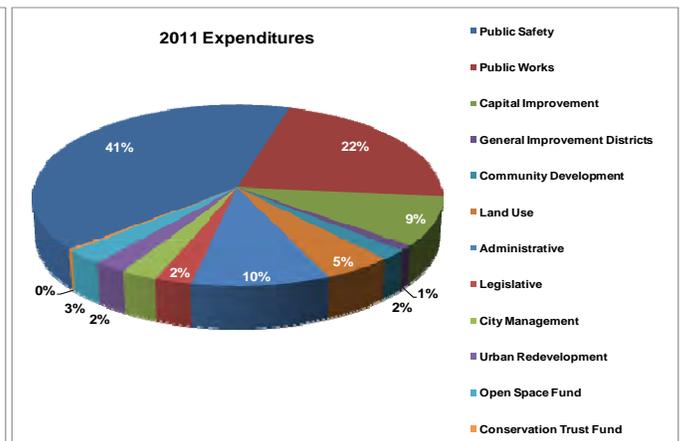
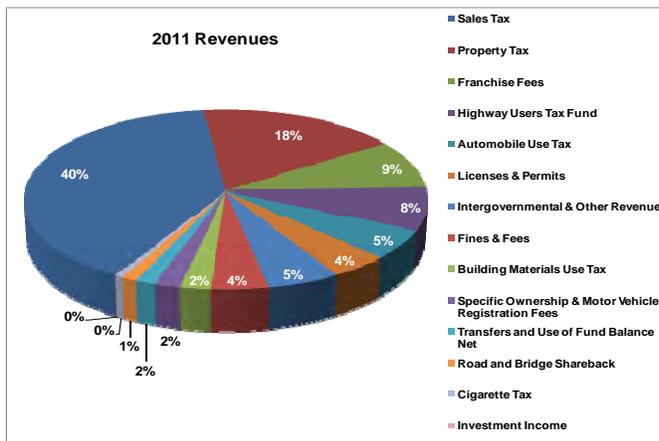
	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
OTHER FINANCING SOURCES (USES)				
Fund Transfers/Use of Fund Balance	\$ 2,659,313	\$ 3,016,665	\$ (118,676)	\$ 4,504,653
Land Use Fund Transfers	(175,466)	(337,902)	24,228	(344,692)
Capital Improvement Fund Transfers	(2,483,847)	(3,486,430)	(5,882,430)	(4,578,510)
TOTAL OTHER FINANCING SOURCES (USES)	\$ -	\$ (807,667)	\$ (5,976,878)	\$ (418,549)
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)	\$ 52,051,108	\$ 54,292,619	\$ 70,610,397	\$ 53,621,781
NET CHANGE IN FUND BALANCE⁴	\$ 1,515,889	\$ (1,822,138)	\$ (15,514,501)	\$ (1,199,261)
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 31,677,646	\$ 16,634,334	\$ 33,193,535	\$ 17,679,034
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 33,193,535	\$ 14,812,196	\$ 17,679,034	\$ 16,479,773

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
General Fund
2009 - 2011 Summary of Revenues**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Sales Tax	\$ 17,604,690	\$ 17,662,149	\$ 18,416,078	\$ 20,737,208	\$ 3,075,059	17.4%
Business/Sales Tax License	83,439	-	-	-	-	-
Sales Tax - County	388,261	406,505	363,421	363,421	(43,084)	-10.6%
Building Materials Use Tax	2,001,964	1,182,397	2,094,490	1,182,397	-	0.0%
Property Tax	7,815,973	8,029,842	8,029,842	8,110,140	80,298	1.0%
Highway Users Tax Fund	3,873,657	3,367,094	4,068,868	4,028,179	661,085	19.6%
Gas Franchise Fee - Xcel	963,371	1,080,939	1,006,231	1,006,231	(74,708)	-6.9%
Electric Franchise Fee- Xcel	1,825,891	1,881,579	1,980,974	1,980,974	99,395	5.3%
Electric Franchise Fee- IREA	390,066	442,796	428,375	428,375	(14,421)	-3.3%
Cable TV Franchise Fee	1,056,283	1,034,635	1,097,855	1,114,323	79,688	7.7%
Specific Ownership Tax	545,969	564,280	549,725	549,725	(14,555)	-2.6%
Motor Vehicle Registration Fees	435,202	434,800	431,761	431,761	(3,039)	-0.7%
Automobile Use Tax	3,084,446	3,357,173	2,840,916	2,840,916	(516,257)	-15.4%
Cigarette Tax	255,033	271,094	247,339	239,919	(31,175)	-11.5%
Road and Bridge Shareback	614,526	587,736	600,041	588,040	304	0.1%
Right-of-Way Permit Fees	370,153	342,814	250,000	200,000	(142,814)	-41.7%
Animal Services Fines and Fees	54,656	65,628	55,005	55,005	(10,623)	-16.2%
Court Fines	2,238,896	2,059,722	2,215,966	2,215,966	156,244	7.6%
Investment Income	81,464	205,760	55,580	55,580	(150,180)	-73.0%
Liquor Licensing Fees	37,275	21,000	44,978	44,978	23,978	114.2%
Facility Rental Fees	27,300	24,000	24,000	72,000	48,000	200.0%
Passports	-	-	27,733	41,600	41,600	-
Building Rent Recovery	39,181	-	-	-	-	-
Federal Grant Revenue	156,688	219,893	252,853	-	(219,893)	-100.0%
Intergovernmental Revenue	168,848	75,719	101,457	-	(75,719)	-100.0%
Insurance Proceeds	-	-	17,712	-	-	-
Miscellaneous Revenue	198,866	60,000	131,976	60,000	-	0.0%
TOTAL REVENUES	\$ 44,312,098	\$ 43,377,555	\$ 45,333,176	\$ 46,346,738	\$ 2,969,183	6.8%



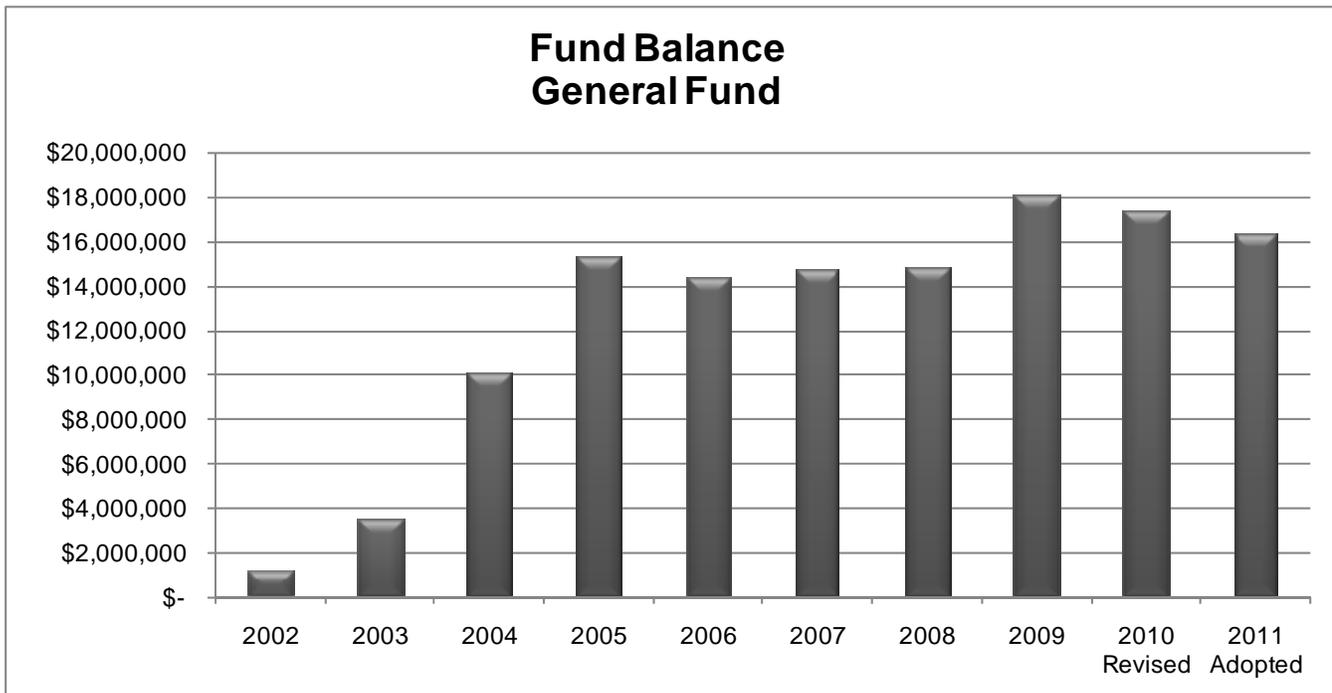
**City of Centennial
General Fund
2009 - 2011 Summary of Expenditures**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
<u>EXPENDITURES</u>						
<u>Legislative</u>						
Elected Officials	\$ 373,048	\$ 329,987	\$ 296,987	\$ 294,785	\$ (35,202)	-10.7%
City Attorney's Office	533,136	759,688	759,688	659,688	(100,000)	-13.2%
City Clerk's Office	342,268	351,142	357,823	417,990	66,848	19.0%
<u>City Management</u>						
City Manager's Office	877,876	940,741	982,392	1,084,001	143,260	15.2%
Economic Development	125,457	228,412	228,412	133,500	(94,912)	-41.6%
Communications	346,969	400,119	401,923	185,500	(214,619)	-53.6%
<u>Administrative</u>						
Finance	950,862	1,395,387	1,223,444	1,538,716	143,329	10.3%
Nondepartmental	417,205	462,582	639,615	1,178,818	716,236	154.8%
Central Services	198,597	270,290	270,290	277,730	7,440	2.8%
Human Resources & Risk Management	689,258	1,023,097	891,272	1,034,893	11,796	1.2%
Support Services	1,008,140	1,032,640	1,123,225	1,283,876	251,236	24.3%
<u>Public Works</u>						
Public Works	10,564,864	10,892,575	10,975,062	11,708,576	816,001	7.5%
<u>Public Safety</u>						
Law Enforcement	18,111,139	18,085,595	18,236,972	18,885,327	799,732	4.4%
Animal Services	555,066	573,390	573,390	606,390	33,000	5.8%
Municipal Court	2,417,689	2,093,678	2,167,797	2,122,532	28,854	1.4%
<u>Community Development</u>						
Community Development Administration	413,839	588,870	567,621	523,561	(65,309)	-11.1%
Code Compliance	465,147	472,449	472,449	487,653	15,204	3.2%
TOTAL EXPENDITURES	\$ 38,390,560	\$ 39,900,642	\$ 40,168,363	\$ 42,423,537	\$ 2,522,894	6.3%
REVENUES OVER (UNDER)						
EXPENDITURES	\$ 5,921,538	\$ 3,476,913	\$ 5,164,813	\$ 3,923,202	\$ 446,289	12.8%



**City of Centennial
General Fund
2009 - 2011 Summary of Other Financing Sources (Uses)**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
OTHER FINANCING SOURCES (USES)						
Land Use Fund Transfers	\$ (175,466)	\$ (337,902)	\$ 24,228	\$ (344,692)	\$ 6,790	2.0%
CIP Fund Transfers	(2,483,847)	(3,486,430)	(5,882,430)	(4,578,510)	1,092,080	31.3%
TOTAL OTHER FINANCING SOURCES (USES)	\$ (2,659,313)	\$ (3,824,332)	\$ (5,858,202)	\$ (4,923,202)	\$ 1,098,870	28.7%
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)	\$ 41,049,873	\$ 43,724,974	\$ 46,026,565	\$ 47,346,739	\$ 3,621,764	8.3%
NET CHANGE IN FUND BALANCE	\$ 3,262,225	\$ (347,419)	\$ (693,389)	\$ (1,000,000)	\$ (652,581)	-187.8%
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 14,805,804	\$ 15,159,614	\$ 18,068,029	\$ 17,374,640	\$ 2,215,026	14.6%
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 18,068,029	\$ 14,812,195	\$ 17,374,640	\$ 16,374,640	\$ 1,562,445	10.5%



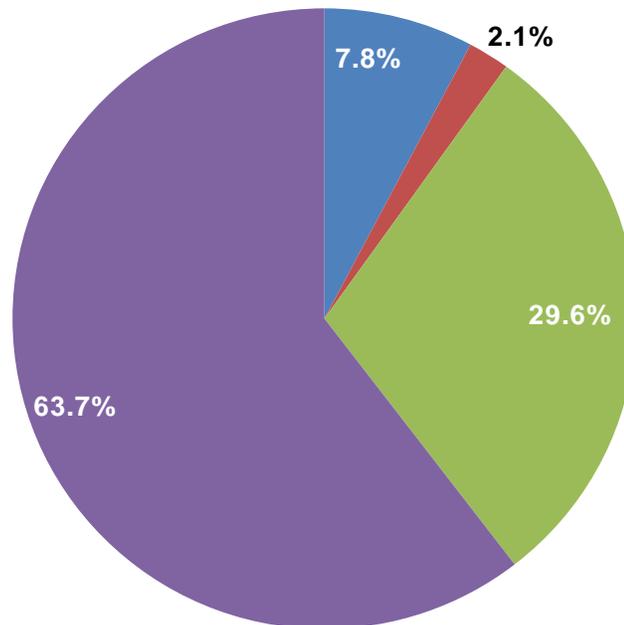


**City of Centennial
General Fund
2009 - Adopted Reserves**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
Required Reserves				
TABOR Emergency Reserves	\$ 1,244,883	\$ 1,197,019	\$ 1,197,465	\$ 1,272,706
Operating Reserves				
Legal	50,000	50,000	50,000	50,000
Insurance Deductible	50,000	50,000	50,000	50,000
Snow Removal	50,000	50,000	50,000	50,000
Tech/Admin Systems	200,000	200,000	200,000	200,000
Designated Reserves				
Operating Reserves	3,930,346	3,990,064	4,602,656	4,734,674
Law Enforcement Impact Fee	118,400	118,400	118,400	118,400
Undesignated Reserves	12,424,400	9,156,712	11,106,118	9,898,860
TOTAL GENERAL FUND RESERVES	\$ 18,068,029	\$ 14,812,195	\$ 17,374,640	\$ 16,374,640

**General Fund
2011 Adopted Reserves**

- Required Reserves
- Operating Reserves
- Designated Reserves
- Undesignated Reserves





**City of Centennial
Land Use Fund
2009 - 2011 Summary of Revenues**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Building Permit Fees	\$ 1,681,901	\$ 1,200,000	\$ 1,400,000	\$ 1,200,000	\$ -	0.0%
Building Plan Review Fees	458,020	425,000	525,000	425,000	-	0.0%
Subtotal Building Services	\$ 2,139,921	\$ 1,625,000	\$ 1,925,000	\$ 1,625,000	\$ -	0.0%
Contractor Licensing	\$ 250,638	\$ 240,000	\$ 248,000	\$ 220,000	\$ (20,000)	-8.3%
Transit Shelter Administration	104,900	91,000	100,000	88,000	(3,000)	-3.3%
Subtotal Contractor Licensing	\$ 355,538	\$ 331,000	\$ 348,000	\$ 308,000	\$ (23,000)	-6.9%
Land Development Applications	\$ 237,222	\$ 160,000	\$ 80,000	\$ 130,000	\$ (30,000)	-18.8%
Misc. Engineering Permits (ROW)	1,000	18,000	16,000	17,000	(1,000)	-5.6%
Construction Drawings (CD)	-	22,000	18,300	19,000	(3,000)	-13.6%
Subdivision Improvement Agreement	-	9,000	6,000	7,000	(2,000)	-22.2%
Site Inspections	-	3,000	14,500	10,000	7,000	233.3%
Sign Permits	86,282	65,000	65,000	66,000	1,000	1.5%
Fence Permits	15,817	16,000	21,600	21,000	5,000	31.3%
CMRS Permits	-	-	14,000	14,000	14,000	-
Legal Services - Review of AWOs	30,483	30,000	20,000	26,000	(4,000)	-13.3%
Change in Deferred Revenue	-	-	390,000	-	-	-
Federal Grant Revenue	-	130,593	147,232	-	(130,593)	-100.0%
Other Revenue	35,417	86,000	20,000	70,000	(16,000)	-18.6%
Subtotal Permits/Plan Review	\$ 406,221	\$ 539,593	\$ 812,632	\$ 380,000	\$ (159,593)	-29.6%
Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 2,901,680	\$ 2,495,593	\$ 3,085,632	\$ 2,313,000	\$ (182,593)	-7.3%



**City of Centennial
Land Use Fund
2009 - 2011 Summary of Expenses**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
EXPENSES						
Personnel Services						
Salaries and Wages	\$ 716,889	\$ 744,832	\$ 734,187	\$ 734,921	\$ (9,911)	-1.3%
Benefits	203,550	207,102	229,562	215,029	7,927	3.8%
Raise Pool	-	-	-	14,578	14,578	-
Total Personnel Services	\$ 920,439	\$ 951,934	\$ 963,749	\$ 964,528	\$ 12,594	1.3%
Contracted Services						
<u>Permitting and Inspections</u>						
Building Services	\$ 1,605,211	\$ 1,218,750	\$ 1,518,750	\$ 1,218,750	\$ -	0.0%
Permit Tracking Software Credit	-	(11,200)	(5,000)	-	11,200	-100.0%
Subtotal Permitting and Inspections	\$ 1,605,211	\$ 1,207,550	\$ 1,513,750	\$ 1,218,750	\$ -	0.0%
<u>Contractor License Administration</u>						
Contractor License Administration	\$ 110,000	\$ 115,170	\$ 115,170	\$ 110,000	\$ (5,170)	-4.5%
Transit Shelter/Bench	26,400	26,928	26,928	16,200	(10,728)	-39.8%
Land Use Fund Administration	136,400	142,098	142,098	126,200	(15,898)	-11.2%
Other	-	100,000	94,400	9,400	(90,600)	-90.6%
Subtotal Contractor Licensing	\$ 136,400	\$ 242,098	\$ 236,498	\$ 135,600	\$ (106,498)	-44.0%
<u>Permits/Plan Review</u>						
<u>Applicant Work Orders (AWOs)</u>						
Land Development Applications	\$ 23,738	\$ 10,000	\$ -	\$ 5,000	\$ (5,000)	-50.0%
Legal Services - Review of AWOs	24,125	30,000	20,000	30,000	-	0.0%
Subtotal Permits/Plan Review	\$ 47,863	\$ 40,000	\$ 20,000	\$ 35,000	\$ (5,000)	-12.5%
<u>Project Specific</u>						
Sub Area Plan for Undesignated Area	\$ 33,143	\$ -	\$ -	\$ -	\$ -	-
Land Development Code Rewrite	167,442	-	-	-	-	-
Paperless Plan Review	-	50,593	50,593	-	(50,593)	-100.0%
<u>City Work Orders (CWOs)</u>						
Merchant Processing Fees	26,153	16,000	16,000	16,000	-	0.0%
Office Rent	-	38,325	38,325	38,325	-	0.0%
Subtotal Project Specific	\$ 226,738	\$ 104,918	\$ 104,918	\$ 54,325	\$ (50,593)	-48.2%
Temporary Personnel	\$ 15,959	\$ -	\$ -	\$ -	\$ -	-
Legal Services - General	88,050	102,000	80,000	90,000	(12,000)	-11.8%
Legal Services - Zoning Map Update	-	20,000	4,500	15,500	(4,500)	-22.5%
Total Contracted Services	\$ 2,120,221	\$ 1,716,566	\$ 1,959,666	\$ 1,549,175	\$ (178,591)	-10.4%



**City of Centennial
Land Use Fund
2009 - 2011 Summary of Expenses & Other Financing Sources (Uses)**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Other Services & Supplies:						
Professional Services	\$ 9,121	\$ 25,000	\$ 25,000	\$ 15,000	\$ (10,000)	-40.0%
Payroll Processing	-	4,000	4,000	4,000	-	0.0%
Land Use Case Archiving Services	-	1,000	1,000	1,000	-	0.0%
Equipment/Building - Rental, Repair, Maintenance	27,312	23,365	23,365	49,365	26,000	111.3%
Postage & Courier Services	107	2,000	1,000	1,000	(1,000)	-50.0%
Printing & Publishing Services	5,340	10,000	5,000	5,000	(5,000)	-50.0%
Office Supplies	2,469	8,000	8,000	8,000	-	0.0%
Software Supplies	9,128	32,824	32,824	32,824	-	0.0%
Publications and Subscriptions	2,251	5,500	3,000	3,000	(2,500)	-45.5%
Dues and Memberships	3,802	2,800	2,800	3,725	925	33.0%
Meetings/Training/Travel	17,662	24,000	24,000	13,075	(10,925)	-45.5%
Vehicle Fuel & Maintenance Supplies	2,975	3,000	3,000	3,000	-	0.0%
Depreciation - Equipment & Vehicles	31,457	13,506	-	-	(13,506)	-100.0%
Miscellaneous	4,862	10,000	5,000	5,000	(5,000)	-50.0%
Total Other Services & Supplies	\$ 116,486	\$ 164,995	\$ 137,989	\$ 143,989	\$ (21,006)	-12.7%
TOTAL EXPENSES	\$ 3,157,146	\$ 2,833,495	\$ 3,061,404	\$ 2,657,692	\$ (187,003)	-6.6%
REVENUES OVER (UNDER) EXPENSES	\$ (255,466)	\$ (337,902)	\$ 24,228	\$ (344,692)	\$ (6,790)	-2.0%
OTHER FINANCING SOURCES (USES)						
Transfers In - Gen. Fund Use Tax Allocation	\$ 500,491	\$ 295,599	\$ 523,623	\$ 295,599	\$ -	0.0%
Transfers In (Out) - Gen. Fund Transfer	(325,025)	42,303	(547,851)	49,093	6,790	16.1%
TOTAL OTHER FINANCING SOURCES (USES)	\$ 175,466	\$ 337,902	\$ (24,228)	\$ 344,692	\$ 6,790	2.0%
NET CHANGE IN FUND BALANCE	\$ (80,000)	\$ -	\$ -	\$ -	\$ -	-
FUND BALANCE - BEGINNING OF YEAR	\$ 80,000	\$ -	\$ -	\$ -	\$ -	-
FUND BALANCE - END OF YEAR	\$ -	-				



**City of Centennial
Capital Improvement Fund
2009 - 2011 Summary of Revenues & Expenditures**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Pavement Restoration Fees	\$ 116,193	\$ 240,000	\$ 50,000	\$ 40,000	\$ (200,000)	-83.3%
Developer Contributions	250,000	-	30,500	-	-	-
Miscellaneous	6,753	-	90,717	-	-	-
Federal Grant Revenue	1,733,090	1,236,853	1,450,983	94,230	(1,142,623)	-92.4%
TOTAL REVENUES	\$ 2,106,036	\$ 1,476,853	\$ 1,622,200	\$ 134,230	\$ (1,342,623)	-90.9%

EXPENDITURES

Other Services & Supplies

Professional Services

Transportation Master Plan	\$ 2,271	\$ -	\$ 180,729	\$ 150,000	\$ 150,000	-
Environmental Assessment - Arapahoe/I-25	-	116,666	116,666	-	(116,666)	-100.0%

Construction Services

Geotechnical Testing	9,967	-	-	-	-	-
CIP Management	503,582	300,000	350,000	300,000	-	0.0%

Total Other Services & Supplies	\$ 515,820	\$ 416,666	\$ 647,395	\$ 450,000	\$ 33,334	8.0%
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Capital Outlay

Building

Building Maintenance & Improvements	\$ -	\$ 171,302	\$ 171,302	\$ 50,000	\$ (121,302)	-70.8%
Building Contingency	-	-	-	100,000	100,000	-
Subtotal Building	\$ -	\$ 171,302	\$ 171,302	\$ 150,000	\$ (21,302)	-12.4%

New Construction

Streets & Intersections

Arapahoe Road Rehab (Colorado - Holly)	\$ 3,941,687	\$ -	\$ 208,458	\$ (150,000)	\$ (150,000)	-
Arapahoe University Intersection	869,658	-	786,726	-	-	-
TAGAWA Road	-	-	394,181	-	-	-
Arapahoe Road Design (Waco - Himalaya)	-	-	61,774	-	-	-
Peoria Reconstruction & Intersection Improvements	-	-	363,500	-	-	-
Chester @ County Line Road Right Turn Lane	-	-	-	300,000	300,000	-
Arapahoe Rd - Holly/Krameria	-	-	362,188	-	-	-
Arapahoe Rd - Guardrail and Shoulder Improvements	-	-	54,812	-	-	-
Other	-	-	15,318	-	-	-
Subtotal Streets & Intersections	\$ 4,811,345	\$ -	\$ 2,246,957	\$ 150,000	\$ 150,000	-



**City of Centennial
Capital Improvement Fund
2009 - 2011 Summary of Expenditures**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
<u>Sidewalks</u>						
Yosemite Street - Xanthia to Bus Stop	\$ -	\$ 28,350	\$ 28,350	\$ -	\$ (28,350)	-100.0%
Arapahoe Road Sidewalk - Homestead to Holly	-	30,000	30,000	-	(30,000)	-100.0%
Easter Avenue Sidewalk - University to Race	-	48,000	48,000	-	(48,000)	-100.0%
Broadway Bridge Improvements - Highline Canal	-	130,000	130,000	-	(130,000)	-100.0%
Arapahoe Road Sidewalk - Euclid to Big Dry Creek Bridge	-	57,400	57,400	-	(57,400)	-100.0%
Subtotal Sidewalks	\$ -	\$ 293,750	\$ 293,750	\$ -	\$ (293,750)	-100.0%
<u>Drainage</u>						
Southfield Park Drainage	\$ 250,000	\$ -	\$ -	\$ -	\$ -	-
Subtotal Drainage	\$ 250,000	\$ -	\$ -	\$ -	\$ -	-
<u>Traffic Control & Signals</u>						
Neighborhood Traffic Management Survey & Design	\$ 47,754	\$ 52,000	\$ 87,435	\$ -	\$ (52,000)	-100.0%
Dove Valley Traffic Signals	-	-	7,500	-	-	-
Dry Creek/Eudora Traffic Signal	-	39,200	39,200	-	(39,200)	-100.0%
Potomac/Fremont Signal	40,815	-	-	-	-	-
Reservoir/Flanders Signal	186,060	-	-	-	-	-
Arapahoe/University Signal	5,232	-	-	-	-	-
Smoky Hill/Kirk Signal	4,844	-	-	-	-	-
Peakview/Peoria Signal	11,190	-	-	-	-	-
LED Lights	-	180,132	180,132	-	(180,132)	-100.0%
Master Signals	-	254,631	254,631	-	(254,631)	-100.0%
School Zone Flashers	-	96,349	96,349	-	(96,349)	-100.0%
Signal Communication Improvements	-	90,215	90,215	144,230	54,015	59.9%
Weather Stations	-	150,000	150,000	-	(150,000)	-100.0%
School Zone Upgrades	-	-	55,717	-	-	-
Other Signals	-	-	-	-	-	-
Subtotal Traffic Signals & Control	\$ 295,895	\$ 862,527	\$ 961,179	\$ 144,230	\$ (718,297)	-83.3%
Rehabilitation						
Concrete Replacement Program	\$ 166,378	\$ 200,000	\$ 491,500	\$ -	\$ (200,000)	-100.0%
Street Rehabilitation Program	2,008,338	2,142,334	3,138,184	3,272,580	1,130,246	52.8%
Street Surface Treatment	-	630,000	725,650	525,000	(105,000)	-16.7%
Vista Verde Neighborhood Improvements	-	246,704	460,834	-	(246,704)	-100.0%
Major Structures	-	-	25,000	-	-	-
Minor Structures	8,869	-	-	-	-	-
Traffic System Upgrades	-	-	131,500	20,930	20,930	-
Subtotal Rehabilitation	\$ 2,183,585	\$ 3,219,038	\$ 4,972,668	\$ 3,818,510	\$ 599,472	18.6%
Total Capital Outlay	\$ 7,540,825	\$ 4,546,617	\$ 8,645,856	\$ 4,262,740	\$ (283,877)	-6.2%



**City of Centennial
Capital Improvement Fund
2009 - 2011 Summary of Expenditures & Other Financing Sources**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
TOTAL EXPENDITURES	\$ 8,056,645	\$ 4,963,283	\$ 9,293,251	\$ 4,712,740	\$ (250,543)	-5.0%
REVENUES UNDER EXPENDITURES	\$ (5,950,609)	\$ (3,486,430)	\$ (7,671,051)	\$ (4,578,510)	\$ (1,092,080)	-31.3%
<u>OTHER FINANCING SOURCES</u>						
Transfers In	\$ 2,483,847	\$ 3,486,430	\$ 5,882,430	\$ 4,578,510	\$ 1,092,080	31.3%
TOTAL OTHER FINANCING SOURCES	\$ 2,483,847	\$ 3,486,430	\$ 5,882,430	\$ 4,578,510	\$ 1,092,080	31.3%
NET CHANGE IN FUND BALANCE	\$ (3,466,762)	\$ -	\$ (1,788,621)	\$ -	\$ -	-
FUND BALANCE - BEGINNING OF YEAR	\$ 5,300,516	\$ -	\$ 1,833,754	\$ 45,133	\$ 45,133	-
FUND BALANCE - END OF YEAR	\$ 1,833,754	\$ -	\$ 45,133	\$ 45,133	\$ 45,133	-



**City of Centennial
Open Space Fund
2009 - 2011 Summary of Revenues & Expenditures**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
County Open Space Sales Tax	\$ 1,987,585	\$ 2,000,000	\$ 1,814,799	\$ 1,656,004	\$ (343,996)	-17.2%
Grant Revenue	-	-	1,246,502	-	-	-
Investment Income	29,966	30,000	8,100	8,100	(21,900)	-73.0%
TOTAL REVENUES	\$ 2,017,551	\$ 2,030,000	\$ 3,069,401	\$ 1,664,104	\$ (365,896)	-18.0%

EXPENDITURES

Capital Outlay:						
Land Improvements	\$ 78,751	\$ -	\$ 1,201,249	\$ -	\$ -	-
Land Acquisition	-	-	1,656,517	-	-	-
TAGAWA Road	-	-	190,000	-	-	-
deKeovend Park Improvements	-	100,000	175,000	-	(100,000)	-100.0%
Arapahoe Park Improvements	-	112,500	62,833	-	(112,500)	-100.0%
Holly Pool and Tennis Center	-	103,500	-	-	(103,500)	-100.0%
Abbott Park Improvements	-	58,333	-	-	(58,333)	-100.0%
Otero Tennis Courts	-	40,000	176,500	-	(40,000)	-100.0%
Franklin Pool Spray Park	297,703	-	-	-	-	-
Piney Creek Hollow Park - Sports Field	-	-	150,000	-	-	-
APRD Tree Planting and Preservation	-	10,000	10,000	-	(10,000)	-100.0%
Parker Jordan Open Space Maintenance	-	-	50,000	50,000	50,000	-
APRD Projects	-	-	-	215,000	215,000	-
SSPRD Neighborhood Park Improvements	-	-	-	414,333	414,333	-
City-wide Bike Lanes	-	75,000	162,402	75,000	-	0.0%
Caley Avenue Bike Lane	2,598	-	-	-	-	-
Piney Creek Trail Bridge Replacement	-	150,000	150,000	-	(150,000)	-100.0%
Lone Tree Creek Trail	-	50,000	50,000	50,000	-	0.0%
Piney Creek Trail	-	8,000	40,000	110,000	102,000	1275.0%
Piney Creek Trail Signage	-	-	104,000	-	-	-
Cherry Creek Trail	-	-	300,000	-	-	-
Centennial Link Trail	96,444	200,000	1,451,906	200,000	-	0.0%
Parker Jordan Centennial Open Space Trail Improvements	-	300,000	689,402	-	(300,000)	-100.0%
City-wide Trail Signage	-	15,000	68,400	46,600	31,600	210.7%
Broncos Parkway Trailhead	-	-	8,500	-	-	-
Neighborhood Trail Connections	-	-	-	275,000	275,000	-
Miscellaneous	16,583	-	-	-	-	-
TOTAL EXPENDITURES	\$ 492,079	\$ 1,222,333	\$ 6,696,709	\$ 1,435,933	\$ 213,600	17.5%

REVENUES OVER (UNDER)

EXPENDITURES	\$ 1,525,472	\$ 807,667	\$ (3,627,308)	\$ 228,171	\$ (579,496)	-71.7%
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**City of Centennial
Open Space Fund
2009 - 2011 Summary of Other Financing Uses**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
<u>OTHER FINANCING USES</u>						
Use of Prior Year Fund Balance	\$ -	\$ (807,667)	\$ (4,274,692)	\$ (228,171)	\$ 579,496	71.7%
TOTAL OTHER FINANCING USES	\$ -	\$ (807,667)	\$ (4,274,692)	\$ (228,171)	\$ 579,496	71.7%
NET CHANGE IN FUND BALANCE	\$ 1,525,472	\$ -	\$ (7,902,000)	\$ -	\$ -	-
FUND BALANCE - BEGINNING OF YEAR	\$ 6,376,528	\$ -	\$ 7,902,000	\$ -	\$ -	-
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 7,902,000	\$ -	\$ -	\$ -	\$ -	-



**City of Centennial
Conservation Trust Fund
2009 - 2011 Summary of Revenues, Expenditures & Other Financing Uses**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Lottery Proceeds	\$ 493,027	\$ 455,398	\$ 455,398	\$ 420,788	\$ (34,610)	-7.6%
Investment Income	15,761	17,000	4,590	4,590	(12,410)	-73.0%
TOTAL REVENUES	\$ 508,788	\$ 472,398	\$ 459,988	\$ 425,378	\$ (47,020)	-10.0%
EXPENDITURES						
Other Services & Supplies						
Professional Services	\$ 170,917	\$ 504,366	\$ 129,083	\$ 50,000	\$ (454,366)	-90.1%
Natural Area Restoration	-	-	-	125,000	125,000	-
Subtotal - Other Serv. & Supp.	\$ 170,917	\$ 504,366	\$ 129,083	\$ 175,000	\$ (329,366)	-65.3%
Capital Outlay						
Civic Center Park	\$ -	\$ 1,250,000	\$ 3,500,000	\$ -	\$ (1,250,000)	-100.0%
Subtotal - Capital Outlay	\$ -	\$ 1,250,000	\$ 3,500,000	\$ -	\$ (1,250,000)	-100.0%
TOTAL EXPENDITURES	\$ 170,917	\$ 1,754,366	\$ 3,629,083	\$ 175,000	\$ (1,579,366)	-90.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ 337,871	\$ (1,281,968)	\$ (3,169,095)	\$ 250,378	\$ 1,532,346	119.5%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (709,002)	\$ (190,378)	\$ (190,378)	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (709,002)	\$ (190,378)	\$ (190,378)	-
NET CHANGE IN FUND BALANCE	\$ 337,871	\$ (1,281,968)	\$ (3,878,097)	\$ 60,000	\$ 1,341,968	104.7%
FUND BALANCE - BEGINNING OF YEAR	\$ 3,540,226	\$ 1,281,968	\$ 3,878,097	\$ -	\$ (1,281,968)	-100.0%
FUND BALANCE - END OF YEAR	\$ 3,878,097	\$ -	\$ -	\$ 60,000	\$ 60,000	-



**City of Centennial
Miscellaneous Funds
2009 - 2011 Summary of Revenues, Expenditures & Other Financing Sources (Uses)**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Sales Tax	\$ -	\$ 1,090,124	\$ -	\$ -	\$ (1,090,124)	-100.0%
Property Tax	316,761	1,357,036	1,357,036	1,370,606	13,570	1.0%
Specific Ownership	18,443	18,306	17,756	17,756	(550)	-3.0%
Building Permits, Plan Review & Building Services	187,976	-	-	-	-	-
Construction Funds	1,105,577	-	-	-	-	-
Authority Operating Revenue	87,475	150,000	150,000	150,000	-	0.0%
Investment Income	4,191	2,616	707	707	(1,909)	-73.0%
Miscellaneous Revenue	421	-	-	-	-	-
TOTAL REVENUES	\$ 1,720,844	\$ 2,618,082	\$ 1,525,499	\$ 1,539,069	\$ (1,079,013)	-41.2%
EXPENDITURES						
Contracted Services						
Building Permits, Plan Review & Building Services	\$ 210,516	\$ -	\$ -	\$ -	\$ -	-
General	108,423	205,000	255,000	255,000	50,000	24.4%
Subtotal - Contracted Services	\$ 318,939	\$ 205,000	\$ 255,000	\$ 255,000	\$ 50,000	24.4%
Other Services & Supplies:						
Sales Tax Sharing Pass-Thru	\$ -	\$ 1,090,124	\$ -	\$ -	\$ (1,090,124)	-100.0%
Property Tax Pass-Thru	46,388	1,089,041	1,089,041	1,099,931	10,890	1.0%
Revenue Collection Services	-	-	-	-	-	-
County Treasurer's Fee	4,056	4,020	4,020	4,061	41	1.0%
Legal Services - Outside Counsel	703	-	-	-	-	-
Construction Services	57,512	-	-	-	-	-
Streets & Intersections	1,031,504	-	-	-	-	-
Utilities	7,156	10,000	10,000	10,000	-	0.0%
Debt Service						
Principal	60,000	60,000	60,000	65,000	5,000	8.3%
Interest	144,651	142,281	142,281	139,971	(2,310)	-1.6%
Miscellaneous	112,852	210,367	224,367	224,367	14,000	6.7%
Subtotal - Other Serv. & Supp.	\$ 1,464,822	\$ 2,605,833	\$ 1,529,709	\$ 1,543,330	\$ (1,062,503)	-40.8%
TOTAL EXPENDITURES	\$ 1,783,761	\$ 2,810,833	\$ 1,784,709	\$ 1,798,330	\$ (1,012,503)	-36.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ (62,917)	\$ (192,751)	\$ (259,210)	\$ (259,261)	\$ (66,510)	-34.5%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (993,184)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (993,184)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (62,917)	\$ (192,751)	\$ (1,252,394)	\$ (259,261)	\$ (66,510)	-34.5%
FUND BALANCE - BEGINNING OF YEAR	\$ 1,574,572	\$ 192,751	\$ 1,511,655	\$ 259,261	\$ 66,510	34.5%
FUND BALANCE - END OF YEAR	\$ 1,511,655	\$ -	\$ 259,261	\$ -	\$ -	-



**City of Centennial
Schedule of Transfers & Use of Fund Balance**

2009 - 2011 Summary of Transfers

Transfer From	Transfer To	Transfer Purpose	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
General Fund	Capital Improvement Fund	Capital Projects Funding	\$ 2,483,847	\$ 3,486,430	\$ 5,882,430	\$ 4,578,510
General Fund	Land Use Fund	General Operations Funding	175,466	337,902	(24,228)	344,692
TOTAL GENERAL FUND TRANSFERS			\$ 2,659,313	\$ 3,824,332	\$ 5,858,202	\$ 4,923,202

2009 - 2011 Use of Fund Balance

Fund	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted
General Fund	\$ -	\$ -	\$ -	\$ -
Open Space Fund	-	(807,667)	(4,274,692)	(228,171)
Conservation Trust Fund	-	-	(709,002)	(190,378)
General Improvement Districts	-	-	(559,226)	-
Centennial Urban Redevelopment Authority Fund	-	-	(433,958)	-
TOTAL USE OF FUND BALANCE	\$ -	\$ (807,667)	\$ (5,976,878)	\$ (418,549)

Note: The 2009-2011 Use of Fund Balance table above is a summary of the use of existing fund balances, and is not intended to report the Net Change in Fund Balance.

2004

Celebrating 10 Years of Excellence

THE CENTENNIAL LIQUOR LICENSING AUTHORITY WAS ESTABLISHED

THE BOARDS AND COMMISSIONS RECRUITMENT PROCESS WAS ESTABLISHED

CENTENNIAL COMPREHENSIVE PLAN WAS ADOPTED

CENTENNIAL WAS AWARDED COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDS FOR THE FIRST TIME

THE BRONCOS PARKWAY BRIDGE WAS OPENED

GENERAL FUND



MAYOR
RANDY PYE

COUNCIL WARD I
BETTY ANN HABIG
VORRY MOON



COUNCIL WARD II
BECKY LENNON
BART MILLER

COUNCIL WARD III
SUSAN NIX
ANDREA SUHAKA



COUNCIL WARD IV
BETTY WOTRING
TODD MILLER

CITY CLERK
GERRY CUMMINS

CITY TREASURER
DOUG MILLIKEN

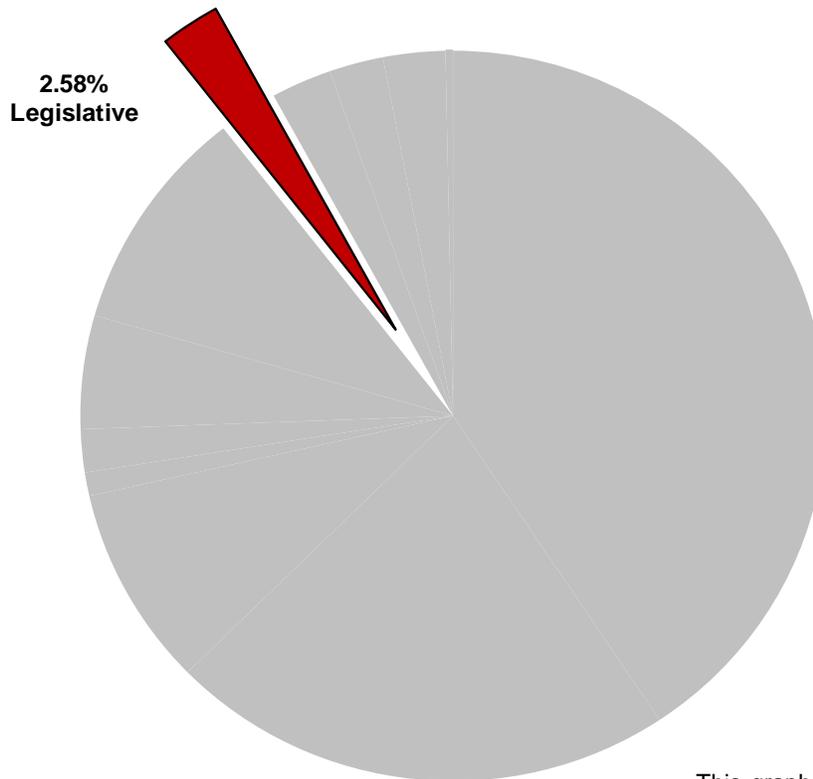




LEGISLATIVE

The Legislative Function of the City Government provides policy, legal, records, and fiduciary accountability to the citizens. These disciplines further the Our Voice. Our Vision. Centennial 2030 strategies by providing sound stewardship of resources needed to accomplish the goals adopted.

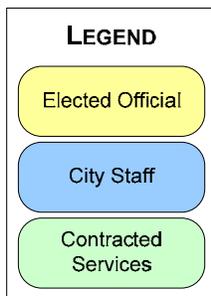
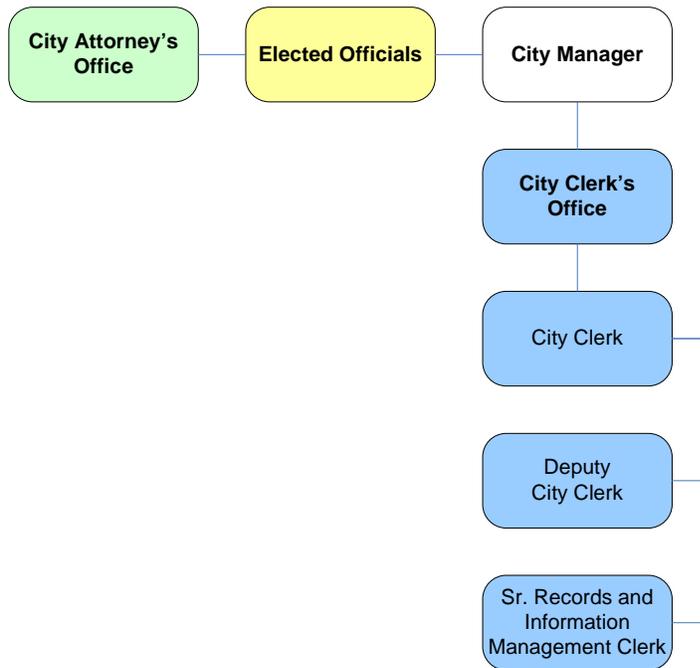
2011 Expenditures Legislative



This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 298,730	\$ 305,064	\$ 311,162	\$ 324,352	\$ 19,288	6.3%
Contracted Services	647,170	870,081	870,081	770,957	(99,124)	-11.4%
Other Services & Supplies	302,552	265,672	233,255	277,154	11,482	4.3%
TOTAL	\$ 1,248,452	\$ 1,440,817	\$ 1,414,498	\$ 1,372,463	\$ (68,354)	-4.7%



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
City Clerk's Office	3.00	3.00	3.00	-
City Attorney's Office	5.35	5.35	5.35	-
TOTAL	8.35	8.35	8.35	-



Overview: The Mayor, and City Council represent the elected officials for the City of Centennial. The Mayor and City Council provide proactive community leadership in the formulation of public policy that promotes the economic interests of the City, a high quality of life, and a safe and attractive environment for the citizens. Two council members represent each of the four districts ensuring equal representation for the citizens. The Mayor is elected at-large for a four year term, and the Council members are elected to four year, staggered terms. The Mayor and Council members, working together as a single body, are entrusted with representing and interpreting the needs of the citizens of Centennial by balancing diverse public interests, establishing policies, and providing leadership and vision for the community.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Adopted the City's new Land Development Code, emphasizing sustainable land use in all planning, following through on the City's comprehensive plan standards and code, and adopting smart growth policies. • Appropriated money to fund the development of a comprehensive Master Transportation Plan. • Authorized agreement to continue contracting Building Services and Contractor Licensing. • Served on the City Charter mandated Budget, Investment, and Audit Committees. • Appropriated funds for a comprehensive survey of the City's residents. • Implemented a new performance management reporting system program. • Allocated \$3.1 million (\$2.1 million in 2010 and \$1 million in 2011) of the City's fund balance to street improvements and maintenance.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Approved budget allocations for several open space projects in 2010. • Served on various committees to improve community and other government relations. • Provided State of Our City address at a Rotary Sponsored Luncheon. • Conducted citizen meetings in each Council district at least quarterly. • Led a successful campaign to ensure a high return rate in the 2010 Census. • Authorized the creation of a Senior Commission.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Adopted and revised the 2010 budget to respond to changing economic data, while balancing the City's needs with existing funding resources. • Maintained the City's Fund Balance well above the City's policy of 25%. • Prepared for detrimental fiscal impacts of ballot initiatives through creation of an Operations Sustainability Plan • Approved a budget in 2010 that did not raise taxes or fees.
 <p>Environment</p>	<ul style="list-style-type: none"> • Budgeted several grant funds to pay for various environmental improvements including a Civic Center energy audit and LED traffic light installation.



2011 Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Ensure accountability in the management and delivery of City services. Respect the original vision while evolving in areas where needs are changing. • Ensure an adequate level of improvement to infrastructure to sustain the City through 2030. • Maintain the City in such a way that property values are protected.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Provide, when feasible, outdoor recreation opportunities - Parks, open spaces, lakes, bike trails, recreational facilities and playgrounds - to provide places to relax, play and enjoy family. • Provide, when feasible, recreation and engagement opportunities for seniors. • Provide public meetings for citizens to participate with their government. • Maintain membership on regional committees for transportation, aging services and economic development.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Take a disciplined approach to financial responsibility and a long-term view of development opportunities. • Develop innovative, diverse revenue generation sources, both inside and outside Centennial. • Streamline processes that meet business' relocation and growth needs. • Promote business growth in Centennial. • Maintain a level of spending that keeps taxes and fees lower than those of surrounding municipalities to retain and attract customers and business.

**Elected Officials
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 103,408	\$ 92,615	\$ 89,532	\$ 86,931	\$ (5,684)	-6.1%
Contracted Services	60,000	60,000	60,000	60,000	-	0.0%
Other Services & Supplies	209,640	177,372	147,455	147,854	(29,518)	-16.6%
TOTAL	\$ 373,048	\$ 329,987	\$ 296,987	\$ 294,785	\$ (35,202)	-10.7%



Overview: The City Attorney's Office represents the City of Centennial in all legal matters affecting the municipal corporation. This representation includes defense of lawsuits filed against the City as well as affirmatively asserting claims that will benefit the citizens and municipal operations. The City Attorney attends all City Council meetings and provides legal advice to the City Council. Other attorneys in the City Attorneys Office: advise the City's administrative departments if requested by the department; advise the City's boards, commissions, and authorities; drafts or supervises the drafting of ordinances and resolutions; provides assistance and advice if requested by the city manager on contracts, agreements, and other legal documents prepared or negotiated by the City Council, Council members, City Manager, and City administrative staff; supervises the prosecution of municipal code violations through the City's contract prosecution staff; and directs the City's special and outside legal counsel.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Provided day-to-day contracted legal services at budget levels below comparable in-house municipal City Attorney offices through a staff of attorneys, each possessing between 10 and 22 years of direct local government legal experience. • Assisted staff in drafting of all Council Ordinances, Resolutions, and Proclamations. • Worked directly with City staff in land use, code enforcement, municipal court, and other regulatory areas to create and amend ordinances needed to best serve City's needs. • Advised City Council on legal matters, including risk assessment. • Updated standardized and uniform model contracts for all levels of professional services procurement and administration. • Drafted new Procedures and Rules of Order adopted by the City Council to manage Council relationships and meeting management along with simplified rules of procedure. • Drafted model contracts for CDBG and EECBG projects, greatly reducing the amount of time needed to draft future contracts for projects using these funds. • Maintain a better than 95% completion rate in meeting City staff request deadlines for work orders submitted to the City Attorney's Office. • Achieved a 97% completion rate in meeting City staff requested deadlines for work orders submitted to the CAO (for nearly 400 project work orders in 2010). • Continue to provide legal services for City Council, include risk assessment.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Directly assisted in the contracting and closing of an acquisition of 50% interest in 107 acre City of Centennial – Parker Jordan open space property. • Assisted City with drafting and contract negotiation for acquisition of 43 acre USPS property (planned 2011 acquisition for open space • Assisted City with drafting and adoption of H.B. 1041 regulations for site selection of arterial highways, interchanges and collector highways to best manage future development of major corridors (Ordinance 2010-O-15). • Drafted creation documents for Senior Commission.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Provided legal services at or below budgeted levels. • Agreed at request of City to provide legal services in 2010 with no increase in hourly rates from 2009. • Worked as active participant on annexation strategy team and devised programs and procedures to approach property owners and businesses for voluntary annexations. • Assisted City with drafting of annexation agreements and finalizing terms of Centennial Promenade annexation. • Drafted and assisted City in major revision to financial documents including sales and use tax ordinances; Audit, Budget, and Investment Committee rules of order and procedure, and financial policies.
 <p>Environment</p>	<ul style="list-style-type: none"> • Continue City Attorney's Office staff initiatives to decrease the use of non-recyclable materials. • Developed and implemented electronic document storage system to reduce dependence on paper copies.



2011 Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Continue to provide day-to-day contracted legal services at budget levels below comparable in-house municipal City Attorney offices. • Continue to assist City staff with special projects and initiatives as they arise. • Achieved a 97% completion rate in meeting City staff requested deadlines for work orders submitted to the CAO (for nearly 400 project work orders in 2010). • Maintain a better than 95% completion rate in meeting City staff request deadlines for work orders submitted to the City Attorney's Office. • Continue to provide legal services for City Council, include risk assessment.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Assist with the development and continued operations of all City boards and commissions. • Assist in development of a Volunteer program by providing all legal documentation and advice. • Continue to review contracts and service agreements for several projects benefitting Centennial residents, including Capital and Open Space projects.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Continue to provide legal services at substantial savings to the City. • Provide advice and support on critical strategic annexations.
	<p>Environment</p>	<ul style="list-style-type: none"> • Continue to review all bid documents, contracts, and purchase orders for the City's energy efficiency EECBG projects. • Continue City Attorney's Office staff initiatives to decrease the use of non-recyclable materials.

**City Attorney's Office
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	529,465	754,688	754,688	654,688	(100,000)	-13.3%
Other Services & Supplies	3,671	5,000	5,000	5,000	-	0.0%
TOTAL	\$ 533,136	\$ 759,688	\$ 759,688	\$ 659,688	\$ (100,000)	-13.2%



Overview: The City Clerk's Office is responsible for all official City records, legal publications, records management and handling of open records requests. The City Clerk staff attends and records all City Council meetings and prepares City Council agendas, packets and minutes. The office maintains the Centennial Municipal Code and is a Passport Acceptance Facility.

Liquor licensing, including the preparation of agendas, packets and minutes for the Liquor Licensing Authority, is also the responsibility of this office. The City Clerk's Office administers the special Centennial municipal elections and serves as a branch office for County elections. The City Clerk sits as the chairperson for the Centennial Election Commission and oversees Fair Campaign Practices Act filings for candidates for municipal office. Assistance with ad hoc appointment committees for the various City boards and commissions is provided by this office.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none">• Audio Streaming of City Council Meetings began in March, 2010, allowing easy access by citizens via the City Web site.• The City Clerk's office became a Passport Acceptance Facility in April, 2010.• An ordinance was created to assist candidates and voters in understanding the election procedures and requirements in the City of Centennial.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none">• A training was held by the City Clerk's office for quasi judicial board members, with the City Attorney as the instructor.• The Election Commission was established and organized pursuant to the requirements of the Centennial Home Rule Charter.• Expanded Kids Corner to include Centennial Your City Booklet, Living with Coyotes Workbook, Fido: Friend or Foe Activity Book and Public Works Activity Book.
 <p>Economic Health</p>	<ul style="list-style-type: none">• The Liquor Licensee newsletter was sent out twice to all Centennial Liquor Licensees.
 <p>Environment</p>	<ul style="list-style-type: none">• Citywide records destructions are conducted twice yearly using a vendor who recycles the shredded materials.• Expanding the use of Simplifile enabled electronic recordation of land use and other City records with the county. Over all costs were reduced due to reduction of staff time, copying of documents, paper usage, and postage. Protects original City records from loss and damage.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
<i>City Council</i>					
City Council Packets Prepared and Published Online	37	40	33	41	40
Resolutions Processed	133	111	88	90	90
Ordinances Processed	27	37	28	30	30
<i>Liquor Licensing</i>					
New Applications Processed	11	2	6	10	10
Renewals Processed	93	05	95	110	110
Hearings (Violation, Preliminary and Renewal)	5	5	7	3	3
Special Event Permits Processed	1	1	1	2	2
Passport Applications Processed	N/A	N/A	N/A	1,500	1,500

2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Recommend to City Council an ordinance providing Election procedures specific to Centennial, created with the assistance of the Election Commission. • Accomplish redistricting of the four City Council Districts with the assistance of the Election Commission.
	<ul style="list-style-type: none"> • In preparation for redistricting, gain citizen input by making presentations about the redistricting process and options at district meetings and open houses, and also conduct an on-line survey.
	<ul style="list-style-type: none"> • Liquor Licensing - provide electronic renewal notices to licensees to eliminate paper and postage costs. • Provide TIPS-type training for liquor licensees, which would be taught by our liquor license liaison.
	<ul style="list-style-type: none"> • Further save paper by achieving 100% participation of elected officials in use of electronic packets. • Train other departments and boards/commissions to use SIRE Agenda Plus for preparation of meeting packets to save paper.



**City Clerk's Office
Budget Summary by Budget Category**

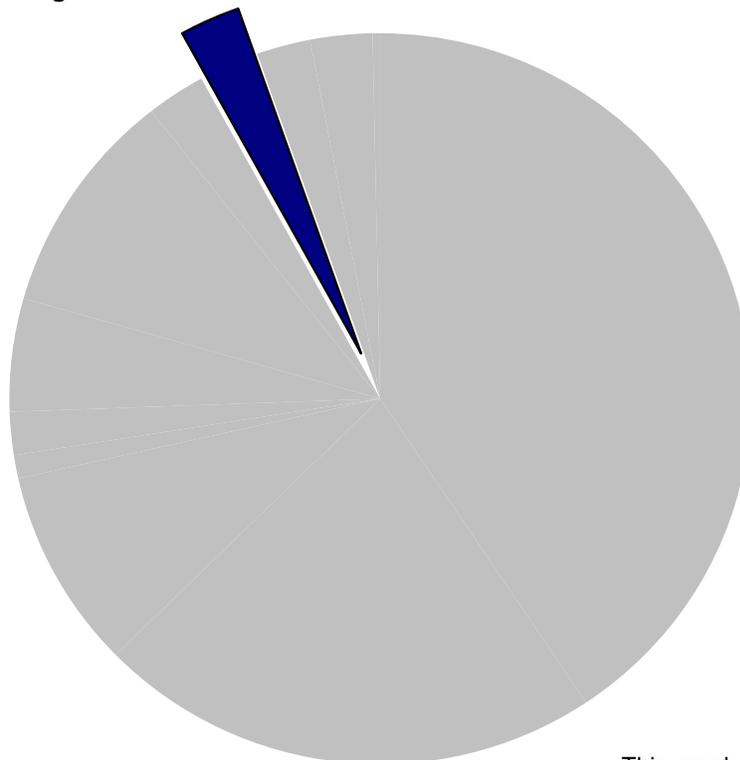
	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 195,322	\$ 212,449	\$ 221,630	\$ 237,421	\$ 24,972	11.8%
Contracted Services	57,705	55,393	55,393	56,269	876	1.6%
Other Services & Supplies	89,241	83,300	80,800	124,300	41,000	49.2%
TOTAL	\$ 342,268	\$ 351,142	\$ 357,823	\$ 417,990	\$ 66,848	19.0%



The City Management function includes the City Manager’s Office, and the Economic Development and Communications Departments. These three disciplines provide critical elements of Our Voice. Our Vision. Centennial 2030 strategies in the four core areas of City Services, Community Involvement, Economic Health, and Environment.

**2011 Expenditures
City Management**

2.64%
City Management



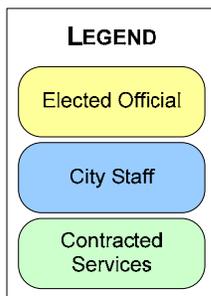
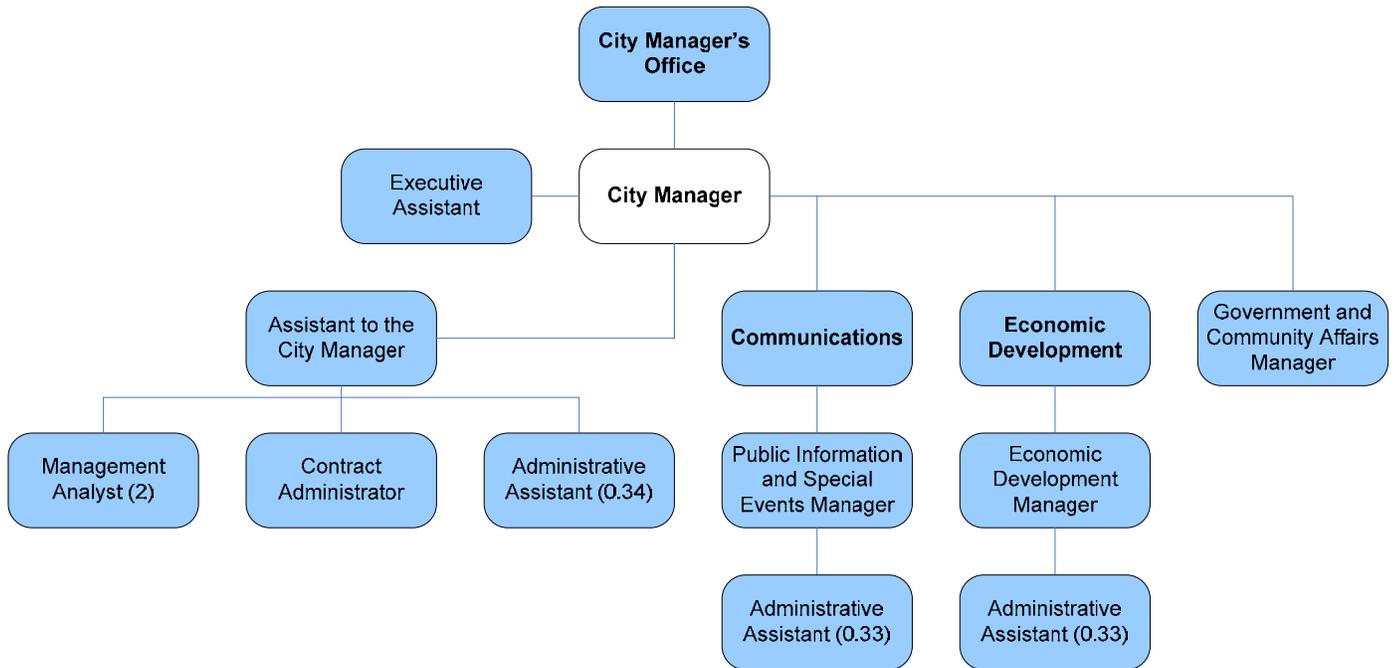
This graph illustrates the percentage of this function’s expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 1,072,719	\$ 1,136,800	\$ 1,155,255	\$ 1,066,001	\$ (70,799)	-6.2%
Contracted Services	81,076	175,472	175,472	75,000	(100,472)	-57.3%
Other Services & Supplies	196,507	257,000	282,000	262,000	5,000	1.9%
TOTAL	\$ 1,350,302	\$ 1,569,272	\$ 1,612,727	\$ 1,403,001	\$ (166,271)	-10.6%



CITY MANAGEMENT



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
City Manager's Office*	7.50	7.50	8.84	1.34
Economic Development	1.00	1.00	1.33	0.33
Communications	2.00	2.00	1.33	(0.67)
TOTAL	10.50	10.50	11.50	1.00

*2011 Assistant City Manager and Administrative Assistant (1.5 FTE) report to the Public Works Director



Overview: The City Manager's Office sets the standards for the City organization in providing quality services to the public and ensuring the policies and vision established by the City Council are implemented. The City Manager is the chief executive officer of the City of Centennial, appointed by the City Council, and is responsible for the execution of the policies, directives and legislative action taken by City Council. All City staff report to the City Manager either directly or through Department Directors. There are 57.5 authorized positions and multiple contracts that provide services to the citizenry.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Implemented a new performance management reporting system program. • Prepared Administrative Policies for the City. • Conducted an analysis on outsourcing or bringing in-house Building Services and Contractor Licensing. • Conducted a Citizen Survey. • Created Senior Commission Task Force • Continued to Operate Youth Commission
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Managed the Centennial Youth Commission, which held successful events such as the Annual Food Drive and Battle of the Bands. The Youth Commission awarded the Youth Achievement Award. • Created and managed the City's Adopt-a-Street program for the program's first year of existence. • Oversaw a Senior Commission Task force that convened to study the feasibility of creating a Senior Commission. • Encouraged and nurtured strong active neighborhoods by recommending community recipients of Community Development Block Grant Funding.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Published 2009 Revised / 2010 Adopted and 2010 Revised / 2011 Adopted Budgets published online. • Awarded GFOA Distinguished Budget Presentation Award for 2009 Revised / 2010 Adopted Budget. • Prepared Operation Sustainability Plan to be fully prepared for fiscal impacts of Ballot Initiatives, which did not pass.
	<p>Environment</p>	<ul style="list-style-type: none"> • Led the City's efforts to expend federal grant revenues dedicated toward energy efficiency improvements. Projects included a Civic Center Energy Audit and converting all of the City's Traffic Signals to LEDs.



2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> Analyze services and, when appropriate, contract out services at all levels. Analyze the impact policy decisions have on sales and property tax. Continue to pursue grant opportunities to fund City programs and street improvements. Prepare Centennial Volunteer Program for consideration by Council. Continue to implement City's performance measurement reporting system program.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> Continue to work with the Mayor's Youth Corps to support volunteer efforts. Continue offering Youth Commission Youth Achievement Award to Centennial's youth. Form a Senior Commission. Continue to recommend programs to fund with Community Development Block Grants.
 Economic Health	<ul style="list-style-type: none"> Provide current budgets online and have it easily accessible. Apply for the GFOA Distinguished Budget Presentation Award. Review and streamline City business policies and processes.
 Environment	<ul style="list-style-type: none"> Continue to expend Federal grant dollars on Energy Efficiency Projects. Promote Energy Conservation.

**City Manager's Office
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 869,842	\$ 917,741	\$ 934,392	\$ 1,066,001	\$ 148,260	16.2%
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	8,034	23,000	48,000	18,000	(5,000)	-21.7%
TOTAL	\$ 877,876	\$ 940,741	\$ 982,392	\$ 1,084,001	\$ 143,260	15.2%



Overview: The Economic Development Division’s mission is to establish and maintain a vibrant business community through the addition and retention of primary employment, enhancement of commercial services through retail attraction, and assisting aspiring entrepreneurs and commercial real estate developers to achieve their vision.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Partnered with design firm to address innovative approaches to signage that would enhance revitalization efforts at the City’s commercial centers. • Adopted the Community Identification and Wayfinding Signage program. • Enhanced communication efforts by utilizing web-based newsletter/marketing software with excellent reporting function allowing review for effectiveness and outreach metrics. • Continued to add participants to the Explore Centennial program and encourage citizens to participate in the Best of Centennial nomination process. • Invited several key business representatives to attend various economic development related functions.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Participated in various events and strategies with the South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce, Southeast Business Partnership and Metro Denver Economic Development Council. • Updated Major Employers list, Community Profile, and demographic profiles for key trade area intersections within the City which are all available on the web site. • The Economic Development Strategic Plan was adopted in 2009. An updated business directory was developed in 2010 utilizing the business registration database. • Business retention visits were conducted with several key firms representing the City’s strategic business clusters. • The Land Use Committee was utilized in 2010 to provide insight for the City’s Commercial Revitalization and Redevelopment strategy. • The City’s shop local program, Explore Centennial, began its second year. At midyear there were 28 business partners and 272 participants active in the program. • The City honored nine businesses and out-going Mayor Randy Pye at the Best of Centennial 2009. In the event’s second year, more than 200 people attended.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Worked with annexation team on strategy and execution of strategic annexations. • Conducted over 50 business retention and expansion visits to determine corporate stability of key employers and industries in Centennial. • Hosted a Breakfast with the Mayor series focusing on the 10 key industries in Centennial. Attendance at the events was diverse representing large and small companies. Feedback about the state of doing business in Centennial was overwhelmingly positive. • Planning & Development and Sales & Use Tax areas continued to review business processes for efficiencies and to generally improve areas of business interaction. • Updated community profile to reflect shifts in major employers. Updated demographic reports by strategic intersections and trades areas which were uploaded to the Web site. • Developed a “Starting a Business in Centennial” resource guide that highlights the most commonly asked questions. Guide was distributed to the SBDC, Chambers of Commerce, and business librarians as well as made available at the Civic Center. • The City’s shop local program, Explore Centennial, began its second year. At midyear there were 28 business partners and 272 participants active in the program. • IKEA broke ground in 2010 and is expected to open in 2011. New home furnishings concept WOW (Weekends Overstock Warehouse) opened in 2010. • The City’s first business/industry cluster strategy report was developed. • Electronic newsletter communication, e-mail blasts, and traditional mailings were utilized to inform the business community about upcoming events and opportunities. • The City continues to partner with the Metro Denver EDC on business attraction efforts. • In partnership with the Long Range Planning division and the Land Use Committee, a commercial revitalization and redevelopment study commenced in 2010.



2010 Accomplishments (Cont.):

 Environment	<ul style="list-style-type: none"> Partnered with the Centennial Youth Commission to offer the Youth Commission's Award for Environmental Stewardship at the Best of Centennial. Analyzed potential projects eligible for the 1% Fund Utility Undergrounding program. Continued to discuss the importance of LEED facilities and upgrades with commercial property owners. Continued to work with the utilities, interest commercial property owners, and other properties to pursue alternative energy options within the City's commercial properties. Promoted commercial investment into LEED HVAC systems through an EECBG grant program.
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Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
New Commercial Square Feet Added	Unknown	265,000	650,000	150,000	450,000
Economic Development Inquiries	25	155	261	250	275
<i>Business Development, Retention & Expansion</i>					
Contacts ¹	44	140	155	150	150
<i>Economic Development Web Hits</i>					
Main Page – Views	Unknown	5,244	926	700	1,000
Shop Local Page – Views	Unknown	184	3,669	3,000	4,000

¹ Excludes Chamber, SEBP, MDEDC and Professional Affiliation events and meetings. Web hits calculated differently in 2008; New Web design has more accurate counts.

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> Utilize electronic media and partnerships to inform residents and businesses about economic development efforts. Host open houses and offer alternative contact methods to allow citizens and business to provide input on special projects (signage, revitalization, etc.). Through various outreach efforts, continue to add participants to the Explore Centennial program and encourage citizens to participate in the Best of Centennial nomination process. Continue to actively participate with the Metro Denver EDC, South Metro Chamber of Commerce, South Metro Chamber Economic Development Group and the Aurora Chamber of Commerce.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> Host the Best of Centennial 2011 business recognition and awards dinner to celebrate the commitment and achievements of the Centennial business community. Continue to build a strong relationship with the Centennial Medical Plaza and other healthcare providers to promote the high level of healthcare service available in the community. Publish the 2011 Centennial Business Directory. Continue to administer the Explore Centennial shop local program. Investigate making "Proud Centennial Business" stickers available to all licensed merchants and businesses in the City.



2011 Goals and Objectives (Cont.):

	<ul style="list-style-type: none"> • Pursue strategic annexation opportunities that have long-term benefits to the City. • Conduct a survey of development community and their consultant teams to solicit recommendations for improvement in City policies and procedures. • Determine the feasibility and benefit of a Centennial Business Advisory Group. • Conduct 50 Business Retention & Expansion visits. • Attend national ICSC conference and coordinate meetings with local brokerage firms representing properties in Centennial. • Develop marketing collateral promoting the City in key industry segments. • Support and participate in the grand opening of IKEA.
	<ul style="list-style-type: none"> • Encourage new commercial developments to incorporate sustainable building practices. • Partner with service providers to host conservation and awareness seminars for local businesses. • Utilize electronic media when appropriate to reduce paper usage when contacting businesses.

**Economic Development
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	81,076	169,912	169,912	75,000	(94,912)	-55.9%
Other Services & Supplies	44,381	58,500	58,500	58,500	-	0.0%
TOTAL	\$ 125,457	\$ 228,412	\$ 228,412	\$ 133,500	\$ (94,912)	-41.6%



Overview: The Communications Department is responsible for communicating the City's policies and activities to external and internal audiences. This is done by working with the media, updating information on the City's Web site, producing brochures and printed materials, community outreach and using various Web based and electronic communications methods. In addition, the Communication Department plans, executes, publicizes and sponsors community events. Any public relations related activities are handled through the Communications Department for City Council and City departments.

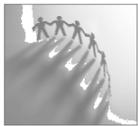
2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Members of City staff attended each community event and were available to respond to any questions that attendees may have about City services. • A citizen survey was mailed to 3,000 households throughout the city, color-coded to each council district. Each City department provided input into the development of questions for the survey. By the cut-off date June 14th, 940 surveys were returned. • News releases announced the receipt of Federal Stimulus Funds as they were received. A special "Accountability and Transparency" button was added to the Website's front page. All information about these funds are available by clicking on the special button. • Mayor Cathy Noon continued the tradition of holding a State of Our City Luncheon, sponsored by the Centennial Rotary. Communications worked with the new mayor to help prepare the speech and the Rotary to help with details for the luncheon. Communications wrote and produced the City's Annual Report for 2009 for distribution at the State of Our City. Mayor Noon has set up a number of "Noon Hours" inviting citizens to come to talk with her or to call her on the telephone. News releases about the State of Our City and Noon Hour were distributed and placed online.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Produced Centennial Connection newsletters and mailed them to all Centennial households. • Distributed information about public meetings related to the design of Civic Center Park. Information about the status of the park was included in the Centennial Connection newsletter and the City Web site. • Worked with CenCON on a workshop for HOA's that was well-attended. • Planned and executed a number of community events and partnered with other businesses and community groups in providing community-oriented activities.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Articles about the Census Bureau building and the IKEA groundbreaking were featured in the Centennial Connection newsletter. • Participated in the opening of the Census Bureau office serving Centennial. Included information about the building opening in news releases, on the City Web site and in the Centennial Connection newsletter. • IKEA broke ground in May and staff worked directly with IKEA staff to plan and implement the groundbreaking event. • United Launch Alliance announced their location in the City and staff reviewed the press release developed by ULA. • The Drug Enforcement Agency opened its building in Centennial where City staff participated in the event and worked directly with DEA staff to coordinate City participation. • A specific campaign to get Centennial residents to return their Census questionnaire was successful. Posters were produced and distributed, speakers talked to community groups, articles were placed on the Website and in newspapers urging residents to make "Centennial Count" with a goal of counting 100,000 or more residents. News reports in late June 2010 indicated Centennial had passed the 100,000 mark.
	<p>Environment</p>	<ul style="list-style-type: none"> • News releases, Centennial Connection, district meetings and CenCON Meetings all featured information about the Energy Efficiency and Conservation Development Block Grant received by the City. The various programs within that grant were explained in an effort to help citizens understand the various strategies and programs.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
<i>Number of Hits on the Website</i>					
Total Hits	Unknown	4,433,892	7,828,072	10,890,521	11,000,000
First Time Visitors	Unknown	76,551	168,000	170,000	172,000
Number of News Stories Distributed to Media, Neighborhood Associates and Website	30	150	150	150	150
Number of News Stories Generated by News Releases and Working with the Media	100-150 (Est.)	150	400	450	450
Number of Children and Families Attending City Events	1,600	5,000	5,000	5,500	6,000

2011 Goals and Objectives:

 <p>City Services</p>	<ul style="list-style-type: none"> • Communicate status, feedback and findings related to the Transportation Master Plan and the Arapahoe/I-25 interchange project through project Web sites, City Web site, mailers, press releases and newsletter. • Develop and distribute Centennial Connection newsletter four times throughout 2011. Send news releases, update City Web site and work with local media to ensure citizens are receiving the information about the latest projects in the City. • Include an article in the Centennial Connection newsletter highlighting a specific page or feature on the City's Web site. • Develop a Crisis Communication plan for Communications Department relating to media relations. This plan will be included with the Emergency Operations Plan.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Promote activities and uses for the new Civic Center Park. • Promote events/activities for Centennial's 10 Year Anniversary. • Develop and/or partner with organizations to have events related to seniors in the City. • Develop electronic newsletter to distribute to residents and/or send information related to City services to HOA presidents that directly affect HOAs in the City.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Provide major communications and support for groundbreakings and opening of retailers and businesses in the City. • Distribute information at least quarterly regarding the Explore Centennial Program to promote shopping local. • Work with IKEA Public Relations Team during the opening of IKEA's store in Centennial.
 <p>Environment</p>	<ul style="list-style-type: none"> • Work with City's "Green Team" to develop programs and communicate information about how to be environmentally friendly and what the City is doing to be "Green."



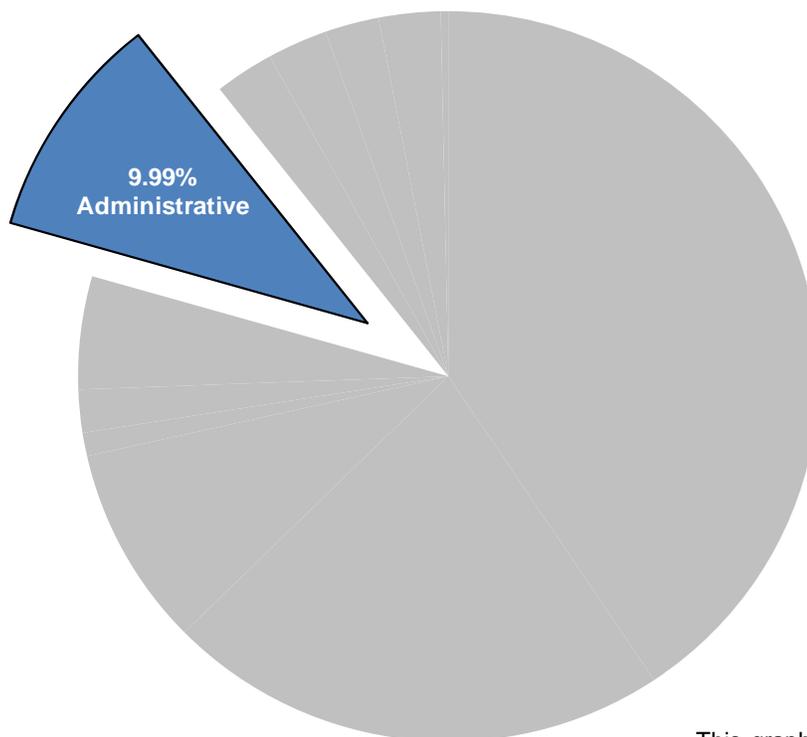
**Communications
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 202,877	\$ 219,059	\$ 220,863	\$ -	\$ (219,059)	-100.0%
Contracted Services	-	5,560	5,560	-	(5,560)	-100.0%
Other Services & Supplies	144,092	175,500	175,500	185,500	10,000	5.7%
TOTAL	\$ 346,969	\$ 400,119	\$ 401,923	\$ 185,500	\$ (214,619)	-53.6%



The Administrative function of the City of Centennial is represented by the Finance Department, Human Resources, Central Services, Support Services and the Nondepartmental Division. The accomplishments and goals of these disciplines are reflected throughout the Our Voice. Our Vision. Centennial 2030 strategies with primary emphases in the areas of City Services and Economic Health.

2011 Expenditures Administrative



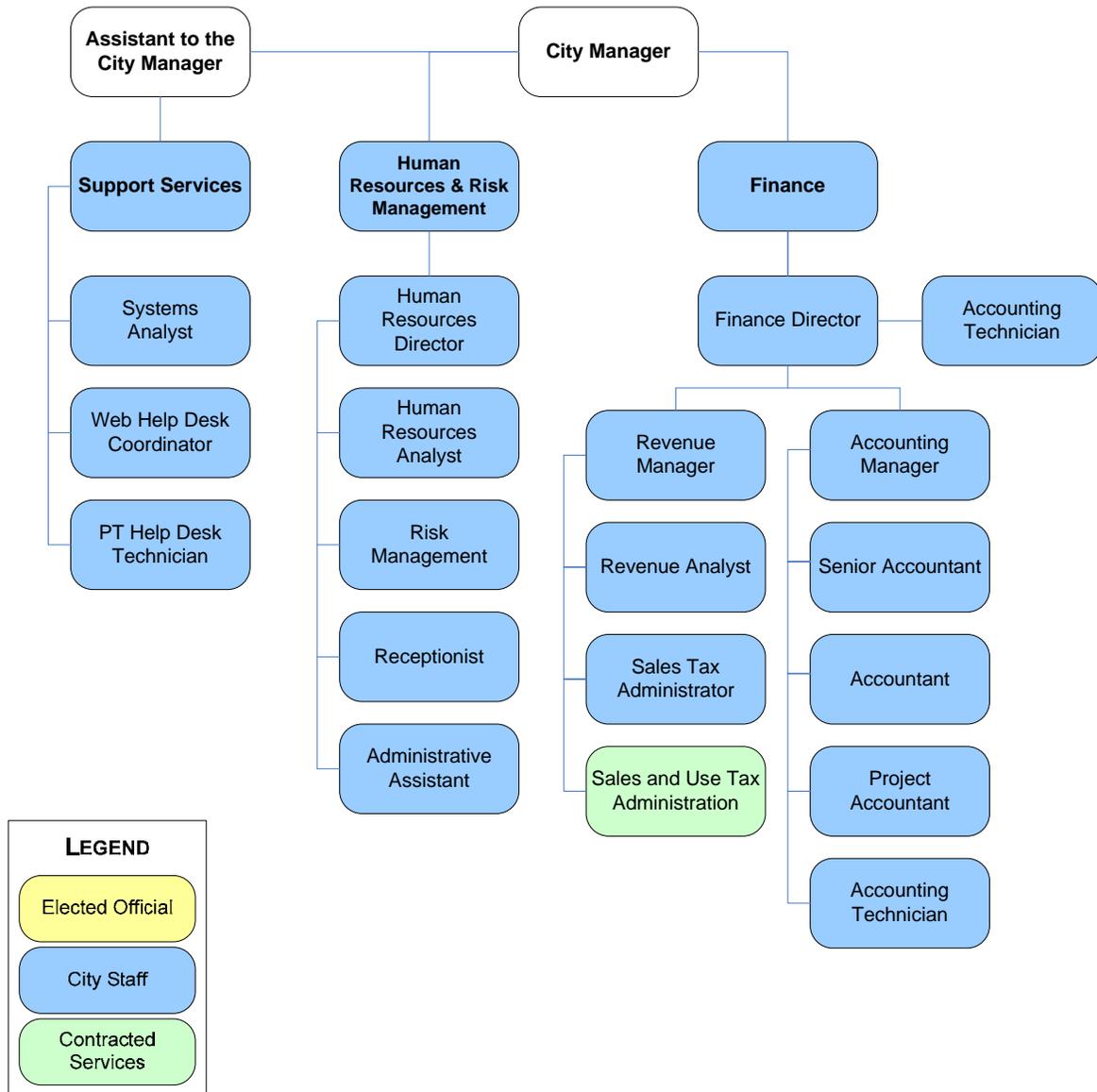
This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 1,020,779	\$ 1,577,482	\$ 1,291,023	\$ 1,680,643	\$ 103,161	6.5%
Contracted Services	759,613	1,022,451	997,451	1,124,541	102,090	10.0%
Other Services & Supplies	1,483,670	1,584,063	1,859,372	2,508,849	924,786	58.4%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 3,264,062	\$ 4,183,996	\$ 4,147,846	\$ 5,314,033	\$ 1,130,037	27.0%



ADMINISTRATION



LEGEND	
Elected Official	
City Staff	
Contracted Services	

Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Finance	9.00	9.00	10.00	1.00
Sales/Use Tax Compliance	2.00	2.90	2.90	-
HR & Risk Management	5.00	5.00	5.00	-
Support Services*	3.00	3.00	4.00	1.00
TOTAL	19.00	19.90	21.90	2.00

*2011 Support Services Manager and Facilities Technician (1.5 FTE) report to Deputy Public Works Director



Overview: The Finance Department provides fiduciary control over the City's assets and performs budgetary and fiscally related services that provide useful financial information to the City as an organization and its citizens. The functions of the department include: centralized accounting including accounts payable and receivable; revenue collection and analysis; preparation of monthly financial statements and analysis; the City's annual budget and Comprehensive Annual Financial Report; and cash and investment management.

The Sales and Use Tax Program provides licensing services for retail businesses, administration and collection of sales and use tax, collection of delinquent sales and use tax, and auditing of retailers' records to ensure compliance with the City's ordinance.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> Completed the Request for Proposal and contract award for City's Sales and Use Tax auditing program. Analyzed and monitored sales tax collections and property tax assessments to determine service levels. Refined and enhanced information available to businesses and residents specific to sales and use tax administration and other financial documents. In conjunction with the Information Technology division, implemented an on-line accounts payable database to provide information regarding all City payments.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Provided several Sales and Use Tax seminars in conjunction with South Metro Denver Chamber of Commerce to the business community. Provided direct contact with City staff for businesses to find answers to questions and assistance with solving problems through the City's call center, sales tax seminars, and general correspondence. Continued to develop and involve each of the three finance committees with the City's annual financial report, budget, and investment policy/services.
	<p>Economic Health</p>	<ul style="list-style-type: none"> Provided monthly financial reports; presented financial updates to City Council. Enhanced statistical data reporting presented in CAFR for year ended December 31, 2009 by including graphical depictions of data presented. Submitted the CAFR for the year ending December 31, 2009 to the GFOA for Certificate of Achievement for Excellence in Financial Reporting. Submitted 2010 Revised and 2011 Adopted Budgets for GFOA Distinguished Budget Presentation Award. Identified and reported key performance measures for Sales and Use Tax program. Managed the Sales and Use Tax delinquency and Audit programs to ensure a high level of compliance; identified and notified delinquent vendors within 15 days of the end of the filing period. Promoted voluntary compliance with the City's Sales and Use Tax Ordinance by conducting two sales tax seminars in conjunction with the South Metro Denver Chamber of Commerce and continued to perform field surveys of the City's retail centers to ensure that retailers were licensed. Refined six financial policies to reflect current financial practices of the City, including the following: Revenue, Expenditures, Fund Balance, Budget, Capital Improvement Program, and Debt.
	<p>Environment</p>	<ul style="list-style-type: none"> Provided financial information, budgets, forms, and other information on the City's Web site, keeping a minimum number of hard copies available for distribution. Continued to reduce the volume of printed documents by providing the annual Comprehensive Annual Financial Report, Budget, and Budget in Brief documents electronically through the City's Web site. Provided taxpayers with the ability to file sales tax returns and remit payment electronically. In accordance with the City's ordinance, developed a correspondence plan to communicate with taxpayers via email reducing the need for paper correspondence.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2010 Projected
GFOA—CAFR Award	Yes	Yes	Yes	Yes	Yes
GFOA—Distinguished Budget Presentation Award	N/A	N/A	Yes	Yes	Yes
Increase in Sales Tax and Business Licenses Issued	N/A	N/A	4,100	4,200	4,250
Delq. sales tax accounts as a % to total sales tax licenses	N/A	N/A	N/A	16%	13%
Sales/Use tax audits performed and completed	N/A	N/A	0	67	70
Number of days between end of month and distribution of reports to Staff and Council	60	60	>60	>60	60

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Develop and administer a survey to citizens and the business community which will measure customer service satisfaction and identify areas of improvement for the Sales Tax Division. • Conduct quarterly Sales and Use Tax seminars for the business community in conjunction with the Economic Development Department. • Continue to engage the Audit, Budget and Investment Committees in the annual reporting, planning, and budgeting processes. • Promote online sales tax filings and remittance through at least two outreach initiatives.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Develop and administer a survey to citizens and the business community which will measure customer service satisfaction and identify areas of improvement for the Sales Tax Division. • Conduct quarterly Sales and Use Tax seminars for the business community in conjunction with the Economic Development Department. • Continue to engage the Audit, Budget and Investment Committees in the annual reporting, planning, and budgeting processes. • Promote online sales tax filings and remittance through at least two outreach initiatives.
 Economic Health	<ul style="list-style-type: none"> • Prepare and provide monthly financial and analytical reports to City Council within 60 days after the close of each reporting period. • Communicate key financial information to citizens by posting the budget, Comprehensive Annual Financial Report, and financial statements and analysis information on the City's Web site. • Strive to achieve the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award. • Develop and achieve compliance with the sales and use tax program performance measurements, focusing primarily on the compliance portion of the program. • Develop, implement and monitor all grant administration policies, procedures, and processes. Ensure all grants are properly documented, and all financial and reporting requirements are met.
 Environment	<ul style="list-style-type: none"> • Provide all financial information, as appropriate, on the City's Web site; maintain a minimum number of hard copies for distribution. • Disseminate all internal departmental monthly reports in electronic format. • Actively promote and encourage taxpayers to file returns online, and make payment electronically. Increase the number of sales tax returns filed online to 25%. • Continue to develop communications with businesses through email notifications, and enhancement of information provided on the City's Web site.



**Finance
Budget Summary by Budget Category**

	2009		2010		2010		2011		2010 Adopted/ 2011 Adopted		
	Actual		Adopted		Revised		Adopted		\$ Chg	% Chg	
Personnel Services	\$	519,496	\$	804,336	\$	632,393	\$	815,575	\$	11,239	1.4%
Contracted Services		380,334		535,851		535,851		667,941		132,090	24.7%
Other Services & Supplies		51,032		55,200		55,200		55,200		-	0.0%
TOTAL	\$	950,862	\$	1,395,387	\$	1,223,444	\$	1,538,716	\$	143,329	10.3%



Nondepartmental

Overview: The Nondepartmental Division accounts for City-wide transactions not attributable to any other City Department.

2010 Uses: During 2010, the primary use of funds in the Nondepartmental division is for county vendor and treasurer's fees.

2011 Planning: The County collects property tax, certain sales tax, and automobile use tax on behalf of the City for which a one percent (1%) of total property tax collections and five percent (5%) of total sales and automobile use tax collections fee is charged for collecting and processing payment to the City. As a result, the City has set aside funding in the Nondepartmental division budget for these fees. In addition, this budget can cover other unanticipated expenditures of the City which may include the costs of projects, contracted services, professional services, or supplies.

**Nondepartmental
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	95,000	95,000	50,000	(45,000)	-47.4%
Other Services & Supplies	417,205	367,582	544,615	1,128,818	761,236	207.1%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 417,205	\$ 462,582	\$ 639,615	\$ 1,178,818	\$ 716,236	154.8%

Central Services

Overview: The Central Services Division is responsible for overseeing the centralized administrative operations of the City including ordering office supplies and postage, and overseeing City employee professional dues and memberships, and professional education.

2010 Uses: During 2010, the primary use of funds in the Central Services Division included employee's professional training, educational opportunities, professional dues, and office supplies.

2011 Planning: The 2011 Adopted Budget includes funding for employees' professional training and educational opportunities, professional dues, and office supplies.

**Central Services
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	198,597	270,290	270,290	277,730	7,440	2.8%
TOTAL	\$ 198,597	\$ 270,290	\$ 270,290	\$ 277,730	\$ 7,440	2.8%



Overview: The Human Resources Department is responsible for providing a full-range of comprehensive human resources programs while ensuring compliance with federal, state and local employment law. We provide employees with the highest level of quality service and support in essential areas such as employee and employer relations, recruitment and selection, policy development, training and development, benefits, compensation, risk management, personnel records management, and investigation and resolution of internal complaints. In addition, Human Resources facilitates a risk management program designed to protect City assets and ensure a safe and healthy workplace for employees and the community.

The Human Resources Department is a collaborative partner with internal departments to support the multiple personnel, staffing and other Human Resources needs. We are committed to providing quality service to our internal customers so that they can accomplish their goals and objectives for the City Council and citizens of Centennial. We offer employees a fair and ethical Human Resources Department, assisting them in a multitude of personnel matters that may arise during their career with the City.

2010 Accomplishments:

	<ul style="list-style-type: none"> • Successfully kept 53.5 FTE positions filled. • Created Internship Program. • Created and Implemented Active-8 Wellness Program. • Developed internal HR procedures manual (ongoing project).
	<ul style="list-style-type: none"> • Began creating employee volunteer program - In Progress.
	<ul style="list-style-type: none"> • Completed 2011 benefits renewal review; maintained low health insurance rates, incorporated employee benefits review committee in renewal process. • Created new safety program to be implemented in 2011. • Reduced turnover/voluntary terminations within first year of employment by implementing smart hiring practices, offering departmental training, increasing opportunities for employee participation and continuing to offer competitive total rewards. • Provided a safe work environment; maintained low instances of on-the-job injuries.
	<ul style="list-style-type: none"> • Began including Green Corner in monthly employee newsletter, which offers employees "green" tips. • Implementing NEOGOV recruitment system, which will automate entire recruitment process, significantly reducing paperwork and streamlining hiring process.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Percent of Voluntary Terminations During the First Year of Employment	6%	9%	1.9%	1.9%	1.7%
Percentage of Employee Performance Reviews Completed on Schedule	Unknown	80%	85%	90%	100%
Process New-hire Documentation Within Three Days	Unknown	100%	100%	100%	100%
Fill Posted Position Within 60 Business Days	Unknown	75%	85%	85%	90%
Process Workers Compensation Claims Within One Business Day	Unknown	100%	100%	100%	100%
Process Property/Casualty Claims After Complete Data Collection Within Two Business Days	Unknown	100%	100%	100%	100%
Employee Announcements Publicized Within Five Business Days of Start Date	Unknown	90%	90%	95%	100%
Provide 15 Training and Educational Opportunities	Unknown	90%	90%	90%	100%
Organize 10 Employee Social Events	Unknown	100%	100%	95%	100%
Risk Management Training Hours per FTE	Unknown	2 Hours	2 Hours	2.5 Hours	3.5 Hours

2011 Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Develop and implement necessary Administrative Directives and Policies including topics such as travel, training, and telecommuting. • Launch Centennial University to include training section on municipal legal matters developed by CAO. • Conduct a formal job audit with employees and supervisors for all positions. • Create more transparency by posting all City job descriptions and summaries online.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Partner with CMO to develop and implement City volunteer program.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • 2011/2012 Benefits Committee: Continue to conduct annual benefits renewal review to ensure low rates are maintained while providing a comprehensive and competitive benefits program. • Implement 2010 Safety Program to include CPR, defibrillator use and ergonomics training. • Conduct 2011 Compensation Study. • Promote and offer additional retirement plan educational opportunities for employees.



2011 Goals and Objectives (Cont.):



Environment

- Payroll Administrator RFP: implement an automated payroll process including electronic status change forms and time sheets to reduce paper and create efficiencies.
- Online Property and Casualty Claim Submission: create online claim submission ability for citizens and visitors to the City who wish to submit a PC claim. This innovative service will reduce paper and improve customer service by making claims reporting simple and offering 24/7 access. It will also provide claim detail for risk management timeline tracking.

**Human Resources & Risk Management
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 282,832	\$ 524,597	\$ 392,772	\$ 556,393	\$ 31,796	6.1%
Contracted Services	76,673	38,500	38,500	38,500	-	0.0%
Other Services & Supplies	329,753	460,000	460,000	440,000	(20,000)	-4.3%
TOTAL	\$ 689,258	\$ 1,023,097	\$ 891,272	\$ 1,034,893	\$ 11,796	1.2%



Overview: The Support Services Department's mission and day to day activities cover a very wide range of functions for the City. The department's customers consist of every department located in the Centennial Civic Center as well as members of the public. A necessary function of the Support Services department is to impose structure and control on a wide variety of procedures as related to the operation of the City Center. It is important for the Support Services' energy to be focused on customer service and innovation rather than on enforcing restrictions, in the process of achieving the department's primary goals. The Support Services Department is committed to delivering the highest level of support as it relates to IT / Telecom, Facilities and City fleet vehicles.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> Kept all elements of the Civic Center in excellent operational condition. Corrected any hazardous situations as soon as they were reported. Corrected any building issues reported within a 4 hour time frame. Developed quarterly check lists to ensure efficient, proper and normal operation of all systems related to the Civic Center. Implemented streaming audio over SIRE to improve Citizen access to City Council meetings. Implemented Voice over Internet Protocol (VoIP) to provide additional phone functionality, adjust to changing technology and improve efficiency.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Served as a member of the Civic Park Advisory Team and was involved with all aspects of the design and implementation of the Civic Center Park. Maintained and improved the landscape of the Civic Center, in an effort to project a more pleasant environment for the citizens. Designed and created new information and payment functions on the City's Web site.
 <p>Economic Health</p>	<ul style="list-style-type: none"> Monitored all aspects of the Civic Center operations in an effort to reduce future costs as related to maintenance and utilities. Completed RFP's for Cleaning Services, Landscape Services and Security Services, resulting in overall savings to the City. Established an online check register to improve transparency of City expenditures and improve the efficiency of providing this information to the public.
 <p>Environment</p>	<ul style="list-style-type: none"> Assisted with the vendor selection and implementation of the Civic Center energy audit. Worked to establish needs and expenditures as they relate to energy efficient building operations. Investigate feasibility of a LEED certification for the Civic Center. Installed touchless soap and towel dispensers throughout the Civic Center building.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
<i>Work Request / Repair Calls</i>					
Total	131	529	1713	2955	3330
Total Completed Within 24 Hours	126	507	1565	2851	3179
Requests Requiring Research and/or Parts	N/A	22	95	147	201



Performance Measurements (Cont.):	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
<i>Priority One Action Calls</i>					
Total	13	162	162	235	274
Total Completed Within Four Hours	13	162	162	220	249

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Improve in any areas of operations to better serve the employees and citizens of the City. • Establish an online Citizen Request Tracker to allow citizens to be able to track requests or complaints that they have submitted as part of a new Web redesign effort to keep the website current and informational. • Improve C-Net to make it a one-stop resource for employees to create some collaboration tools, helpdesk tool, training,
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Maintain and improve any processes/procedures as related to the safe, secure and efficient operation of the Civic Center • Continue involvement of the design and implementation of Civic Center Park, obtain any needed certifications for the safe and proper operation of all features integrated into the park design. • Establish a Web Site Experience Survey to encourage input and help in planning future website improvements.
 Economic Health	<ul style="list-style-type: none"> • Investigate all areas of energy savings as determined by the energy audit. Implement conservation measures as related to reducing the costs of building operations.
 Environment	<ul style="list-style-type: none"> • Investigate and implement programs as related to all aspects of energy savings and conservation. • Transition to limiting the number of desktop printers in favor of networked printers to reduce the amount of equipment going to the landfills and reduce costs. • Enhance the Civic Center landscape to incorporate more xeriscape design or low water foliage.

**Support Services
Budget Summary by Budget Category**

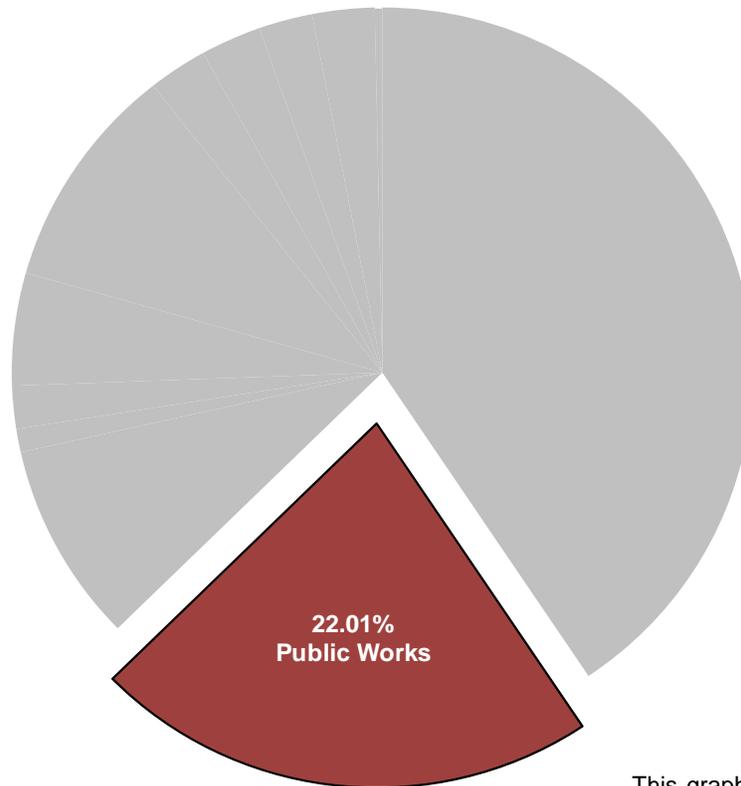
	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 218,451	\$ 248,549	\$ 265,858	\$ 308,675	\$ 60,126	24.2%
Contracted Services	302,606	353,100	328,100	368,100	15,000	4.2%
Other Services & Supplies	487,083	430,991	529,267	607,101	176,110	40.9%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 1,008,140	\$ 1,032,640	\$ 1,123,225	\$ 1,283,876	\$ 251,236	24.3%



PUBLIC WORKS

The Public Works function of the City Government provides street maintenance and field services, traffic and transportation and Right-of-Way permits. These disciplines further the Our Voice. Our Vision. Centennial 2030 strategies by maintaining the City's Capital Infrastructure, providing connectivity for citizens and businesses and creating sustainable projects.

2011 Expenditures Public Works

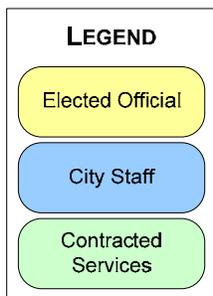
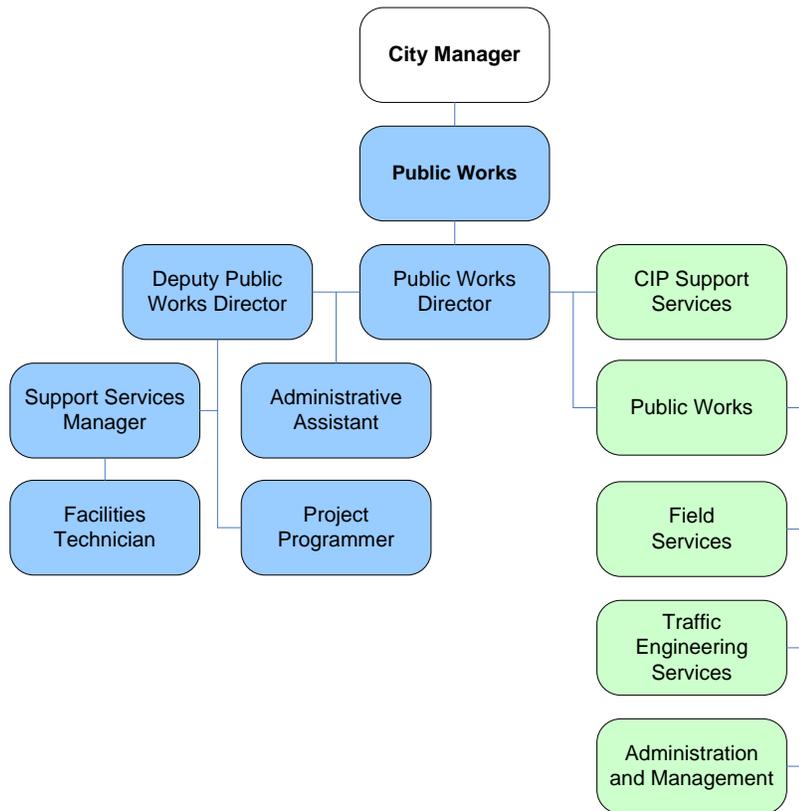


This graph illustrates the percentage of this function's expenditures (not including transfers) to the operating budget of all fund types.

Public Works Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 194,968	\$ 204,302	\$ 207,946	\$ 502,850	\$ 298,548	146.1%
Contracted Services	9,551,912	9,624,862	9,707,705	10,185,315	560,453	5.8%
Other Services & Supplies	817,984	1,063,411	1,059,411	1,020,411	(43,000)	-4.0%
Total Before Transfers	\$ 10,564,864	\$ 10,892,575	\$ 10,975,062	\$ 11,708,576	\$ 816,001	7.5%
Transfers to CIP Fund	2,483,847	3,486,430	5,882,430	4,578,510	1,092,080	31.3%
TOTAL	\$ 13,048,711	\$ 14,379,005	\$ 16,857,492	\$ 16,287,086	\$ 1,908,081	13.3%

PUBLIC WORKS



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Public Works Staff	1.50	1.50	2.50	1.00
Public Works Contracted	41.68	37.55	41.75	4.20
TOTAL	43.18	39.05	44.25	5.20



Overview: The Field Services Division provides a well maintained street system through its street sweeping, mowing, pavement patching, concrete replacement, crack sealing, lane striping, pavement marking and sign maintenance programs. It also provides snow removal services for the City's designated priority streets. The division is responsible for coordinating the activities of utility providers and issuing permits and inspecting construction for all work within the public rights-of-way.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Completed 700 tons of asphalt patching on City streets. • Completed 350 cubic yards of concrete replacement for curbs, gutters and sidewalks. • Sealed street cracks by applying 32,500 pounds of crack seal material. • Exceeded the performance standard for all work order priority categories that have a compliance standard for completion time.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Completed snow plowing on priority snow routes within 12 hours after the end of a snow storm. • Provided aesthetically pleasing rights-of-way appearance through mowing and cleanup debris. • Managed utility contractor work within the right-of-way to maintain smooth roadways and minimal traffic disruptions.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Provided analysis of ROW permit fees compared to surrounding communities.
	<p>Environment</p>	<ul style="list-style-type: none"> • Provided four street sweeping passes through the entire city.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Tons of Street Patching Completed	17,996*	319	1,288	700	1,700
Pounds of Crack Sealing Completed	Unknown	18,690	29,410	32,500	45,000
Miles of Street Sweeping Completed	4,654	8,467	7,216	4,550	8,000
Acres of Mowing and Weed Control Completed	332	350	350	350	350
Cubic Yards of Curb, Gutter, Sidewalk and Crosspans Replaced	83	185	468	350	450

*Services provided in 2007 under former contract include asphalt paving costing approximately one million dollars.



2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Complete 1,700 tons of asphalt patching on City streets. • Complete 350 cubic yards of concrete replacement for curbs, gutters and sidewalks. • Seal street cracks by applying 45,000 pounds of crack seal material. • Sweep streets - 8,000 curb miles.
	<ul style="list-style-type: none"> • Provide well maintained streets through effective and efficient pavement patching and snow plowing programs. • Provide well maintained rights-of-way for health, safety and aesthetic value. • Manage utility contractor work within the right-of-way to maintain smooth roadways and minimal traffic disruptions.
	<ul style="list-style-type: none"> • Provide snow plowing on priority snow routes to facilitate vehicular travel for employers, employees, business owners and customers within Centennial.
	<ul style="list-style-type: none"> • Provide four street sweeping passes through the entire city between April and November. • Minimize use of chemicals for winter roadway deicing and anti-icing operations by calibrating equipment prior to the start of the season.



Overview: The Traffic Engineering Services Division is responsible for transportation planning, traffic engineering and neighborhood safety to provide a safe and efficient transportation system for City residents and commuters. The division works with state and nearby local transportation agencies to coordinate efforts to improve the transportation network. It also manages the collection of traffic data, reviews development plans and traffic studies, manages traffic signs and pavement markings programs, manages the operation and maintenance of traffic signals, reviews and analyzes accident data and identifies and recommends intersection improvements.

2010 Accomplishments:

	<ul style="list-style-type: none"> Completed the replacement of structurally deficient traffic signal poles that were a public safety threat. Developed 5-year plan for replacing street name signs to meet new reflectivity standards.
	<ul style="list-style-type: none"> Processed neighborhood block party requests to promote community spirit. Improved safety in neighborhoods by implementing traffic mitigation plans as part of the Neighborhood Traffic Management Program (NTMP) and developed a policy to restrict truck traffic through the NTMP process. Developed a program to address speeding concerns in neighborhoods through the use of city-owned electronic speed signs. Developed sign prototypes for the Adopt-a-Street Program.
	<ul style="list-style-type: none"> Implemented new or revised signal timing plans at intersections to address traffic progression issues and improve traffic flow to the benefit of citizens and businesses.
	<ul style="list-style-type: none"> Completed signal retiming in one major corridor that resulted in a reduction in vehicle delays which reduces fuel consumption and carbon monoxide emissions. Replaced all incandescent bulbs at traffic signals with LEDs which will significantly reduce energy consumption. Upgraded school flashing beacons to solar power which promotes the use of alternate energy sources.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Linear Feet of Lane Striping Completed	1,135,693	88,609	854,324	1,110,000	1,135,693
Pounds of Crosswalks and/or Stop Bars Completed	19,207	21,551	19,932	13,000	20,000
Amount of Signs Installed	214	142	428	500	500



2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Improve neighborhood traffic safety by implementing at least one traffic mitigation plan through the Neighborhood Traffic Management Program. • Improve signal operations and control by implementing a new central traffic signal control system and communication network. • Resume the sign inspection program to efficiently and economically improve the City's sign assets.
	<ul style="list-style-type: none"> • Process neighborhood block party and special event requests to promote community spirit.
	<ul style="list-style-type: none"> • Improve the functionality and reliability of the City's traffic signal system to reduce congestion and encourage business activities .
	<ul style="list-style-type: none"> • Reduce fuel consumption in major corridors by completing a signal retiming project on at least one major corridor.



Overview: Public Works Administration manages all functions of the department to provide a well functioning and well maintained street system in order to ensure safe and efficient transportation for the public. It manages and coordinates the work activities for public works capital improvements, transportation planning and traffic engineering and street maintenance. It also manages information services for the department, which includes the Public Works geographic information system (GIS) and business systems (phones and computers) and the 24-Hour City Call Center.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> Improved the functionality and reliability of the City's traffic signal system to reduce congestion and encourage business activities. Exceeded the performance standard for Call Center phone calls answered within 2 minutes.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Provided a City Council proclamation, media information and public works education at two City schools during Public Works Week in May. Prepared Public Works Department year-end report for City staff, Council and citizen information.
	<p>Economic Health</p>	<ul style="list-style-type: none"> Reviewed the Right-of-Way Permit regulations and fees, provided recommendations and made changes as directed.
	<p>Environment</p>	<ul style="list-style-type: none"> Reviewed winter storm management operations and minimized use of chemicals for winter streets deicing and anti-icing operations.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Percentage of Customer Calls Answered Within Two Minutes	Unknown	97%	94%	95%	95%
Percentage of Calls Placed with Answering Service Responded to Within One Day	Unknown	100%	100%	100%	100%



2011 Goals and Objectives:

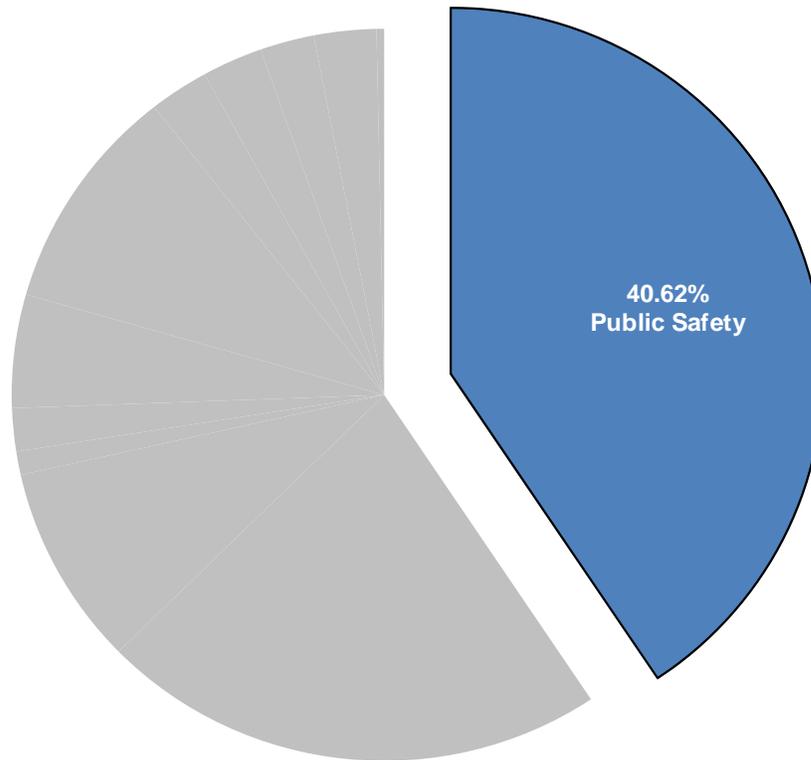
	<ul style="list-style-type: none"> • Implement mobile computers for field inspectors to enter information into the database while in the field and reduce duplicated effort spent in the office entering data.
	<ul style="list-style-type: none"> • Continue to review operations and improve customer satisfaction with City Call Center. • Provide well maintained rights-of-way for health, safety and aesthetic value. • Manage ROW permit system to maintain smooth roadways and minimal traffic disruptions.
	<ul style="list-style-type: none"> • Continue to implement public works best business practices and standard operating procedures that streamline operations and result in improved efficiency as indicated through performance reporting.
	<ul style="list-style-type: none"> • Participate in a community cleanup event. • Review operations and reduce sand and salt usage where practical.



PUBLIC SAFETY

The Public Safety function of the City Government provides Law Enforcement, Animal Services, and Municipal Court. These disciplines further the Our Voice. Our Vision. Centennial 2030 strategies by maintaining the safety of the community.

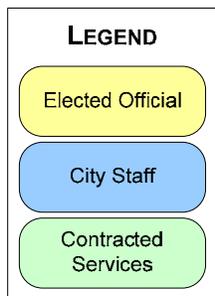
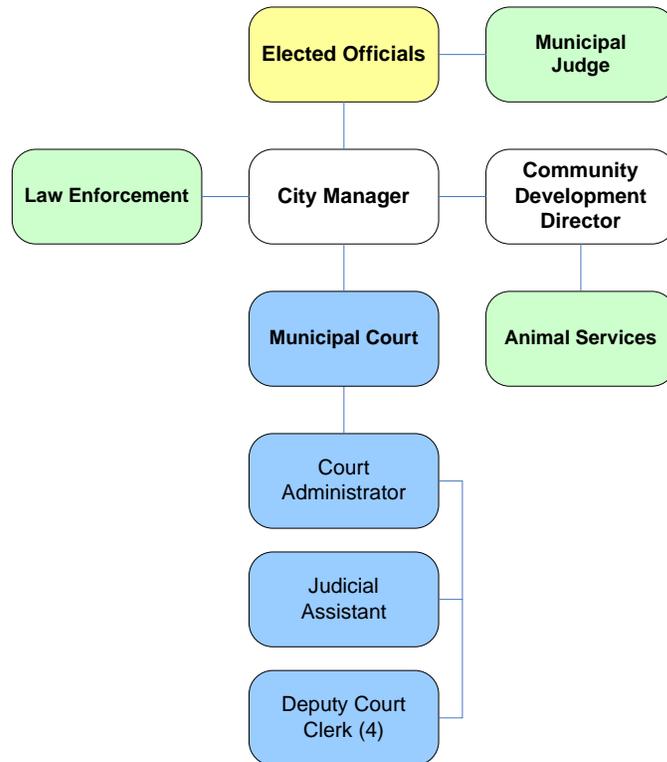
2011 Expenditures Public Safety



This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 253,595	\$ 314,201	\$ 328,320	\$ 315,209	\$ 1,008	0.3%
Contracted Services	20,498,963	20,326,532	20,472,409	21,181,610	855,078	4.2%
Other Services & Supplies	331,336	111,930	177,430	117,430	5,500	4.9%
TOTAL	\$ 21,083,894	\$ 20,752,663	\$ 20,978,159	\$ 21,614,249	\$ 861,586	4.2%



Staff and Contracted Resources Personnel Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Law Enforcement	158.75	156.75	159.75	3.00
Animal Services	5.50	5.50	5.50	-
Municipal Court	6.00	6.00	6.00	-
TOTAL	170.25	168.25	171.25	3.00



Overview: The Arapahoe County Sheriff's Office provides a full range of law enforcement and public safety services to the citizens of Centennial through a multi-year contract. These services include uniform patrol, traffic safety, criminal investigations, emergency management, community resources, SWAT, bomb squad, and records management. The Arapahoe County Sheriff's Office has been a nationally accredited law enforcement agency since 1988. Also, the law enforcement communications center achieved national accreditation in 2007. The communications center is the first to be nationally accredited in Colorado.

The Arapahoe County Sheriff's Office is committed to fostering Centennial's high quality of life through innovative programs and services. These include a City-wide graffiti clean up program, the patrol impact team, community services specialists, and the neighborhood traffic safety officer program. All marked patrol vehicles assigned to the City are clearly identified as City vehicles and all patrol deputies assigned to the City wear the City logo on their uniform.

2010 Accomplishments:



City Services

- **GOAL:** Develop an online reporting system to enable citizens to file accident reports online. This software is helpful in documenting accidents and collecting reportable data for statistical analysis, state reporting requirements, and providing easier access to services for citizens.
 - **OBJECTIVE:** To accomplish this goal, the Arapahoe County Sheriff's office will purchase and implement a software program designed specifically for citizens to complete accident reports online easily. Payment for a report can be done immediately online with a credit card. After paying for the report, the citizen can print out a copy.
 - **Status:** This goal was met. The online program is operational, and can be accessed through the Sheriff's Office website.
- **GOAL:** The traffic unit will continue to address citizen complaints and traffic concerns in residential neighborhoods, business areas, and school zones, to include pedestrian safety, violations of traffic control devices and other violations of traffic laws.
 - **Objective:** Continue using the "Traffic Complaint Hotline" to communicate traffic concerns from local residents to the proper Precinct deputies and to the Traffic Safety Team. Collect traffic complaints and concerns from City staff. Create a new electronic form to be able to forward this information to the proper Precinct and Traffic Safety Unit deputies. Develop a system to collect responses from deputies that can be disseminated back the City in a timely bases.
 - **Status:** This goal was met. Eighty-six complaints have been forwarded to the precinct and traffic deputies from the hot line. A new crystal report form was created to assist deputies on abandoned vehicles to include follow up investigation for possible towing. With this form, once deputies enter the abandoned vehicle as an on view or has dispatch complete this task, there is an automatic reminder for follow up so deputies on a different shift know that the vehicle has been tagged and when it is ready for towing.



2010 Accomplishments (Cont.):



Community Quality of Life / Citizen Engagement

- **GOAL:** The Arapahoe County Sheriff's Office will continue to increase citizen participation in programs such as neighborhood Watch and National Night Out.
 - **OBJECTIVE:** As a result of these programs, Deputies from the Crime Prevention, Community Resources Unit will conduct Crime Prevention through Environmental Design (CPTED) evaluations of citizen's residences and residential communities. These evaluations will include lighting surveys, landscaping reviews and other crime prevention methods.
 - **STATUS:** This goal was met and is ongoing. Numerous Neighborhood Watch Meetings, National Night Out, Security Surveys, and CPTED evaluations were completed.
- **GOAL:** The Arapahoe County Sheriff's Office plans to participate in a citizen-led commission to develop a long-term plan for police protection.
 - **OBJECTIVE:** Deputies from the Arapahoe County Sheriff's Office Community Resources Unit will conduct Community Policing classes for the Citizen-Led Commission that will focus on Community Partnerships and Problem Solving techniques, the core principles of Community Policing. Along with crime prevention techniques, the commission can help enhance their plan by using the best available techniques to assist with law enforcement protection for the city residents.
 - **STATUS:** This goal was not met. The Citizen Led Commission was never formed and organized.



Economic Health

- **GOAL:** The Arapahoe County Sheriff's Office will exam the existing law enforcement budget and identify targeted program reductions to help the city meet its 2010 budget projection.
 - **OBJECTIVE:** The Arapahoe county Sheriff's Office will make specific reductions in programs and services which have been determined to have the smallest impact on public safety services to our community, while meeting the budgetary reductions expected by the City.
 - **STATUS:** This goal was met. Working with requests from city staff, the Sheriff's Office operational budget was reduced in order to accommodate budget short-falls. This was done by eliminating three full-time employees, and reductions in corresponding operational accounts.



2010 Accomplishments (Cont.):



Environment

- **GOAL:** Develop and implement an Arapahoe County Sheriff's Office C/ACAMS threat assessment team.
 - **OBJECTIVE:** The purpose of the team is to facilitate the identification and evaluation of critical infrastructure in the community that if damaged could have a negative impact on the environment.
 - **STATUS:** This goal was met. Created a team with employees of the Arapahoe County Sheriff's Office (5), Greenwood Village Police Department (1), Englewood Fire Department (OEM) (1), South Metro Fire Rescue (2), and Cherry Creek School District (2). Developed a list of sites for potential threat assessments.
- **GOAL:** Work more closely with SEMSWA (Southeast Metro Storm Water Authority) reference the House Hold Hazardous Waste Program.
 - **OBJECTIVE:** Publish information on the Arapahoe County Sheriff's Office website informing the public on the proper disposal of house hold and small business hazardous waste.
 - **STATUS:** This goal was met. The information and instructions on the SEMSWA website were up-dated. The ECU Investigators participated in an Environmental Task Force with SEMSWA employees, regarding the enforcement of illicit discharges.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Non-Emergency Calls For Service	48,891	48,948	44,770	42,806	44,782
Emergency Calls For Service (E911)	5,422	5,690	4,684	4,490	4,759
Part 1 Crimes	2,079	2,116	1,796	1,456	1,745
Adult Arrests	971	1,078	997	768	922
Juvenile Arrests	598	580	572	414	568



2011 Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • GOAL: Develop plans and/or programs to mitigate or reduce events that adversely impact the quality of life for our citizens. <ul style="list-style-type: none"> – OBJECTIVE: Utilize enhanced bicycle patrols to work selected areas identified by our crime analysis and COMPSTAT methods. The areas will include shopping centers, parks, greenbelts, etc. where vehicles cannot ordinarily operate. The goal will be to have a visible presence in these areas and mitigate or reduce crimes before they can grow into a bigger problem. • GOAL: The traffic unit will address citizen complaints and traffic concerns in residential areas to include pedestrian safety and violations of traffic laws. The information gathered will be sent to local authorities in order to facilitate faster response to hazardous situations. <ul style="list-style-type: none"> – OBJECTIVE: Continued use of the "Traffic Complaint Hotline" to communicate traffic concerns from local residents to district deputies. Continue to work with the City of Centennial Traffic Engineers, Arapahoe County Traffic Engineering and CDOT to correct problems such as poor signage, lights and other possible hazards.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • GOAL: To assist the City of Centennial with the implementation of an all hazards crisis plan for their building and to assist their employees with training such as ICS 100 and 700. <ul style="list-style-type: none"> – OBJECTIVE: As a result of a security survey of the city building to include the Municipal Court, our office determined that the city needed to create an all hazards crisis plan for their building. That plan is near completion and will then be finalized at some point this year. Tabletop exercises will be conducted and we have instructed one ICS 100 and 700 class for their staff and at least one more has been scheduled • GOAL: To enhance existing partnerships between the City, local City businesses, and our agency by hosting at least quarterly trainings on safety topics that impact the business sector. <ul style="list-style-type: none"> – OBJECTIVE: To create meetings and trainings at least quarterly between the City, local City businesses and our agency to discuss crime trends and effective prevention programs. This meeting will allow the business sector an opportunity to voice concerns as well as obtain training.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • GOAL: The Arapahoe County Sheriff's Office will exam the existing law enforcement budget and identify targeted program reductions to help the city meet its 2011 budget projection. <ul style="list-style-type: none"> – OBJECTIVE: The Arapahoe county Sheriff's Office will analyze programs and services which have been determined to have the smallest impact on public safety services to our community, while meeting the budgetary constraints encountered by the City.
	<p>Environment</p>	<ul style="list-style-type: none"> • GOAL: Mitigate and respond to wild land fires in urban areas. <ul style="list-style-type: none"> – OBJECTIVE: Develop an Arapahoe County Sheriff's Office wild land fire response team. Utilize this team to work with local fire districts regarding mitigation and suppression of wild land fires. • GOAL: Develop a better relationship with our local businesses and first responders. <ul style="list-style-type: none"> – OBJECTIVE: Utilize the L.E.P.C. to encourage local businesses and first responders to more actively participate in emergency response planning for hazardous materials.



**Law Enforcement
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	18,111,139	18,085,595	18,236,972	18,885,327	799,732	4.4%
Other Services & Supplies	-	-	-	-	-	-
TOTAL	\$ 18,111,139	\$ 18,085,595	\$ 18,236,972	\$ 18,885,327	\$ 799,732	4.4%



Overview: Centennial Animal Services (CAS) provides a complete animal services program for the citizens of Centennial through an agreement with the Humane Society of the Pikes Peak Region. CAS works in conjunction with the Arapahoe County Sheriff's office and the City's Municipal Court to protect the health, safety, and quality of life of its citizens as well as the welfare of animals. This is accomplished by promoting responsible pet ownership through public education and enforcement of laws pertaining to domestic animals.

Officers respond to public safety issues such as dangerous and potentially dangerous animals, community health matters like animal bites and excessive waste, quality of life concerns such as barking dogs, and animal welfare matters such as mistreated and injured animals. Animal Welfare officers provide these services 365 days a year with seasonally-appropriate hours during the day and in conjunction with the Arapahoe County Sheriff's Office for after normal hours emergency services.

CAS is committed to furthering the City's visioning strategies by protecting the safety, health, and quality of life for Centennial's citizens and protecting the welfare of its animals.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Better equipped to meet the animal care and control needs of the community by working with City Council, Staff, and citizens to revise Section 7-7-470 Centennial Municipal Code Noisy Dogs. • Increased the number of routine patrols and self initiated enforcement activities by 30% YTD - far exceeding the goal of 10% and increasing City's visibility. • Facilitated a more timely and effective response to Centennial emergencies and disasters by cross training 100% of Douglas County Animal Services Staff to meet CAS Policy, Procedures, and Protocols. • Worked diligently to build and maintain relationship with public safety partners - Centennial Municipal and District Court appearances increased 24% while maintaining a 100% conviction rate in both jurisdictions - Assists to ACSO increased 10% with numerous positive comments from Deputies and Staff
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Provided Responsible Pet Ownership education and positive community relations. • Printed numerous articles in Centennial Connections Newsletter and other media. • Attended three City sponsored community events. • Educated over 400 elementary students and participated in City's bring your child to work day and earth day activities. • Completed several ride-a-longs with elected officials, staff, and citizens. • Provided leadership within the Animal Welfare community, completing many presentations at local and state wide training events. • Hosted a low cost rabies vaccination clinic. • Contacted the majority of HOAs to gauge/develop interest in community policing project and communicate regarding the City's Animal Services Program. • Maintained a 90% live release rate (excluding wildlife) YTD.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Increased license sales and maximizing the collection of animal related fees. • Increased total revenue generated by 19% YTD. • Animal licensing revenue up 47% YTD - Animal license checks up 531% YTD. • Achieved a 71% Animal Return to Owner Rate with 42% returned to owner in the Field YTD—Saving Cost of Impound.
 <p>Environment</p>	<ul style="list-style-type: none"> • More effectively deploy and utilize staff to reduce the carbon footprint of CAS. • Upgraded Chameleon Software mapping features to more efficiently and effectively deploy forces - reduced miles driven 5% while increasing calls for service 16% YTD. • Drastically increased the number of foot patrols in area parks, trails, and open spaces - program also improved interactions with citizens and promoted employee health.



Performance Measurements*:	2009 Actual	2010 Estimated	2011 Projected
Total Calls for Service	5,007	6,650	5,800
Number of Aggressive Animal Incidents/Animal Bites	145/77	91/93	118/85
Animal Live Release Rate (Wildlife Included)	90%	86%	90%
Percent of Animals Licensed	10%	12%	20%
Total Revenue Generated	\$53,594	\$65,500	\$60,000

*In 2010, performance measures were changed, so data older than 2009 does not exist.

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> Maintain efficient and effective animal care and control services that enhance public safety, health and the welfare of animals while maintaining City values. Thoroughly investigate all reports of aggressive animals and animal bites. Strive to maintain a 90% Live Release Rate. Complete a minimum of 450 calls for service per month (5,400 per year). Publish Monthly Performance Reports and Key Performance Measures. Track, measure and maintain response times within levels set by policy and procedures.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> Provide pet ownership education and engage in positive community relations to promote a community where animals are valued and owners are committed to their pets. Participate in City events and be available for District, CENCon, and HOA Meetings. Attend and provide basic CAS presentation at ACSO Centennial shift reports. Continue use of media outlets to educate citizens about responsible pet ownership. Explore use of social networks to increase community awareness and education opportunities.
 Economic Health	<ul style="list-style-type: none"> Invest in smart programs that maximize operational effectiveness while ensuring the protection of public safety, health and the welfare of animals. Pursue cost recovery by increasing license sales and collection of animal related fees. Continue to explore the possibility of regionalizing animal care and control programs. Develop and implement an animal licensing marketing/public relations campaign. Implement an online animal licensing program.
 Environment	<ul style="list-style-type: none"> Utilize technology to minimize use of paper products. Equip CAS vehicles with Mobile Data Terminals to reduce amount of driving required. Research software and equipment to more effectively deploy and utilize staff. Maximize opportunities for staff to conduct bicycle and foot patrol.

**Animal Services
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	555,066	573,390	573,390	606,390	33,000	5.8%
Other Services & Supplies	-	-	-	-	-	-
TOTAL	\$ 555,066	\$ 573,390	\$ 573,390	\$ 606,390	\$ 33,000	5.8%



Overview: The Municipal Court strives to administer justice in a fair and impartial manner, as set forth by the Home Rule Charter and Colorado State Law. The Court's function is to preserve the rights of the individual through due process of the law. This is accomplished by making sure that citizens understand their rights and responsibilities and the process by which the Court functions.

2010 Accomplishments:

	<ul style="list-style-type: none"> • Provided curfew magnets for the Youth Commission to hand out at community events to educate the public on the curfew ordinance. • Published Court Administrator's phone line as help line for Web and IVR payments.
	<ul style="list-style-type: none"> • Drafted Impound Hearing document to assist CAS with Defendant questions regarding animal impounds. • Displayed trial education presentation on Trial dates on monitors to facilitate Defendants understanding of Trial procedure. • Implemented new performance measure to track and cut down wait time at arraignments.
	<ul style="list-style-type: none"> • Completed collection policy and finalized contract with new collection agency to increase collection activity. • Completed short term IT disaster recovery plan and research on server/tape backups storage offsite at Sheriff's office. • Surveyed surrounding municipalities for court fees and fines.
	<ul style="list-style-type: none"> • Eco Team presentation to Council on team objectives and goals. • Continued recycling and reduction in material usage. • Reduced letters to Juveniles to a one page letter from a mailer to reduce cost and paper.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Percentage of Plea Bargains Mailed into the Court	79%	82%	60%	70%	75%
Percent of Cases Closed/Resolved	97.9%	97.5%	97.8%	97.8%	97.8%
Percentage of Cases Open/Not Resolved	4.69%	2.5%	2.2%	2.2%	2.2%
Number of Defendants Attending Court Ordered Education Classes	379	364	524	600	600
Number of Cases per Court Clerk	3,567	3,542	4,548	5,000	5,000



2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Enter all summons and complaints within 24 hours. • Process all mail payments the day received. • Reduce wait time for arraignments by 20%.
<p>City Services</p>	
	<ul style="list-style-type: none"> • Provide access to general court forms and information via the Web site, such as impound hearing information, trial education, and appeals information.
<p>Community Quality of Life / Citizen Engagement</p>	
	<ul style="list-style-type: none"> • Increase collection rate by 20%. • Research IT fee to defray the cost of a paperless court.
<p>Economic Health</p>	
	<ul style="list-style-type: none"> • Look for additional ways to reduce or reuse paper products. • Use Eco friendly soy ink and reduce one page of the traffic summons and complaint. • Continue to participate in City recycle program.
<p>Environment</p>	

**Municipal Court
Budget Summary by Budget Category**

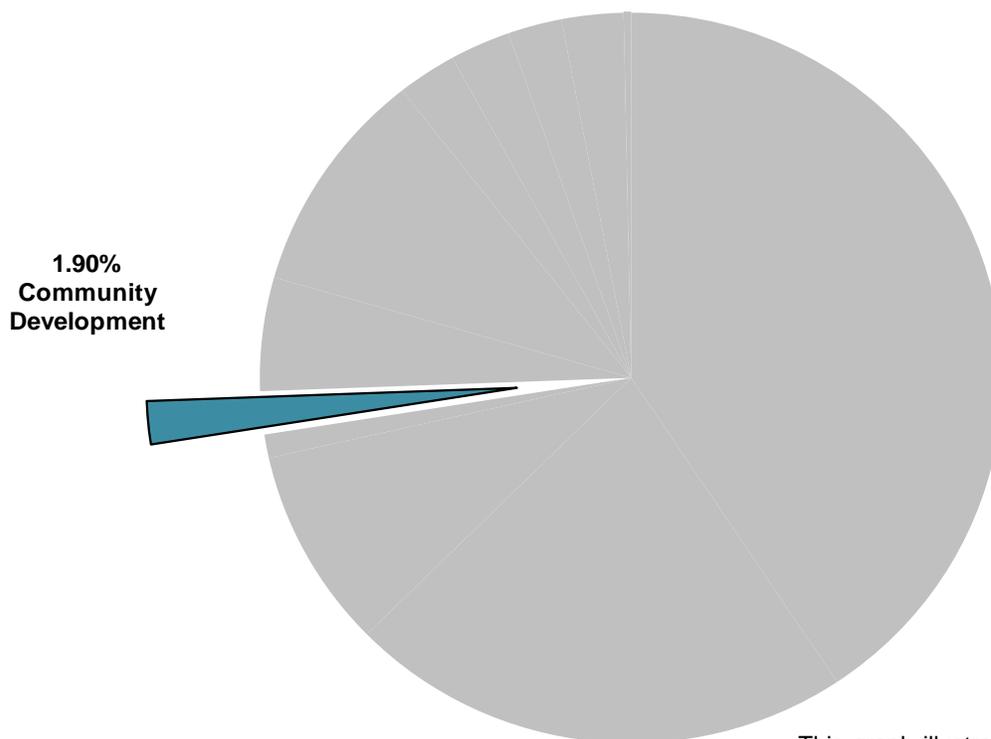
	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 253,595	\$ 314,201	\$ 328,320	\$ 315,209	\$ 1,008	0.3%
Contracted Services	1,832,758	1,667,547	1,662,047	1,689,893	22,346	1.3%
Other Services & Supplies	331,336	111,930	177,430	117,430	5,500	4.9%
TOTAL	\$ 2,417,689	\$ 2,093,678	\$ 2,167,797	\$ 2,122,532	\$ 28,854	1.4%

COMMUNITY DEVELOPMENT



The Community Development function of the City of Centennial represents the Administration of Community Development, Code Enforcement, Long Range Planning, and the Land Use Fund (Current Planning, Engineering, GIS Services, and Building Services). The accomplishments and goals of these disciplines are reflected throughout the Our Voice. Our Vision. Centennial 2030 strategies as the Department strives to address the community values of City Services, Citizen Engagement / Community Quality of Life, Economic Health, and Environment.

2011 Expenditures Community Development



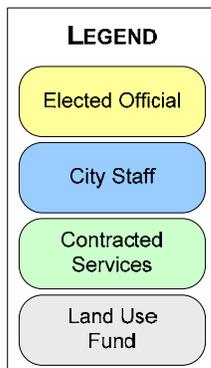
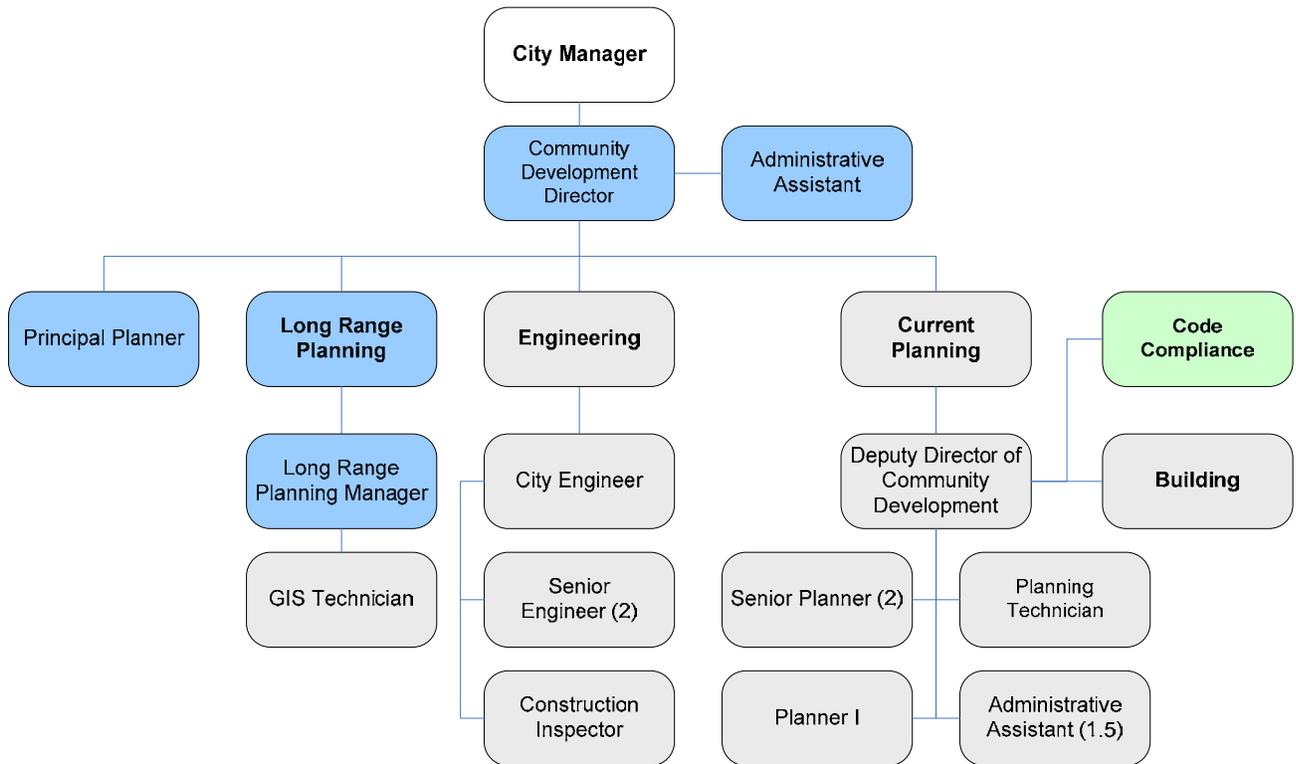
This graph illustrates the percentage of this function's expenditures (not including transfers) to the operating budget of all fund types.

Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 413,244	\$ 454,035	\$ 432,786	\$ 466,561	\$ 12,526	2.8%
Contracted Services	441,617	450,449	450,449	477,653	27,204	6.0%
Other Services & Supplies	24,125	156,835	156,835	67,000	(89,835)	-57.3%
Capital Outlay	-	-	-	-	-	-
Total Before Transfers	\$ 878,986	\$ 1,061,319	\$ 1,040,070	\$ 1,011,214	\$ (50,105)	-4.7%
Transfers to Land Use Fund	175,466	337,902	(24,228)	344,692	6,790	2.0%
TOTAL	\$ 1,054,452	\$ 1,399,221	\$ 1,015,842	\$ 1,355,906	\$ (43,315)	-3.1%



COMMUNITY DEVELOPMENT



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Community Development	4.00	4.00	4.00	-
Code Compliance	3.75	3.75	3.75	-
TOTAL	7.75	7.75	7.75	-



Overview: The Community Development Department is responsible for managing the physical growth and development of the community to preserve quality of life, enhance property values and protect public safety by overseeing long range planning, current planning, development engineering, building, code enforcement, contractor licensing and transit shelters/bus benches. The Director's Office manages these duties by overseeing six (6) divisions that perform the following functions:

- Maintains the City's Comprehensive Plan and amendments to promote the City's vision and goals in order to produce a sustainable and cohesive City.
- Maintains and enforces the City's Land Development Code and Engineering standards by reviewing development applications; issuing fence, sign and engineering permits; and reviewing, permitting and inspecting physical improvements.
- Ensures compliance with the City's building code by reviewing, permitting and inspecting all physical structures.
- Enforces provisions of the City's Municipal Code and the Land Development Code in residential neighborhoods and commercial centers to maintain desirable living and working environments.
- Issues contractor licenses to ensure they are insured and meet minimum qualifications to perform work within the City.
- Serves as City License Officer as specified in the Municipal Code by processing and issuing contractor licenses, ensuring evidence of qualifications and insurance.
- Administers the City's Open Space Capital Improvement Program (CIP), which is funded by the City's Open Space Fund, including multiple open space, parks, trails and recreation improvement projects mostly through partnerships with park and recreation districts.
- Administers City's transit shelter and bus bench program.
- Supports the Planning and Zoning Commission, Board of Adjustment, Board of Review, Open Space Advisory Board and the Land Use Committee.
- Provides public education about the functions provided by this Department, as well as the City in general by way of workshops, guides and various handouts.
- Acts as a liaison to other jurisdictions, agencies and organizations on matters related to land use, building, growth and development.
- Enforces Animal Control regulations to protect the health, safety and quality of life of Centennial citizens and the welfare of Animals. Promotes responsible pet ownership through public education and enforcement of laws pertaining to domestic animals.

2010 Accomplishments:



City Services

- Provided oversight, support and leadership to managers working on the update to the Land Development Code, (LDC) and Transportation Master Plan (TMP) to ensure successful completion.
- Secured and implemented New Freedom grant to install decorative, accessible, non-ad-based benches at 35 - 40 bus stops within the City, while removing old ad-based benches.
- Monitored and developed performance measurements for each division, including KPM Program and customer service surveys.
- Oversaw the Request-for-Proposal (RFP) process and contract negotiations for Building Services to improve the accountability, quality and delivery of the services.
- Identified business process enhancements in each division to provide continual process improvements.
- Completed an analysis of the Bus Bench and Shelter Administration in conjunction with change from ad-based to non-ad based bus bench program. City approved contract with single company for the maintenance of new City bus benches. Administration of the bus bench program will be brought in-house starting in 2011 as this no cost option demonstrated advantages over continuing to outsource.
- Performed an analysis of limited and full service animal sheltering and presented the findings to City Council. Decision was to stay with limited services due to cost, long term contracts and satisfaction with current provider.



2010 Accomplishments (Cont.):

	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Coordinated departmental community workshops and other public outreach meetings to increase opportunities for the public to learn more about City services and operations. • Reviewed and provided comment on the new customer service training manual to ensure the City could initiate a training program in 2011. • Contributed to the attraction of new commercial/retail to the City; future annexation will provide an additional retail businesses to the City's retail base.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible department by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Completed the Building Services RFP and contract negotiations. • Participated on the Annexation Team to explore and pursue annexation opportunities. • Improved business processes to make doing business simple, efficient and responsive. • Implemented the Innoprise Software across the department to bring Current Planning, Engineering and Building onto one platform. • Implemented paperless plan review. • Provide resources to move IKEA store from approved plans to a grand opening in 2011. • Hosted and participated in regional roundtables to collaborate on Medical Marijuana. • Advanced a Home Improvement Program (HIP) to provide new resources to homeowners that will seek to revitalize neighborhoods through increased investment to expand, remodel and update homes. The program seeks to educate, assist and incentivize homeowners.
	<p>Environment</p>	<ul style="list-style-type: none"> • Promoted water conservation in the new Land Development Code for commercial and government. • Supported Open Space capital improvement projects to increase on-street bicycle lanes and trail connections to improve "connectivity" and alternative modes of traffic.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Land Use Fund Annual Expenses	\$4,191,145	\$3,548,937	\$3,157,146	\$3,061,404	\$2,657,692
Land Use Fund Annual Revenue (Excluding Use Tax Transfer)	\$3,061,651	\$3,154,729	\$2,901,680	\$3,085,632	\$2,313,000
Percent of LUF Budget Covered by Revenue	73%	89%	92%	100%	87%
Number of City Employees in Department	1	4	4	4	4
City Employee Turnover Rate	0%	0%	25%	25%	0%
Number of City Employees Participating in Training	1	4	4	1	3
Number of Customer Surveys	0	3	4	4	4
Number of Presentations to City Council	15	30	41	46	40
Number of CenCON Meetings	4	4	2	2	3
Number of Public Education/Community Workshops	5	6	6	6	6
Number of District/HOA Meetings Attended	3	8	7	8	8



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Production of P&D Annual Report	No	Yes	Yes	Yes	Yes
Number of Neighborhood Resource Guides Distributed	0	350	350	0	350
Number of Presentations by School District to City Council	0	0	0	0	0
Number of Presentations by Park and Recreation Districts to City Council	0	1	0	0	0
Number of Customer Service Training Workshops	0	0	0	0	0
Number of Miles of Trails Constructed	0	.23	.5	1.4	2.0
Number of Open Space Acres Acquired	0	11	0	107	0
Number of Parks Improved	0	1	4	4	4

2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Continue to oversee and support Zoning Map, Land Development Code amendments and Transportation Master Plan (TMP) to ensure successful completion of projects. • Monitor and develop performance measurements for each division. • Manage the implementation of the new Building Services contract to improve the accountability, quality and delivery of the services. • Continue to identify business process enhancements to provide process improvements. • Ensure successful implementation of Innoprise software. • Install new non-ad bus benches and advance news rack regulations. • Evaluate Code Compliance scope of work, identify needed service enhancements, and determine how to proceed with contract.
	<ul style="list-style-type: none"> • Continue to support the Open Space program to acquire more open space and parkland and fund trail enhancements to improve recreational opportunities within the City. • Enhance the appearance of major roadways through the installation of new non-ad based bus benches and news rack stands and enforce ban on temporary signs within the rights-of-way. • Continue to promote a proactive code compliance strategy to maintain well kept appearance of neighborhoods and commercial areas. • Coordinate departmental community workshops and public outreach meetings to increase opportunities for the public to learn more about City services and operations. Staff efforts will cover, at a minimum, Zoning Map, Land Development Code, Transportation Master Plan, Home Improvement Program and licensing of animals. Outreach will be done through community workshops, Breakfast with Community Development meetings, CenCON, District meetings, City sponsored events, neighborhood meetings, HOA meetings and bus shelter ads, at a minimum. Attend and participate in the customer service training workshops. • Provide coordination leadership between the City and SouthMetro Fire Authority on the construction of the IKEA store to ensure life-safety items are addressed and construction remains on schedule for a 2011 opening. • Contribute towards the addition of more retail in the City through development and/or annexation; promote a balanced commercial base to allow citizens to shop locally and to enhance sales tax revenues.



2011 Goals and Objectives (Cont.):

	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible department by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Continue to actively participate on the Annexation Team to explore and pursue annexation opportunities for future business opportunities. • Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Further implement the Innoprise Software to provide on-line submittals and payments, customer access via on-line. • Implement paperless plan review in building; and more. • Provide leadership on a coordination committee to ensure a timely Civic Center Park grand opening this year. • Implement the Home Improvement Program (HIP) to provide new resources to homeowners to increase homeowner investment to expand, remodel and update homes. Moreover, create and distribute materials and resources to educate, assist and incentivize homeowners. • Create partnerships with the real estate community, builders, home improvement stores and other local businesses. • Maintain and improve the HOA and civic association registration system by increasing benefits to being registered with the City.
	<p>Environment</p>	<ul style="list-style-type: none"> • Apply water conservation standards in the new Land Development Code to new commercial and government developments. • Increase the number of on-street bicycle lanes and trail lane miles to improve "connectivity" and alternative modes of traffic through the Open Space capital improvement program. • Promote new mixed-use zoning districts for commercial development.

**Community Development
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 413,244	\$ 454,035	\$ 432,786	\$ 466,561	\$ 12,526	2.8%
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	595	134,835	134,835	57,000	(77,835)	-57.7%
Total Before Transfers	413,839	588,870	567,621	523,561	(65,309)	-11.1%
Transfers to Land Use Fund	175,466	337,902	(24,228)	344,692	6,790	2.0%
TOTAL	\$ 589,305	\$ 926,772	\$ 543,393	\$ 868,253	\$ (58,519)	-6.3%



Overview: The Long Range Planning Division is responsible for maintaining, updating and implementing the City’s Comprehensive Plan. This is done through the adoption of corridor plans, sub-area plans and other special projects. This Division is also responsible for demographic information and maintaining the City’s Geographic Information System (GIS). Additionally, the Long Range Planning Division manages the City’s County Share Back Open Space Funding and Conservation Trust Funding through the Capital Improvement Process. This includes managing projects and partnerships to complete park, open space and trail projects and applying for state and local grants to supplement the City’s funding. The Division also directly manages several projects, such as the development of Civic Center Park.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Through the Land Use Committee, worked on commercial sign standards to improve City visibility and way-finding and preserve compatibility with neighborhoods. • Developed strategies for revitalization and redevelopment of 29 commercial centers City-wide that implement smart growth principles and that will create pedestrian friendly places. • Participated in comprehensive update to the City's Land Development Code through assistance with district mapping, drafting district provisions and attendance at open houses. The LDC will implement the City's Comprehensive Plan and subarea plans and strengthens sustainable land use practices in the City. • Established strong GIS data sharing relationships with DRCOG, Arapahoe County, Douglas County and other special districts that have substantially expanded the City's GIS capabilities, especially in areas such as address mapping that have expanded the City's ability to collect sales tax revenues.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Enhanced recreational opportunities for residents by partnering with other agencies to acquire open space, construct trails, update park amenities and enhance recreational opportunities consistent with the goals and needs identified in the Parks, Open Space, Trails and Recreation Master Plan. • Identified existing resources available for citizens to access parks and recreation activities and resources. • Completed Master Plan and the bid process for Civic Center Park, Phase I in order to initiate construction of a central park where citizens of Centennial will be able to gather and share recreational activities and special community events. • Led the City's Land Use Committee through a process of evaluating and developing a comprehensive strategy to revitalize and/or redevelop approximately 29 commercial centers throughout the City.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible division - operating within budget and leveraging existing City funding sources to obtain grants from state and local sources to support and expand park, open space and trail projects. • Developed strategy to revitalize and redevelop retail centers that will help attract and promote retailers of all sizes, including independent retailers. • Developed criteria to evaluate retail centers City-wide and needs for revitalization and/or redevelopment of these centers to improve retail tax revenue and long-term sustainable development.
	<p>Environment</p>	<ul style="list-style-type: none"> • Implemented partnership with Parker Jordan Metro District to acquire and preserve 107 acres of open space along Cherry Creek that will protect a large riparian habitat area. • Completed or made substantial progress on three trail connectivity projects that will improve options for non-motor vehicle transportation, including use of trails for commuting to shop, work and recreation.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of Neighborhood Plans (NP)	1	1	1	1	1
Average Number of Participants at Neighborhood Planning Meetings	12	35	22	15	35
Number of NP Presentations before P&Z Commission	4	4	2	2	3
Number of NP Presentations before City Council	2	4	8	1	3
Percent of Plans Completed within Budget	100%	100%	100%	100%	100%

2011 Goals and Objectives:

 <p>City Services</p>	<ul style="list-style-type: none"> • Continue to participate in the comprehensive update to the City's Land Development Code by completing the zoning district mapping and participating in neighborhood workshops to communicate and educate the public regarding the new mapping. The LDC will implement the City's Comprehensive Plan and subarea plans and strengthens sustainable land use practices in the City. • Finalize and implement strategies for revitalization and redevelopment of 29 commercial centers City-wide that implement smart growth principles and that will create pedestrian friendly places. • Implement commercial sign standards that will improve City visibility and way-finding, and preserve compatibility with neighborhoods. • Continue with the sub-area planning process to develop plans for next priority sub-area. • Continue to expand GIS data sharing relationships with DRCOG, Arapahoe County, Douglas County and other special districts that have substantially expanded the City's GIS capabilities.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Continue to partner with other agencies to acquire open space, construct trails, update park amenities and enhance recreational opportunities consistent with the goals and needs identified in the Parks, Open Space, Trails and Recreation Master Plan. • Link citizens to resources available to them to access parks and recreation activities and resources. • Complete Phase I construction of a central Civic Center Park where citizens of Centennial will be able to gather and share recreational activities and special community events. • Take steps toward implementing comprehensive strategy to revitalize and/or redevelop approximately 29 commercial centers throughout the City.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible division - operating within budget and continuing to use existing City funding sources to leverage grants from state and local sources to support and expand park, open space and trail projects. • Implement a strategy to revitalize and redevelop retail centers that will help attract and promote retailers of all sizes, including independent retailers.
 <p>Environment</p>	<ul style="list-style-type: none"> • Complete new trail connectivity projects that will improve options for non-motor vehicle transportation, including use of trails for commuting to shop, work and recreate. • Continue to implement partnerships to acquire open space and enhance and protect natural areas.



Overview: The Code Compliance Division promotes a desirable living and working environment through the enforcement of codes to protect property values and quality of life. Staff seeks to resolve violations first by educating individuals on local nuisance regulations and working to identify solutions that can result in voluntary compliance. In the absence of cooperation, Code Enforcement pursues other remedies to achieve compliance. In a proactive manner, the Code Enforcement Division seeks to partner with residents, neighborhood organizations, businesses, public agencies and other City departments to enhance the understanding of local regulations and, in doing so, foster civic pride.

2010 Accomplishments:

	<ul style="list-style-type: none"> • Provide Code Enforcement monthly reports through City website to enhance transparency. • Continued contractual arrangement for comprehensive Code Compliance services. • Participated in the monthly customer service surveys. • Presented to City Council citizen concerns and Staff recommendations regarding safety issues within the community (ROW obstructions, Dangerous Property, RVs in Public ROW).
	<ul style="list-style-type: none"> • Assisted Public Works with identifying safety concerns (potholes, downed signs, malfunctioning traffic signals, debris in roadway) within the City right-of-way. • Presented to City Council, citizen concerns and Staff recommendations regarding community maintenance and enhancement opportunities within the community. • Attended neighborhood and HOA meetings to help educate the public on code enforcement concerns and efforts.
	<ul style="list-style-type: none"> • Implemented banner permit policy requiring an appropriate fee to assist with generating revenue. • Implemented a business friendly banner policy allowing for the expanded use of banners and advertising devices among Centennial businesses. • Maintained street appeal of commercial centers by strictly enforcing ban on temporary signs in the right-of-way reducing visual clutter.
	<ul style="list-style-type: none"> • Participated on the ECO Team Committee. • Recycled signs removed from the rights-of-way to promote sustainability.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of Presentations to City Council	1	11	4	12	6
Number of CenCON Meetings	0	1	2	1	2
Number of District/HOA Meetings	2	7	9	6	6
Number of complaints (New Cases)	1,347	2,085	3,581	3,000	3,000
Percent of complaints responded to within 48 business hours	85%	90%	100%	100%	100%
Number of violations (proactive and reactive)	1,500	2,179	3,581	3,200	3,200
Number of unfounded complaints	204	319	627	650	650
Number of inspections	2,904	4,264	7,749	6,000	6,000
Number of Active Cases/Prior Month	2,352	298	555	300	300
Number of Active Cases/Current Month	3,699	2,384	4,136	3,410	3,400
Average number of days to investigate complaint	4	3	2	2	2
Compliance rate	100%	100%	100%	100%	100%
Number of court cases	0	0	1	0	0
Number of abatements	0	0	0	0	0
Average number of days for compliance	11	14	17	14	15
Number of dropped court cases	0	0	0	0	0
Number of dismissed court cases	0	0	0	0	0
Number of phone calls	3,109	2,762	4,011	4,000	4,000
Number of temp signs in ROW pulled	1,100	3,347	2,592	3,100	3,000

2011 Goals and Objectives:

 <p>City Services</p>	<ul style="list-style-type: none"> • Participate in the monthly customer service surveys. • Develop program whereby residents have the knowledge and resources to form their own neighborhood group. • Continue enhanced comprehensive code enforcement through the City neighborhood and business communities. • Research, review, and present numerous new codes geared towards neighborhood preservation.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Present to City Council citizen concerns and Staff recommendations regarding community maintenance and enhancement opportunities. • Assist Public Works with identifying infrastructure and safety concern within the City right-of-way. • Attend neighborhood, HOA and District meetings to help educate the public on code enforcement efforts. • Provide Code Enforcement workshop to help educate citizens about the operations of the Division.



2011 Goals and Objectives (Cont.):



Economic Health

- Implement a fence and sign “double fee” for those who erect fences and signs without first obtaining a permit.
- Work with Courts and the Arapahoe County Sheriff’s Office to identify potential revenue opportunities within City Land Development Code and Municipal Code.
- Implement a Community Pride Project.

**Code Compliance
Budget Summary by Budget Category**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	441,617	450,449	450,449	477,653	27,204	6.0%
Other Services & Supplies	23,530	22,000	22,000	10,000	(12,000)	-54.5%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 465,147	\$ 472,449	\$ 472,449	\$ 487,653	\$ 15,204	3.2%

2003

Celebrating 10 Years of Excellence

THE CENTENNIAL MUNICIPAL COURT WAS ESTABLISHED

THE CENTENNIAL CENTER PRELIMINARY DEVELOPMENT PLAN WAS APPROVED

THE 1% DEDICATED SALES AND USE TAX INCREASE WAS APPROVED BY THE VOTERS ON NOVEMBER 4, 2003

THE WAL-MART PROPERTY WAS ANNEXED

THE CENTENNIAL YOUTH COMMISSION WAS ESTABLISHED

THE CITY PARTNERED ON THE ACQUISITION OF THE BOW TIE OPEN SPACE



MAYOR
RANDY PYE

COUNCIL WARD I
GEORGE GATSEOS II
BETTY ANN HABIG

COUNCIL WARD II
BECKY LENNON
BART MILLER

COUNCIL WARD III
SUSAN NIX
ANDREA SUHAKA

COUNCIL WARD IV
BETTY WOTRING
ALAN FLETCHER
(VACATED 10/2)
TODD MILLER

CITY CLERK
LISE SEEDROFF
(VACATED 2/24)
GERRY CUMMINS

CITY TREASURER
DOUG MILLIKEN



LAND USE FUND

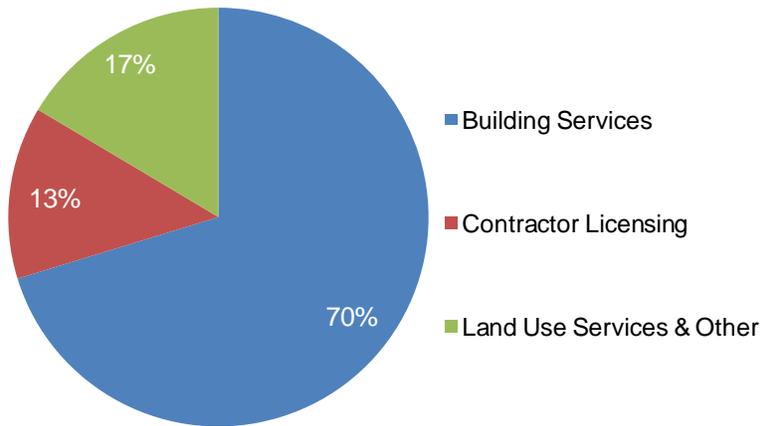




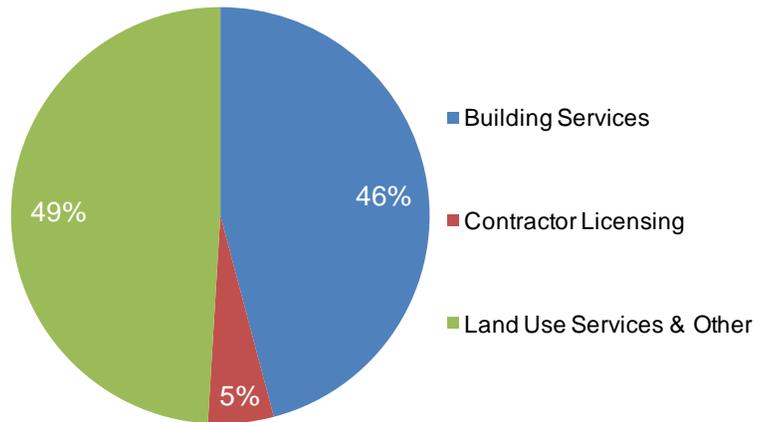
LAND USE

Land Use Services works to enforce the City's regulations and implement the City's vision in order to maintain and enhance the community's quality of life. It is comprised of five divisions that, when combined, create a one-stop shop for all new land development and redevelopment. In carrying out their duties, the Land Use Services staff's utmost priority is the protection of the public's health, safety and welfare.

2011 Revenues



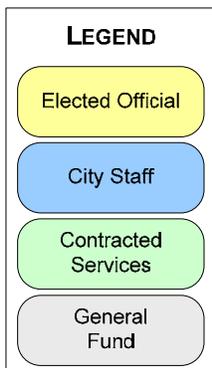
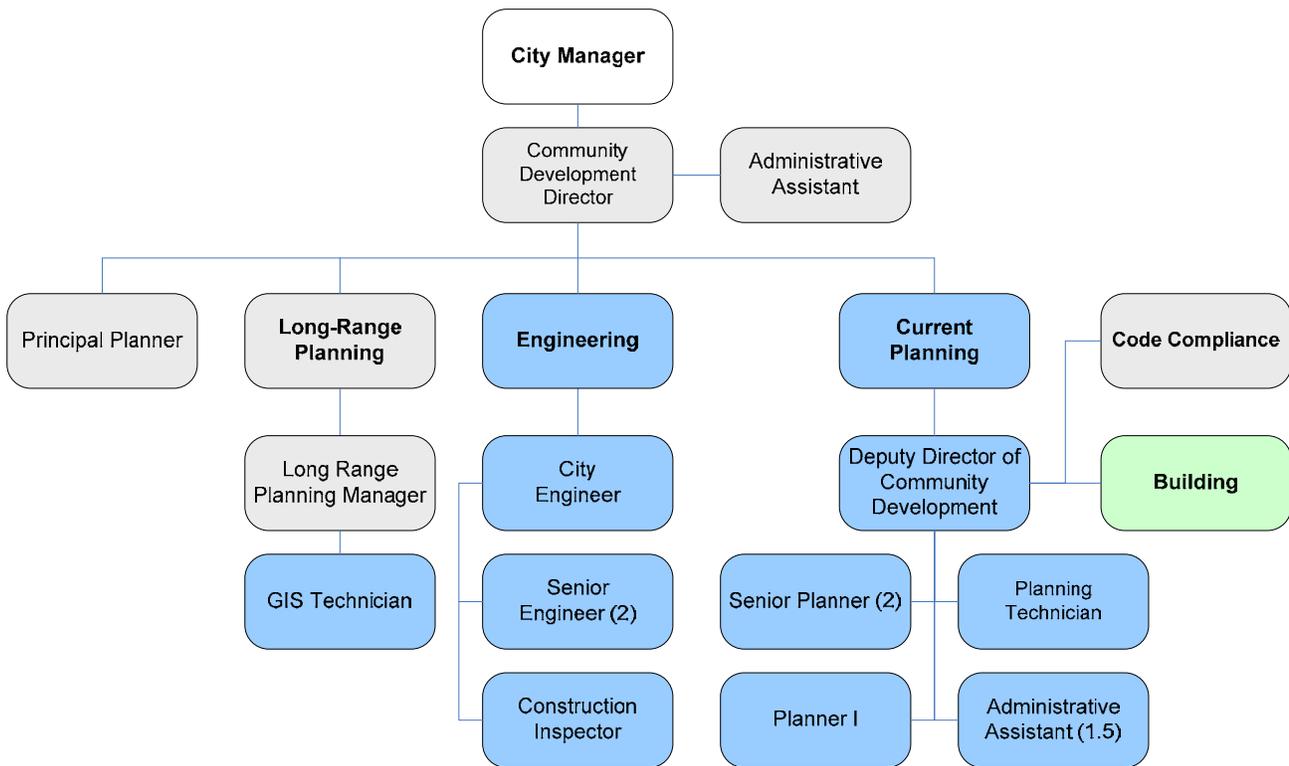
2011 Expenses



Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ 920,439	\$ 951,934	\$ 963,749	\$ 964,528	\$ 12,594	1.3%
Contracted Services	2,120,221	1,716,566	1,959,666	1,549,175	(167,391)	-9.8%
Other Services & Supplies	116,486	164,995	137,989	143,989	(21,006)	-12.7%
TOTAL	\$ 3,157,146	\$ 2,833,495	\$ 3,061,404	\$ 2,657,692	\$ (175,803)	-6.2%

LAND USE



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Current Planning	6.50	6.50	6.50	-
Engineering	4.00	4.00	4.00	-
GIS Services	1.00	1.00	1.00	-
Building	9.00	9.00	11.00	2.00
TOTAL	20.50	20.50	22.50	2.00



Overview: The Current Planning Division is responsible for development review, zoning information, building permits, planning review, variance applications and sign and fence permit issuance. In addition, Current Planning also supports the Planning and Zoning Commission, as well as the Board of Adjustment.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Maintained high level of accountability and productivity by consistently meeting all performance measurements. • Drafted Building Services RFP and created a public cost comparison In-House proposal. • Updated the City's Web site and the LDC Web site. • Initiated the multi-year Official City Zoning Map project to implement the LDC. • Met development review times & performance measures. • Managed the new Land Development Code (LDC) to a successful adoption by the City Council and facilitated the on-going discussion on Deferred Code Items. • Monitored citizen and customer expectations and satisfaction through customer service surveys. • In conjunction with the Building Division, initiated "Rapid Review Thursday" (RRT) to meet growing needs of citizens and customers. • Facilitated numerous neighborhood meetings and open houses as well as four Breakfasts with P&D.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Supported Neighborhoods by attending at least two HOA/CenCON meetings and City Council District meetings as requested; held two additional open houses for the LDC to educate the public about the new LDC; attended multiple HOA meetings to discuss the Zoning Map update. • Led effort to create a new Customer Service Training Manual with the Customer Service Committee.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Led the effort to draft the Building Services RFP and a public cost comparison In-House proposal to ensure the City Council had accurate comparison between in-house and outsourced options. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review. • Rapid Review Thursdays improved responsiveness (turnaround times) on fence and sign permits. • Improved requirement for neighborhood meetings through a written policy and incorporated this approach in the new Land Development Code. This increased responsiveness to citizens on development applications.
 <p>Environment</p>	<ul style="list-style-type: none"> • Implemented paperless review of land use applications, reducing the amount of paper expended and vehicle miles traveled. • Developed new landscape standards that are in-line with promoting water conservation and mixed-use zoning districts.



Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of LDC Amendments Processed	3	5	5	2	5
Percent of Prepared Amendments Adopted	100%	100%	0%	100%	100%
Number of Contiguous Acres Annexed	49.2	35	261	107	0
Average Number of Days to Process Annexation	63	35	38	40	0
Number of Fence Permits Received	150	129	202	173	175
Number of Fence Permits Issued	150	129	202	162	165
Average Number of Days to Complete Fence Permits	5	4	2.2	2.3	2.3
Number of Sign Permits Requested	126	129	141	154	155
Number of Sign Permits Issued	122	121	141	150	150
Average Number of Days to Complete Sign Permits	7	4	2.5	3.5	3
Number of Variance Applications Received	22	14	5	11	10
Number of Variances Heard by Board of Adjustment (BOA)	22	14	4	11	10
Percent of Variances Approved by BOA	86%	92%	100%	91%	90%
Number of P&Z Commission Meetings Facilitated	21	20	19	16	16
Number of Applications Presented to P&Z Commission	40	28	24	25	25
Number of Applications Presented to City Council	47	32	39	35	35



2011 Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Maintain high level of accountability and productivity by consistently meeting all performance measurements. • Implement the new Land Development Code (LDC) and present the Deferred Code Items to City Council for final action. • Update the Lighting standards and incorporate into the LDC. • Update the City's Web site and manage the multi-year Official City Zoning Map project to implement the LDC. • Continue to monitor satisfaction through customer service surveys. • Further efforts to keep citizens and other stakeholders informed about development and other projects by facilitating community meetings.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about Current Planning services by attending at least two HOA/CenCON meetings and City Council District meetings as requested. • Attend multiple HOA meetings to discuss the Zoning Map update. • Facilitate and participate in City-sponsored customer service workshops.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Continue to implement business processes that make doing business with the City as simple, efficient, and responsive as possible. • Increase the number and/or percent of applications received through Rapid Review Thursdays over 2010.
	<p>Environment</p>	<ul style="list-style-type: none"> • Monitor current and future ordinances for environmentally sound practices. • Update the lighting standards. • Increase the number of paperless submittals. • Continue to update and enhance planning and zoning information on the City's Web site.



Overview: The Engineering Division is responsible for coordinating development review of land use applications with the Current Planning Division, the review and approval of site civil construction documents, and providing general municipal civil engineering services to the City. The Engineering Division oversees and issues Right-of-Way permits associated with land use case applications and inspects construction of new development. In conjunction with the Southeast Metro Stormwater Authority (SEMSWA), the division is responsible for inspection and acceptance of new public improvements associated with land use cases. The division is also responsible for the coordination of the Capital Improvement Fund, administering and chairing the Capital Improvement Committee and the preparation of the City's 5 and 10 Year Capital Improvement Program.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Maintained high level of accountability and productivity by consistently meeting performance measurements. • Implemented a new 75% inspection service to minimize deficiencies at end of construction and mobile technology (laptop and printer) for the construction inspector. • Advanced a well-planned city by overseeing an update to the City's floodplain regulations in the LDC to ensure safety of life and property as well as compliance with Federal law. • Promoted "life-cycle design" standards by updating the Infrastructure Design and Specifications Manual to ensure the City is using and requiring best practices for the design and construction of its infrastructure. • Provided information to the City Council on the City's Sight Distance Triangle regulations to better address traffic concerns in neighborhoods. • Updated information about the Engineering Division on the City's website. • Initiated update to the City's Comprehensive Plan by completing Phase IA of the City's Transportation Master Plan. • Participated in several SEMSWA CIP projects and developed working relationships with staff at ACWWA, East Cherry Creek Valley and Southgate Water and Sanitation District. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Supported the Open Space Manager on the Civic Center Park project by performing plan review of construction drawings and developing the bid package. • Provided project management and review for the Tagawa Access Road, Broncos Parkway Trailhead, Cherry Creek Trail, and Open Space on-street bike lane projects. • Hosted 4 public meetings / open houses for 2010 Transportation Master Plan and also participated in Breakfast with P&D meetings.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business simple, efficient and responsive. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review in conjunction with the Current Planning Division. • Implemented mobile inspections and reporting for engineering inspections. • Provided plan review and facilitated engineering permitting process for the construction of IKEA. Assisted IKEA coordination with SEMSWA and other agencies to ensure timely resolution to issues. • Presented information to the City Council on a possible Neighborhood Perimeter Beautification Program. • Completed an update of the City's 5 and 10 Year Capital Improvement Program. • Completed Phase IA of the Transportation Master Plan.



2010 Accomplishments (Cont.):

 Environment	<ul style="list-style-type: none"> • Implemented paperless review of land use and engineering applications. • Managed the Civic Center energy audit project. • Provided project management, design, and inspection for the 2010 Open Space on-street bike lane project.
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Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of Right-of-Way (ROW) Permits Issued	17	85	45	75	80
Average Number of Days to Issue each ROW Permit	1	1	1	1	1
Number of Construction Drawings (CDs) Received	24	30	16	14	15

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Consistently meet all performance measurements. • Seek adoption and implementation of the Infrastructure Design and Specifications Manual to ensure the City is using and requiring best practices for the design and construction of its infrastructure • Maintain current information about the Engineering Division on City's website. • Continue to monitor expectations and satisfaction through customer service surveys. • Update the City's Comprehensive Plan by completing the next phase(s) of the City's Transportation Master Plan. • Provide support on SEMSWA CIP projects and strengthen working relationships with staff at water and sanitation districts that serve the City.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Provide project management and inspection for the construction of the Civic Center Park, Phase I project and on-street bike lanes. • Provide a community workshop on the new 2010 Infrastructure Design and Specification Manual. • Attend one City sponsored customer service training session.
 Health	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Provide support for annexation opportunities. • Implement mobile computerized inspection and reporting for the Engineering development inspection process. • Complete the next phase of the Transportation Master Plan. • Maintain and update the 5 and 10 Year Capital Improvement Program.
 Environment	<ul style="list-style-type: none"> • Monitor current and future ordinances for environmentally sound practices. • Increase the number of paperless submittals. • Assist in achieving LEED certification for the operations of the Civic Center and implementing recommendations from the energy audit. • Continue to provide inspection and management of on-street bike lane projects. • Complete the next phase of the Transportation Master Plan.



Overview: The Building Division is responsible for ensuring the life safety of all persons in the City of Centennial related to the construction of all commercial and residential structures, through enforcing compliance of the adopted International Codes. This is achieved by completing plans examination of submitted plans and conducting necessary inspections to assure compliance with all City of Centennial building codes and ordinances.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Maintained a high level of accountability and productivity by consistently meeting all performance measurements. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys. Results and suggestions are tracked to identify opportunities for business process improvements • Initiated "Rapid Review Thursday" (RRT) to meet the growing needs of citizens and customers. RRT provides over the counter plan review for small projects. • Initiated and completed a review of the 2009 IBC and comparison of the 2006 IBC.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Supported neighborhoods by providing residents with relevant and useful information about Building Services through two community workshops on how to build decks and finish basements. • Maintained strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses. • Worked to coordinate with South Metro on the construction of the IKEA store.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business simple, efficient, and responsive. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review. • Provided plan review and facilitated building permitting for the construction of IKEA.
	<p>Environment</p>	<ul style="list-style-type: none"> • Updated and enhanced building information (applications, handouts, fees and relevant information) provided on the City's Web site, such that customers and citizens obtain public information from home and office rather than travel to Civic Center.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of Inspections	9,564	13,187	13,060	14,000	13,000
Number of Failed Inspections	3,115	1,831	2,890	2,100	2,500
Total Number of Permits Issued	4,327	4,101	7,592	6,500	6,500
Valuation of Permits	\$135,765,755	\$182,010,531	\$114,189,269	\$125,000,000	\$110,000,000
Number of New Single-family Permits Issued	111	60	23	33	20
Number of Single-family COs	262	177	19	25	30
Number of Residential Addition/Remodel Permits Issued	516	452	458	458	500



Performance Measurements (Cont.):	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of New Commercial Projects Permitted	21	27	16	16	10
Number of Commercial Addition/Remodel Permits Issued	205	207	282	225	225
Number of Plan Reviews Performed	952	982	997	1000	950
Total Revenue (fees)	\$2,268,272	\$2,283,384	\$2,150,991	\$1,900,000	\$1,800,000

2011 Goals and Objectives:

 <p>City Services</p>	<ul style="list-style-type: none"> • Maintain high level of accountability and productivity by consistently meeting all performance measurements. • Continue to monitor citizen and customer expectations and satisfaction through customer service surveys. Implement process improvements based upon customer suggestions. • Seek City Council adoption and implementation of the 2009 IBC.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about Building Services by facilitating community workshops as well as attending HOA, GenCON, or City Council District meetings as requested or required • Attend one City sponsored customer service training program. • Maintain strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses. • Enhance coordination with South Metro on the construction of IKEA store to ensure a timely opening.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Oversee the new contract for the Building Division, specifically the implementation of new services and improved performance measures within the approved budget. • Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Make available paperless submittals. • Increase the number and/or percent of permits received through Rapid Review Thursdays over 2010. • Maintain new performance measurements for permits. • Integrate contractor licensing. • Implement technology for inspections to provide better customer service and explore on-line submittals. • Implement the Home Improvement Program (HIP) by end of year. • Continue to provide responsive building inspections and general support for the timely grand opening of IKEA.
 <p>Environment</p>	<ul style="list-style-type: none"> • Enhance customer access to Building Services via Web interface; implement paperless plan review/submittals and mobile technology for inspections; continue to update and enhance building information (applications, handouts, fees and relevant information) on the City's Web site.



Overview: The Contractor Licensing Division is responsible for issuing contractor licenses to ensure contractors and subcontractors are insured and meet minimum qualifications to perform work within the City. The Division administers the City's Use Tax ordinance and collections related to land development, fence and sign permits, building permits and engineering permits. Lastly, it administers the City's transit shelter and bus bench program to ensure proper placement and maintenance of shelters throughout the City.

2010 Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Inventoried bus benches at end of year to ensure removal of ad-based benches to make room for new non-ad based benches next year, which will provide more user friendly facilities for pedestrians. • Maintained high level of accountability and productivity by consistently meeting all performance measurements. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys. Results and suggestions are tracked to identify opportunities for business process improvements.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Monitored 246 bus benches and 88 bus shelters to ensure that they are safe and well maintained for the convenience of our residents and workers.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business as simple, efficient and as responsive. • Implemented the Innoprise tracking system and Innoprise for contractor licensing. • Accepted the first submittal for paperless review. • Contributed to the transition from ad-based to non-ad-based bus benches.
	<p>Environment</p>	<ul style="list-style-type: none"> • Update and enhance contractor licensing information (applications, handouts, fees and relevant information) on the City's Web site, such that customers and citizens obtain public information from home and office rather than travel to Civic Center. • Enhance customer access to contractor licensing information via Web interface. • Implement paperless submittals and mobile technology for inspections.

Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Licenses Issued	3,190	3,572	3,683	3,400	3,000
License Fees Collected	\$234,960	\$255,610	\$250,478	\$248,000	\$210,000
Number of Customer Contacts by Phone	3,362	4,230	3,395	4,200	4,000
Number of Violations	4	1	6	0	0
Number of Shelter Permits	95	94	91	88	88
Number of Bus Benches	359	342	248	246	39
Revenues	\$113,550	\$111,750	\$104,900	\$100,300	\$88,000



Performance Measurements (Cont.):	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of inspections	2	2	2	2	2
Number of Complaints by type	2	4	3	6	5
Number of shelters/benches removed	18	0	97	5	207
Number of permit revocations due to violation	0	0	0	0	0

2011 Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Improve the pedestrian experience at higher volume bus bench stops by installing concrete pads that provide ADA accessibility and new non-ad based bus benches. • Consistently meet all performance measurements. • Monitor citizen and customer expectations and satisfaction by performing customer service surveys. • Advance new Contractor Licensing regulations to spread registration across the year and provide penalty for contractors caught doing work in the City without license and proper insurance coverage.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Ensure transit shelters and benches are properly maintained, contributing to attractive streetscapes throughout the City. • Ensure transit shelters and benches are safe for the traveling community, including removal of snow and ice. • Attend one City sponsored customer service training program.
 Economic Health	<ul style="list-style-type: none"> • Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Enhance access to City services online and increase customer convenience through potential online filing and payment.
 Environment	<ul style="list-style-type: none"> • Enhance access to City services online and increased customer convenience through potential online filing and payment in coordination with the Finance Department, thereby reducing customers' need to drive to the Civic Center.



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2002

Celebrating 10 Years of Excellence

THE CITY COUNCIL ADOPTED THE FIRST CODE OF ETHICS AND RULES OF CONDUCT

THE POSITION AND DUTIES OF THE CITY MANAGER WERE ESTABLISHED

CHERRY CREEK CENTRE, SADDLE ROCK RANCHES AND THE ARAPAHOE/LIMA DEALERSHIP WERE ANNEXED

THE BUSINESS LICENSE PROGRAM WAS ADOPTED



MAYOR
RANDY PYE

COUNCIL WARD I
GEORGE GATSEOS II
BETTY ANN HABIG



COUNCIL WARD II
BECKY LENNON
BART MILLER

COUNCIL WARD III
SUSAN NIX
ANDREA SUHAKA

COUNCIL WARD IV
BETTY WOTRING
ALAN FLETCHER



CITY CLERK
GWENDOLYN BURTON
(VACATED 7/2)
LISE SEEDROFF

CITY TREASURER
DOUG MILLIKEN

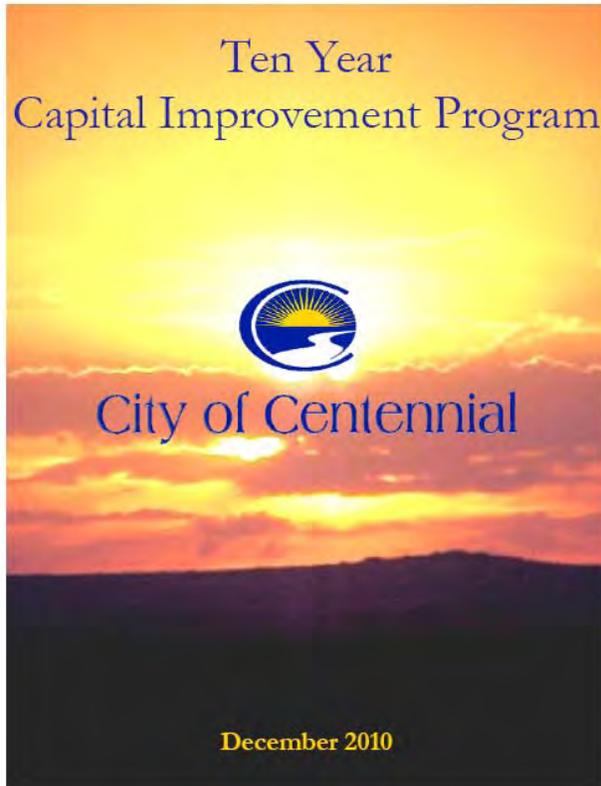


CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Overview



The City of Centennial Capital Improvement Program (CIP) is comprised of three funds; Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund. The program is coordinated by the Engineering Division of the Community Development Department, while individual projects are managed by members of the Public Works Department and its contractors, Community Development Department, Support Services, and the City Manager's Office.

The CIP includes a ten-year plan developed to meet the needs for new infrastructure, replacement of existing infrastructure, and capital projects throughout the community. The plan is developed using the strategies set forth in the City's Visioning Document, *Our Voice. Our Vision. Centennial 2030.* and is reviewed by either the CIP Committee or the Open Space Advisory Board. All projects in the first year of the ten year plan are included in the budget for the appropriate fund.

The Capital improvement Fund is used for the City's transportation and safety infrastructure as well as the major maintenance of City facilities

(such as the Civic Center) that are owned by the City. Funding typically come from the City's General Fund revenues along with grants. The Open Space Fund and the Conservation Trust Fund work in tandem to fund the maintenance and enhancement of the City's network of parks, open spaces, and trails. The Open Space Fund revenue is generated by the Arapahoe County Open Space Tax, which restricts how funds may be used. The Fund's future existence is contingent on the continuation of the Open Space Tax as a funding source beyond 2013. The Conservation Trust Fund is funded by the state lottery program and is also restricted in its uses.

The City of Centennial currently has far more capital needs than resources to fund them. More than 80 percent of the land within the City is currently developed and much of the infrastructure has been in place for more than 25 years. Through proper assessment, and planning and development of a Capital Improvement Program, the most critical needs are identified and prioritized through an objective and open process. City funds are also supplemented by other funding supplied by grants and partnerships. These other funding sources are actively pursued by the City to allow a leveraging of the City's money to benefit the City.

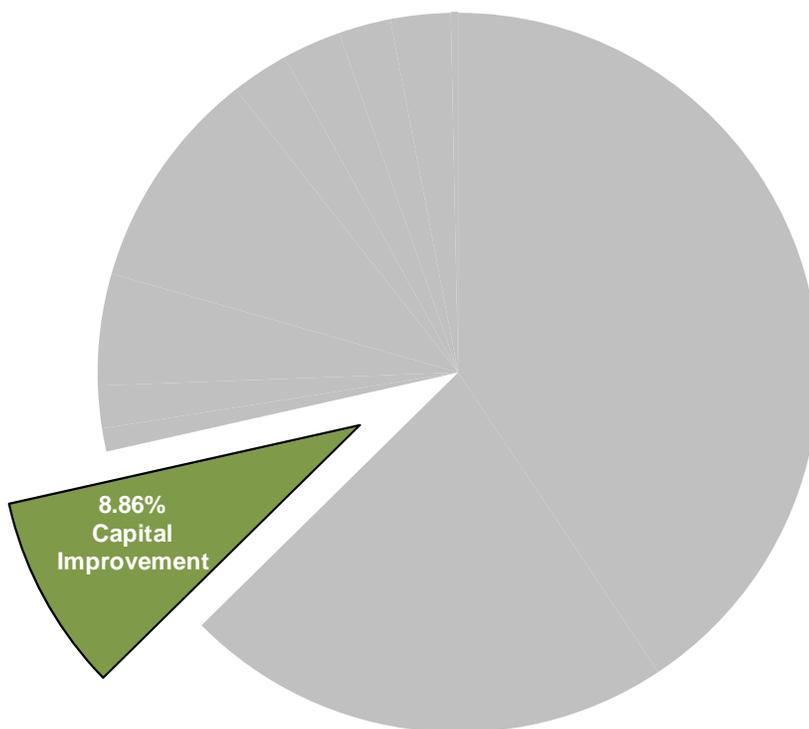
A separate summary for each project included in the 2011 budget is included on the following pages. Each project summary includes information pertaining to the project including other funding sources and operational and maintenance costs. The incremental cost of operating and maintaining new capital assets is noted on individual project sheets, if applicable. The City contracts many maintenance like services and is unable to determine the per project maintenance cost due to the lump sum nature of the contract. Additionally, the City partners with recreation districts for many of the parks, open space and trails projects; in these cases the City is not responsible for the operating and maintenance costs of the asset.

CAPITAL IMPROVEMENT FUND



The Capital Improvement Fund (CIF) revenue is primarily generated through a transfer from the General Fund. Other revenue includes grants, developer contributions, and pavement restoration fees from the Public Works right-of-way permitting program. Projects in the CIF are generally related to the construction and rehabilitation of the City street network (including pavement, concrete and traffic signals). In addition to these projects, general capital projects related to the Civic Center are also included in the CIF.

2011 Expenditures Capital Improvement



This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Capital Improvement Fund Budget Summary by Budget Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	515,820	416,666	647,395	450,000	33,334	8.0%
Capital Outlay	7,540,825	4,546,617	8,645,856	4,262,740	(283,877)	-6.2%
TOTAL	\$ 8,056,645	\$ 4,963,283	\$ 9,293,251	\$ 4,712,740	\$ (250,543)	-5.0%



Overview: Projects in the CIF are generally managed by Staff in the Public Works Department, but Staff in other departments may also manage projects in the fund. Overall program and fund coordination is provided by the Engineering Division of the Community Development Department, along with members of the Finance Department and the City Manager's Office. Project selection and recommendations are prepared by the City's CIP Committee, which is comprised of Staff from throughout the organization.

The largest portion of the CIF is the City's pavement management program, which is responsible for projects that extend the life of the City's street network. The City has a goal of establishing and maintaining a high Pavement Condition Index (PCI) rating of the City's streets. In order to accomplish this goal, annual funding must be provided for pavement and concrete rehabilitation work.

2010 Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Ensured an adequate level of improvements to infrastructure by maintaining a pavement condition index of at least 70 (1-100 rating) through the effective use of various roadway treatments. • Completed first phase of transportation master plan and established goals and priorities for future CIP planning. • Continued to monitor formal performance measures and dates for CIP.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Developed and distributed maps of proposed 2010 pavement rehabilitation program and sent letters to all affected residents throughout the year. • Set aside a portion of the 2010 street rehabilitation program for business districts. • Responded to citizen concerns and requests related to ongoing or proposed CIP projects within two business days.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Monitored pricing and negotiations of all contracts to take advantage of favorable market conditions. • Submitted projects for DRCOG Federal Funding. • Completed all CIP projects within the established budgets.
 <p>Environment</p>	<ul style="list-style-type: none"> • Developed test program for use of pavement recycling as part of the 2010 program. • Specified use of "green" materials including green concrete for the 2010 concrete program.

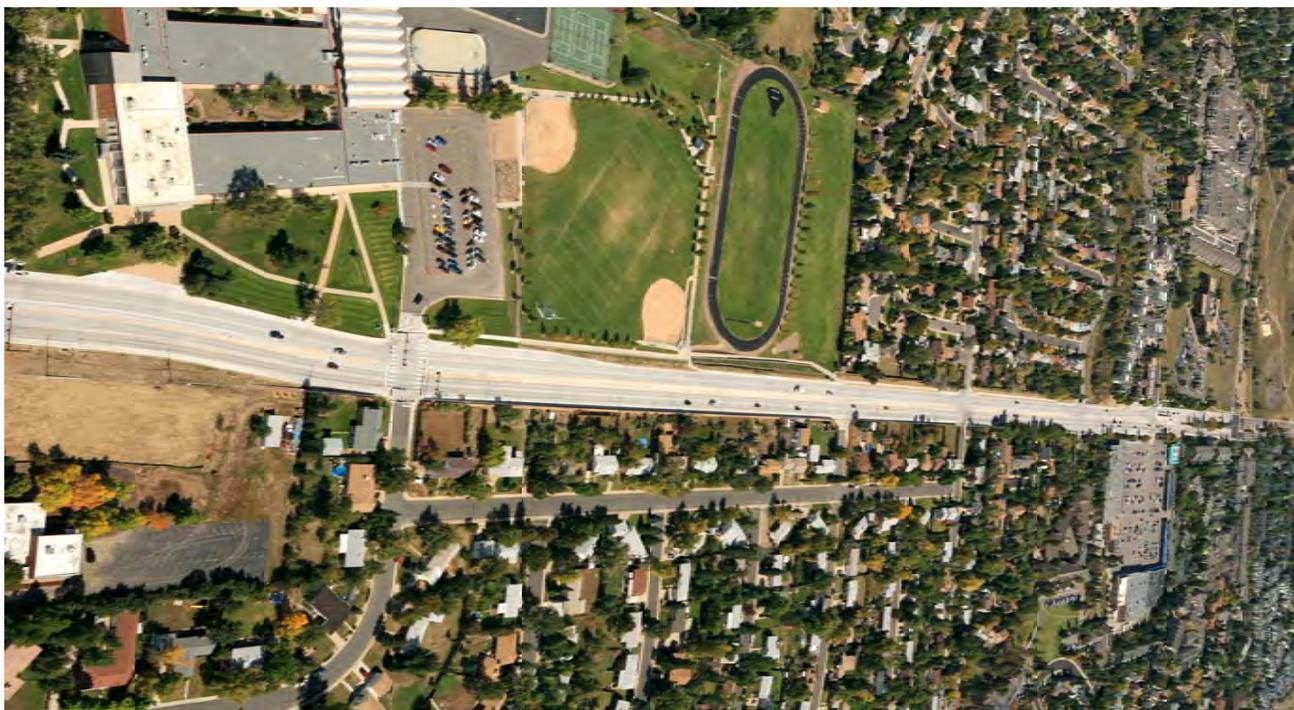
Performance Measurements:

Pavement Rehabilitation and Surface Treatment Program	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Centerline Street Miles Reconstructed	1.7	1.7	0.1	0.9	0.5
Centerline Street Miles Mill & Overlay	11.2	16.3	8.0	7.0	0.5
Centerline Street Miles Surface Treated	0	26.5	19.4	15.2	14



2011 Goals and Objectives:

	<ul style="list-style-type: none"> • Monitor Transportation Master Plan and set priorities for future CIP Planning. • Continue to update and monitor formal performance measures for CIP. • Maintain a pavement condition index of 70 or above (1-100 rating) through the effective use of various roadway treatments.
	<ul style="list-style-type: none"> • Continue outreach programs to inform citizens of significant pavement rehabilitation programs. • Continue to respond to citizen concerns and requests related to ongoing or proposed CIP projects within two business days.
	<ul style="list-style-type: none"> • Complete all CIP projects within established budgets. • Proactively investigate and apply for all eligible grants. • Continue to monitor pricing and negotiate for the best value taking full advantage of the favorable market conditions.
	<ul style="list-style-type: none"> • Specify use of "green" materials including green concrete for the 2011 concrete program. • Investigate new pavement recycling materials to be used as part of the 2011 program.



Arapahoe Road - Colorado Boulevard to Holly Street Roadway Reconstruction



2011-2015 Capital Improvement Program

Project Name: Transportation Master Plan

Project Type: Professional Services **Funds First Allocated:** 2009 **Council District:** All

Project Description: Prepare a Citywide transportation master plan in order to clearly identify and prioritize the City's needs and to develop a strategy to address them.

Goals Met: Quality of Life, Economic Health, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ 183,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	333,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ 183,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	333,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ 183,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	333,000
City total portion	\$ 183,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	333,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 333,000

Annual O&M Impacts: This is a planning study that will not directly create new annual costs.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Building Maintenance & Improvements
Project Type: Facilities Funds First Allocated: 2008 Council District: All

Project Description: Scheduled repair or replacement of structural components, mechanical and electrical systems, plumbing, or other vital systems of the Civic Center.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	1,152,878	50,000	50,000	50,000	50,000	50,000	1,402,878
Subtotal	\$ 1,152,878	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,402,878
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ 1,152,878	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,402,878
City total portion	\$ 1,152,878	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 1,402,878

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,402,878
Total City Project Costs:	\$ 1,402,878

Annual O&M Impacts: Funding beginning in 2011 is used for capital maintenance needs and does not create additional O & M costs for the facility.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Building Contingency

Project Type: Facilities **Funds First Allocated:** 2011 **Council District:** All

Project Description: This project is for the repair or replacement of major components of the Civic Center, such as an HVAC or roof, that cannot be funded in the annual maintenance budget. Unused funds are carried forward to the next year to save for larger expenditures.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
City total portion	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Total Design & CM Costs:	\$ 300,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 300,000

Annual O&M Impacts: This project does not create new O&M costs. Depending on projects completed, there may be a reduction in costs for systems that are replaced.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Chester at County Line Road Right Turn Lane
Project Type: Streets & Intersections **Funds First Allocated:** 2011 **Council District:** 3

Project Description: Construction of a southbound to westbound right turn lane from South Chester Street to County Line Road. This project will provide congestion relief for southbound traffic.

Goals Met: Quality of Life, Economic Health, Environment

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ 12,915	\$ -	\$ -	\$ -	\$ -	\$ 12,915
Land Acquisition:		-	36,750	-	-	-	-	36,750
Construction:		-	250,335	-	-	-	-	250,335
Subtotal		\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
City total portion		\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Total Design & CM Costs:	\$ 12,915
Total Land Acquisition Costs:	\$ 36,750
Total Construction Costs:	\$ 250,335
Total City Project Costs:	\$ 300,000

Annual O&M Impacts: Less than 1,000 square feet of additional pavement will be added for on-going maintenance. This will be absorbed by the Public Works operating budget.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Signal Communication Improvements

Project Type: Various Traffic **Funds First Allocated:** 2009 **Council District:** All

Project Description: This project will install communications with existing traffic signals to reduce delays and inefficiencies. 2011 equipment will be installed along Himalaya/Reservoir, Jordan Road, Quebec Street and Smoky Hill Road.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		90,215	144,230	50,000	50,000	50,000	50,000	434,445
Subtotal		\$ 90,215	\$ 144,230	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 434,445
Funds from other Sources:	DRCOG	\$ 40,215	\$ 94,230	-	-	-	-	\$ 134,445
		-	-	-	-	-	-	-
Funding:		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
City total portion		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 434,445
Total City Project Costs:	\$ 300,000

Annual O&M Impacts: Cost for maintenance of new equipment is expected to be around \$4,000 and will be paid from Public Works operating budget for Traffic signal maintenance and repair.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Street Rehabilitation Program

Project Type: Rehabilitation - Roadway **Funds First Allocated:** 2009 **Council District:** All

Project Description: This project includes pavement reconstruction, overlay, and concrete repair for streets identified in the pavement management program for locations throughout the City. 2011 is the first year Concrete Replacement is included in Street Rehabilitation.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ 180,000	\$ 175,050	\$ 198,900	\$ 217,600	\$ 217,600	\$ 989,150
Land Acquisition:		-	-	-	-	-	-	-
Construction:		5,804,400	3,092,580	2,962,450	3,366,100	3,682,400	3,682,400	22,590,330
Subtotal		\$ 5,804,400	\$ 3,272,580	\$ 3,137,500	\$ 3,565,000	\$ 3,900,000	\$ 3,900,000	\$ 23,579,480
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 5,804,400	\$ 3,272,580	\$ 3,137,500	\$ 3,565,000	\$ 3,900,000	\$ 3,900,000	\$ 23,579,480
City total portion		\$ 5,804,400	\$ 3,272,580	\$ 3,137,500	\$ 3,565,000	\$ 3,900,000	\$ 3,900,000	\$ 23,579,480

Total Design & CM Costs:	\$ 989,150
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 22,590,330
Total City Project Costs:	\$ 23,579,480

Annual O&M Impacts: No additional annual O&M costs are created. The pavement management program adds life to street pavement and reduces annual street maintenance.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Street Surface Treatment

Project Type: Rehabilitation - Roadway **Funds First Allocated:** 2010 **Council District:** All

Project Description: This project involved the application of slurry seal, microsurfacing, or chip seal to eligible streets in the pavement management program. The purpose is to extend the life of the paved surfaces. Prior to 2009, this was booked under Street Rehabilitation.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	25,000
Land Acquisition:		-	-	-	-	-	-	-
Construction:		725,650	500,000	-	-	-	-	1,225,560
Subtotal		\$ 725,650	\$ 525,000	\$ -	\$ -	\$ -	\$ -	1,250,650
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 725,650	\$ 525,000	\$ -	\$ -	\$ -	\$ -	1,250,650
City total portion		\$ 725,650	\$ 525,000	\$ -	\$ -	\$ -	\$ -	1,250,650

Total Design & CM Costs:	\$ 25,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,225,560
Total City Project Costs:	\$ 1,250,650

Annual O&M Impacts: No additional annual O&M costs are created with this program. The pavement management program adds life to street pavement and reduces street maintenance.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Traffic System Upgrades

Project Type: Various Traffic **Funds First Allocated:** 2010 **Council District:** All

Project Description: This program includes new guardrails, signal pole replacement, minor intersection modifications such as traffic islands, upgraded traffic signal communications, and upgraded traffic signal equipment such as signal heads.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	131,500	20,930	150,000	150,000	150,000	150,000	752,430
Subtotal	\$ 131,500	\$ 20,930	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 752,430
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ 131,500	\$ 20,930	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 752,430
City total portion	\$ 131,500	\$ 20,930	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 752,430

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 752,430
Total City Project Costs:	\$ 752,430

Annual O&M Impacts: Projects completed in this program typically replace other improvements and do not create new annual O&M costs.

PROJECT LOCATION:

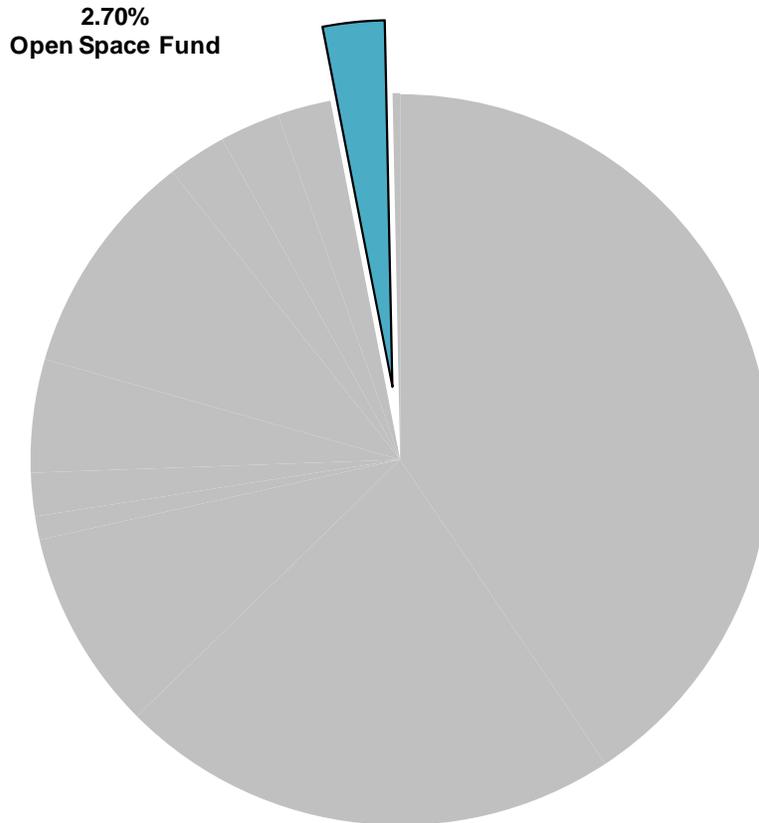




OPEN SPACE FUND

In 2003, voters approved a county-wide ¼ cent sales tax to pay for the preservation of open space in Arapahoe County. Collection of the sales tax began January 1, 2004 and is set to expire December 31, 2013. Fifty percent (50%) of the collected funds are given to municipalities on the basis of population. Funds may be used to acquire open space or park land and make improvements to parks and trails. Ten percent (10%) of the funds may be used to maintain open space.

2011 Expenditures Open Space Fund



This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Open Space Fund Budget Summary by Budget Category

	2009	2010	2010	2011	2010 Adopted/ 2011 Adopted	
	Actual	Adopted	Revised	Adopted	\$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	-	-	-	-	-	-
Capital Outlay	492,079	1,222,333	6,696,709	1,435,933	213,600	17.5%
TOTAL	\$ 492,079	\$ 1,222,333	\$ 6,696,709	\$ 1,435,933	\$ 213,600	17.5%



Open Space Program Accomplishments During 2010

2011 Budget and CIP Adopted: The Open Space Advisory Board adopted a comprehensive 2011 Capital Improvement Program (CIP) to implement the City's Parks, Open Space, Trails and Recreation Master Plan (Master Plan). The program schedules funding priorities for use of Arapahoe County Open Space Funds and Conservation Trust Funds through 2013. The CIP program will be used to guide funding decisions and advance partnership and grant opportunities for the City's park, trail and open space system.

Parker Jordan Centennial Open Space Acquisition and Cherry Creek Trail: The City partnered with the Parker Jordan Metropolitan District to acquire 107 acres of open space along the Cherry Creek Corridor. This critical piece of open space will add to the inventory of conserved lands within the corridor and allow completion of one of the last significant gaps in the Cherry Creek Regional Trail. Funds will be used to acquire a 50 percent interest in this open space and build the trail and related enhancements, including signage, seating and resting areas, secondary and tertiary trails through the open space, and educational features related to the ecology and hydrology of the Cherry Creek Basin. The City was successful in obtaining a matching grant of \$359,402 from Great Outdoors Colorado (GOCO) for this project.

Piney Creek Trail: A signage improvement program was completed to add identification, directional, safety and educational signs along the Piney Creek Trail. Progress was made on two other projects: securing an easement from Cherry Creek School District to complete the trail; and engineering design was completed to replace an existing substandard bridge.

Centennial Regional Link Trail: Following completion of the Master Plan in 2009, the project team moved forward with securing needed easements and preparation of construction documents to build the first phase of trail improvements. The project team was also successful in obtaining a grant of \$188,350 from the State Trails Program. This multi-use trail will link western Centennial neighborhoods to the regional trail network. The trail corridor will run between S. University Blvd. and S. Holly Street along a power line easement, the Caley St. right-of-way and existing trails. The project will serve a large portion of the City's western population, provide high visibility as the first City-named trail and build upon a strong partnership with the South Suburban Park Foundation, which will strengthen grant opportunities for future funding.

Civic Center Park: Following completion of the Master Plan during 2009, the process to prepare construction documents for the first phase of the park was undertaken. The park is located on 11 acres of land acquired during 2008 with Open Space funds as part of the City's Civic Center. The master plan calls for public gathering places, a destination play area, internal loop trail and other features to take advantage of the site's unique views of the front range and potential access to the Lone Tree Creek. The first phase of improvements scheduled to be started in 2010 include the core area improvements, amphitheater and parking lot.

City-Wide Bicycle Lanes: Engineering work was completed to begin implementation of a system of bike lane improvements to improve access to the City's trail, park and open space system. Improving connectivity was a central recommendation of the City's Master Plan. Targeted streets include Caley Avenue to complete a future connection between the east and west sides of the City. Easter Avenue and a linkage between the Piney Creek and Toll Gate Creek trails are also priorities.

Piney Creek Hollow Park: Construction of the final phase of park improvements was completed during 2010. This project was undertaken in cooperation with the Arapahoe Park and Recreation District (APRD) and was the final phase of improvements to this 50-acre community park. Piney Creek Hollow Park is located on the east side of the City in District 4, off of S. Tower Road along Piney Creek. The project included the construction of a new multi-use sports field with landscaping and a shelter in the park. The City is working with the East Cherry Creek Valley Water and Sanitation District and SEMSWA to annex this park into the City.



Open Space Program Goals 2011

The following goals were identified by the City's Open Space Advisory Board in partnership with City staff during the 2010 budget planning process:

- Increase trail and bike lane signage and recognition of Centennial.
- Complete trails and bike lanes that lead to Civic Center Park and other important projects including the planned Lone Tree Creek Trail.
- Complete the east/west trail and bike lane system linking the east and west sides of the City. A key segment of this system is the Centennial Regional Link trail and planned bike lanes along Caley, as well as closing gaps on the Piney Creek Trail.
- Complete Civic Center Park and other highly visible projects such as the Centennial Regional Link Trail, Parker Jordan Centennial Open Space Trail enhancements and enhancements to neighborhood parks throughout the City.
- Pursue land acquisitions that are highly visible to the public. These acquisitions should expand public access and enjoyment of natural areas and meet needs for additional organized athletic facilities.
- Expand communication of accomplishments so that the public fully understands the value and importance of the City's park, open space, trail and recreation plan. Efforts should include the use of news media, special events, web-based access, e-mail distributions, brochures, maps, and presentations to District meetings, civic associations, and other community meetings.



Parker Jordan Open Space 2010 Ground Breaking



2011-2015 Capital Improvement Program

Project Name: Parker Jordan Open Space Maintenance

Project Type: Parks and Trails **Funds First Allocated:** 2010 **Council District:** 3

Project Description: This items covers the City's portion of the annual maintenance for the 107 Acre Parker Jordan Centennial Open Space property located near Cherry Creek and Broncos Parkway. The Parker Jordan Metro District covers the other 50% of the cost.

Goals Met: City Services, Quality of Life

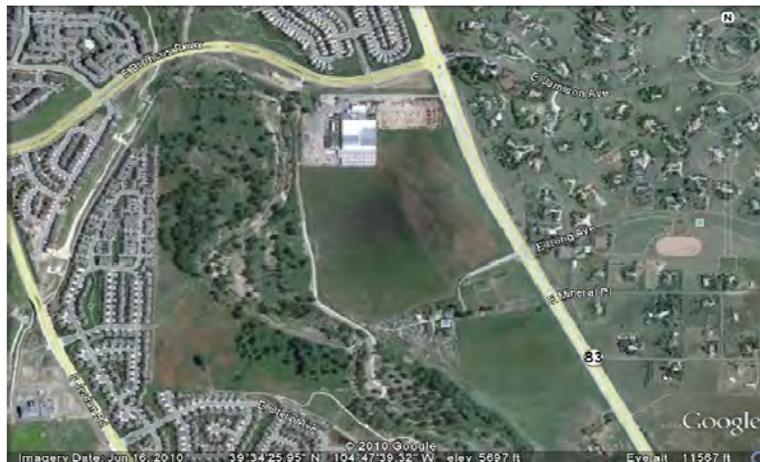
ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	50,000	50,000	50,000	50,000	-	-	200,000
Subtotal	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	200,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	200,000
City total portion	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	200,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 200,000
Total City Project Costs:	\$ 200,000

Annual O&M Impacts: This project covers the City's share of the annual O&M costs for the open space property.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Arapahoe Park and Recreation District Projects
Project Type: Parks and Trails **Funds First Allocated:** 2009 **Council District:** 3 & 4

Project Description: Improvements to parks in Arapahoe Park and Recreation District. Projects could include Fox Hill Park, Indian Ridge School Park, Village Park, Tollgate Park, and Cherokee Trail Park. Specific projects will be identified in funding agreements.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		414,000	215,000	310,000	260,000	-	-	1,199,000
Subtotal		\$ 414,000	\$ 215,000	\$ 310,000	\$ 260,000	\$ -	\$ -	1,199,000
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 414,000	\$ 215,000	\$ 310,000	\$ 260,000	\$ -	\$ -	1,199,000
City total portion		\$ 414,000	\$ 215,000	\$ 310,000	\$ 260,000	\$ -	\$ -	1,199,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,199,000
Total City Project Costs:	\$ 1,199,000

Annual O&M Impacts: Annual O&M costs for these projects are the responsibility of APRD.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: South Suburban Parks & Recreation District Projects

Project Type: Parks and Trails **Funds First Allocated:** 2009 **Council District:** 1 & 2

Project Description: Improvements for South Suburban Parks and Recreation District ball fields, rest-rooms and other facilities. Locations could include deKoevend Park, Arapahoe Park, and Abbot Park. Projects will be indentified in funding agreements with SSPRD.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		2,124,333	414,333	414,333	-	-	-	2,952,999
Subtotal		\$ 2,124,333	\$ 414,333	\$ 414,333	\$ -	\$ -	\$ -	2,952,999
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 2,124,333	\$ 414,333	\$ 414,333	\$ -	\$ -	\$ -	2,952,999
City total portion		\$ 2,124,333	\$ 414,333	\$ 414,333	\$ -	\$ -	\$ -	2,952,999

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 2,952,999
Total City Project Costs:	\$ 2,952,999

Annual O&M Impacts: Annual O&M costs for these projects are the responsibility of SSPRD.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: City Wide Bike Lanes

Project Type: Parks and Trails **Funds First Allocated:** 2010 **Council District:** All

Project Description: This project is for the installation of bike-lanes to improve connectivity between neighborhoods and the park, trail and open space system. Work may include painting bike lane markings, signage and minor street improvements.

Goals Met: City Services

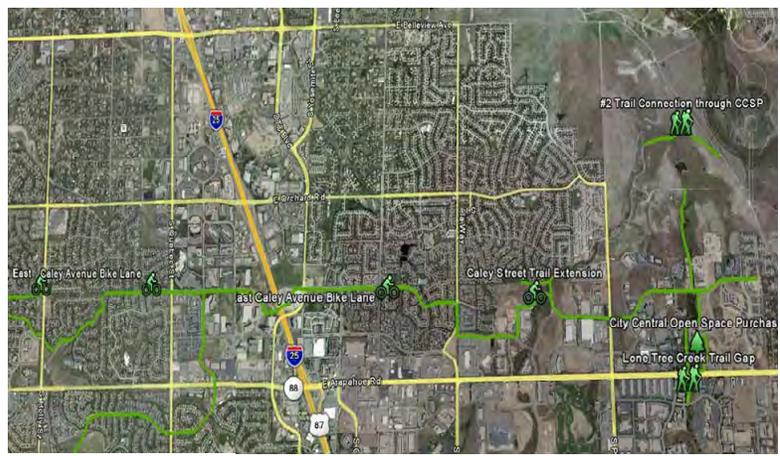
ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		162,402	75,000	75,000	75,000	-	-	387,402
Subtotal		\$ 162,402	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	387,402
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 162,402	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	387,402
City total portion		\$ 162,402	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	387,402

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 387,402
Total City Project Costs:	\$ 387,402

Annual O&M Impacts: New bike lane markings will increase total traffic markings by less than 5%. O&M for the markings is in the Public Works operating budget for street maintenance.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Lone Tree Creek Trail

Project Type: Parks and Trails **Funds First Allocated:** 2010 **Council District:** 3 & 4

Project Description: Complete the trail from the underpass at Arapahoe Road north to Cherry Creek State Park. The trail will connect Civic Center Park and surrounding employment and neighborhoods to Cherry Creek Trail. A matching grant is anticipated.

Goals Met: City Services, Quality of Life

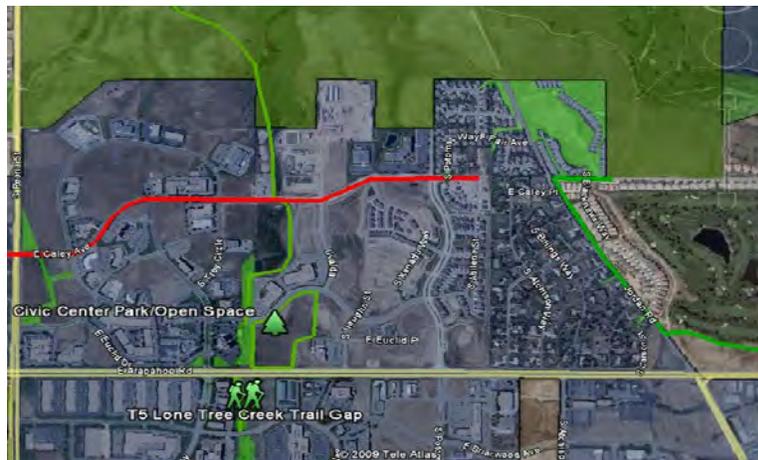
ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		50,000	50,000	50,000	-	-	-	150,000
Subtotal		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	150,000
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	150,000
City total portion		\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	150,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 150,000
Total City Project Costs:	\$ 150,000

Annual O&M Impacts: O&M costs for this trail will be negotiated with other agencies that provide park and trail operations and maintenance in the area.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Piney Creek Trail

Project Type: Parks and Trails **Funds First Allocated:** 2010 **Council District:** 4

Project Description: The project includes the construction of the final 1000 foot segment of the missing trail with crossing of tributary floodway near the Greenfield Neighborhood.

Goals Met: City Services, Quality of Life

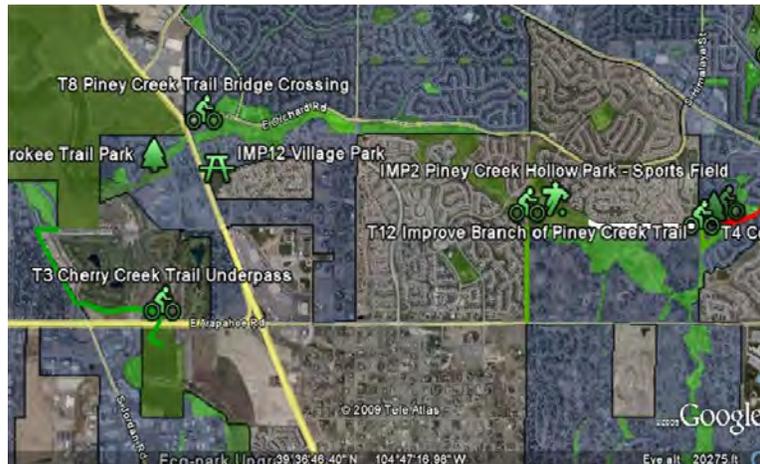
ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	40,000	110,000	-	-	-	-	150,000
Subtotal	\$ 40,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	150,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ 40,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	150,000
City total portion	\$ 40,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	150,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 150,000
Total City Project Costs:	\$ 150,000

Annual O&M Impacts: This trail is operated and maintained by APRD, and therefore there are no annual costs to the City for O&M for this project.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Centennial Link Trail

Project Type: Parks and Trails **Funds First Allocated:** 2009 **Council District:** 2

Project Description: Create a multi-use trail linking Centennial neighborhoods to the regional network. Corridor will run between South Holly Street and South University Boulevard. Project is a cooperative effort with SSPRD.

Goals Met: City Services, Quality of Life

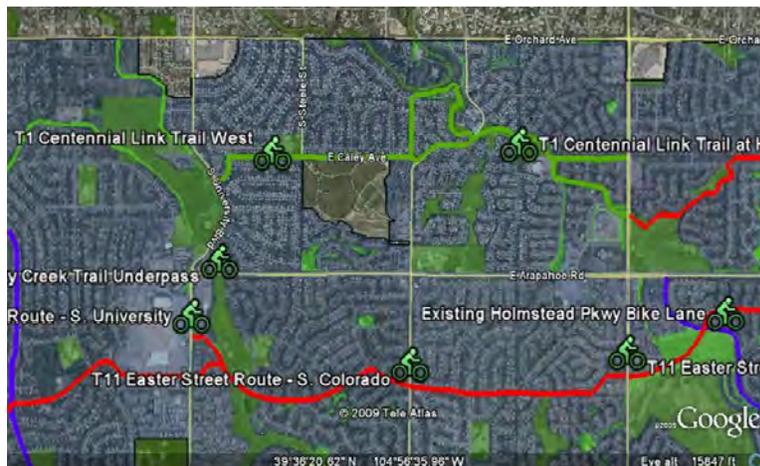
ESTIMATED FUNDING SCHEDULE:

Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-
Construction:	1,548,350	200,000	-	-	-	-	-	1,748,350
Subtotal	\$ 1,548,350	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,748,350
Funds from other Sources:	\$ 438,350	-	-	-	-	-	-	\$ 438,350
Funding:	\$ 1,548,350	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,748,350
City total portion	\$ 1,548,350	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,748,350

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,748,000
Total City Project Costs:	\$ 1,310,000

Annual O&M Impacts: This trail is operated and maintained by SSPRD, and therefore there are no annual costs to the City for O&M for this project.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Neighborhood Trail Connections

Project Type: Parks and Trails **Funds First Allocated:** 2009 **Council District:** All

Project Description: This project includes upgrades to trail signage throughout the City to provide for better trail safety, directional information and identification of the City along trails in the community.

Goals Met: City Services, Quality of Life

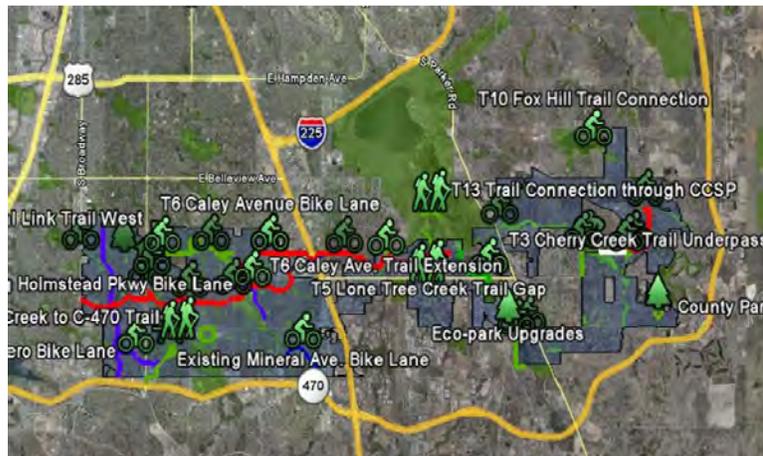
ESTIMATED FUNDING SCHEDULE:

Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:		-	-	-	-	-	-	-
Construction:		68,400	46,600	75,000	50,000	-	-	240,000
Subtotal		\$ 68,400	\$ 46,600	\$ 75,000	\$ 50,000	\$ -	\$ -	\$ 240,000
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ 68,400	\$ 46,600	\$ 75,000	\$ 50,000	\$ -	\$ -	\$ 240,000
City total portion		\$ 68,400	\$ 46,600	\$ 75,000	\$ 50,000	\$ -	\$ -	\$ 240,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 240,000
Total City Project Costs:	\$ 240,000

Annual O&M Impacts: This project does not add additional O&M costs as it replaces existing signs that are and will continue to be maintained by the parks and recreation districts.

PROJECT LOCATION:





2011-2015 Capital Improvement Program

Project Name: Neighborhood Trail Connections
Project Type: Facilities **Funds First Allocated:** 2011 **Council District:** All

Project Description: This program provides for neighborhood connections to the regional trail system, including Little Dry Creek Trail, Big Dry Creek, the C-470 Trail system and others. As specific projects are identified, additional funding sources will be pursued.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

		Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:		-	-	-	-	-	-	-
Construction:		-	275,000	250,000	250,000	-	-	775,000
Subtotal		\$ -	\$ 275,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 775,000
Funds from other Sources:		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Funding:		\$ -	\$ 275,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 775,000
City total portion		\$ -	\$ 275,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 775,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 775,000
Total City Project Costs:	\$ 775,000

Annual O&M Impacts: Specific O&M costs will be identified when projects are selected. Depending on partnerships, the O&M will be the responsibility of the parks and recreation districts.

PROJECT LOCATION:

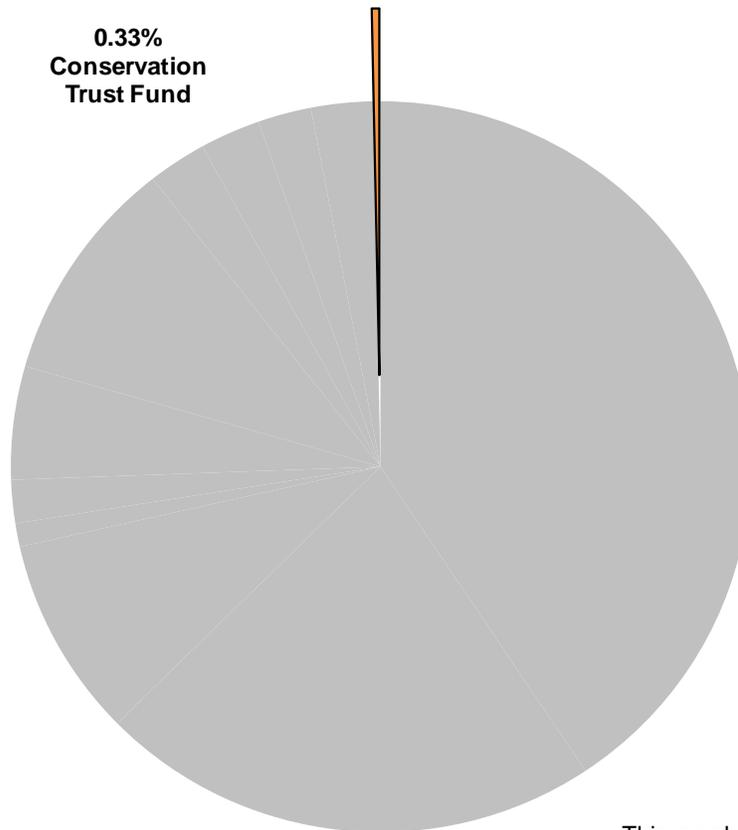




CONSERVATION TRUST FUND

The City also receives Conservation Trust Funds from the State of Colorado. State-wide, the Conservation Trust Fund receives 40 percent of net lottery proceeds. The state distributes CTF dollars to counties, municipalities and Title 32 special districts on a per capita basis. Funding can be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes.

2011 Expenditures Conservation Trust Fund



This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Conservation Trust Fund Budget Summary by Budget Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	170,917	504,366	129,083	175,000	(329,366)	-65.3%
Capital Outlay	-	1,250,000	3,500,000	-	(1,250,000)	-100.0%
TOTAL	\$ 170,917	\$ 1,754,366	\$ 3,629,083	\$ 175,000	\$ (1,579,366)	-90.0%



2011-2015 Capital Improvement Program

Project Name: Natural Area Restoration
Project Type: Parks and Trials **Funds First Allocated:** 2011 **Council District:** All

Project Description: This project will allow habitat and landscape restoration to open space property throughout the City. Specific projects will be identified in cooperation with APRD and SSPRD.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2011	2012	2013	2014	2015	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	125,000	75,000	60,000	-	-	260,000
Subtotal	\$ -	\$ 125,000	\$ 75,000	\$ 60,000	\$ -	\$ -	260,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ -	\$ 125,000	\$ 75,000	\$ 60,000	\$ -	\$ -	260,000
City total portion	\$ -	\$ 125,000	\$ 75,000	\$ 60,000	\$ -	\$ -	260,000

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 260,000
Total City Project Costs:	\$ 260,000

Annual O&M Impacts: Joint projects with APRD and SSPRD usually result in those costs being assumed by the Districts. Other O&M costs will be considered as part of the Open Space pro-

PROJECT LOCATION:



2001

Celebrating 10 Years of Excellence

ON FEBRUARY 6, 2001, THE FIRST OFFICERS OF THE CITY OF CENTENNIAL GOVERNMENT WERE ELECTED, AND WITH THEIR TAKING OF OATHS OF OFFICE AT APPROXIMATELY 12:15 P.M. ON FEBRUARY 7, 2001, THE CITY OF CENTENNIAL WAS FINALLY LEGALLY ESTABLISHED AS A COLORADO CITY

CENTENNIAL VOLUNTEER FOUNDERS DAY WAS ESTABLISHED

THE CITY SEAL AND OFFICIAL MAP WERE ADOPTED



MAYOR
RANDY PYE

COUNCIL WARD I
GEORGE GATSEOS II
BETTY ANN HABIG



COUNCIL WARD II
BECKY LENNON
BART MILLER

COUNCIL WARD III
JACK FORHAN
ANDREA SUHAKA

COUNCIL WARD IV
BETTY WOTRING
ALAN FLETCHER



CITY CLERK
CLAUDIA CYGNAR
(VACATED 5/1)

CITY TREASURER
DOUG MILLIKEN



MISCELLANEOUS
FUNDS



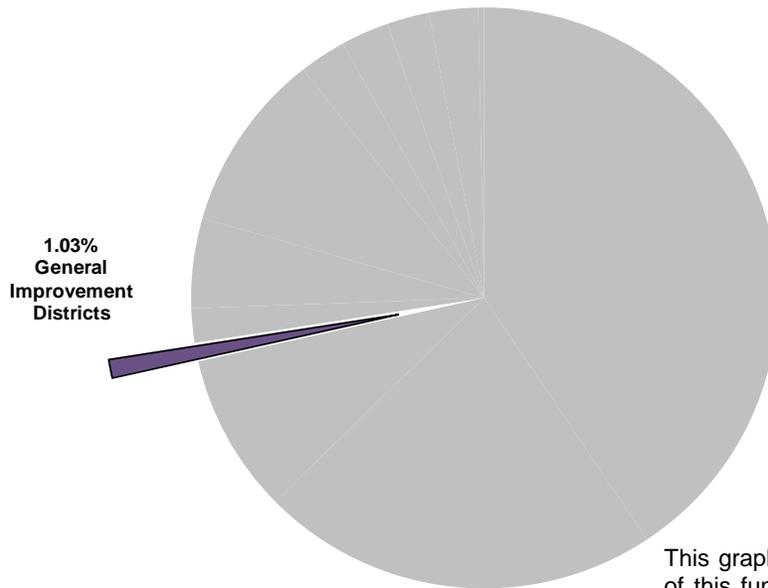
GENERAL IMPROVEMENT DISTRICTS

Overview: During 2002, Arapahoe County transferred governing responsibility and accountability of three General Improvement Districts (GID's) to the City. The transferred GID's include the Fox Ridge General Improvement District, Cherry Park General Improvement District, and Walnut Hills General Improvement District. The purpose of each GID is primarily to provide services to the defined area of the improvement district, such as landscaping services, utility payments, and perimeter structures repair and maintenance. During 2004, the Antelope General Improvement District was created for the purpose of acquiring, contracting, installing and providing a water system of underground water pipelines to furnish municipal water service within the District.

2010 Uses: During 2010, the primary use of funds for the GID's was for contracted services related to routine grounds maintenance, snow removal, and perimeter repair, maintenance, and replacement. Other use of funds for the GID's includes debt repayment (principal and interest related to the bonds issued by the Antelope General Improvement District for the water system) and utility payments.

2011 Planning: The 2011 Adopted Budget includes funding for contracted services related to routine grounds maintenance, snow removal, and perimeter repair, maintenance, and replacement. Funding is also included in the 2011 Adopted Budget for debt repayment (principal and interest related to the bonds issued by the Antelope General Improvement District for the water system) and utility payments.

2011 Expenditures General Improvement Districts



General Improvement District Fund Summary Budget Summary by Budget Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	108,423	205,000	255,000	255,000	50,000	24.4%
Other Services & Supplies	221,942	276,668	290,668	293,399	16,731	6.0%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 330,365	\$ 481,668	\$ 545,668	\$ 548,399	\$ 66,731	13.9%



**City of Centennial
General Improvement District Funds Summary
2009 - 2011 Summary of Revenues, Expenditures & Other Uses**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 270,373	\$ 267,995	\$ 267,995	\$ 270,675	\$ 2,680	1.0%
Specific Ownership	18,443	18,306	17,756	17,756	(550)	-3.0%
Investment Income	4,191	2,616	707	707	(1,909)	-73.0%
Miscellaneous Revenue	421	-	-	-	-	-
TOTAL REVENUES	\$ 293,428	\$ 288,917	\$ 286,458	\$ 289,138	\$ 221	0.1%
EXPENDITURES						
Contracted Services						
General	\$ 108,423	\$ 205,000	\$ 255,000	\$ 255,000	\$ 50,000	24.4%
Subtotal - Contracted Services	\$ 108,423	\$ 205,000	\$ 255,000	\$ 255,000	\$ 50,000	24.4%
Other Services & Supplies						
Revenue Collection Services						
County Treasurer's Fee	\$ 4,056	\$ 4,020	\$ 4,020	\$ 4,061	\$ 41	1.0%
Utilities	7,156	10,000	10,000	10,000	-	0.0%
Debt Service						
Principal	60,000	60,000	60,000	65,000	5,000	8.3%
Interest	144,651	142,281	142,281	139,971	(2,310)	-1.6%
Miscellaneous	6,079	60,367	74,367	74,367	14,000	23.2%
Subtotal - Other Serv. & Supp.	\$ 221,942	\$ 276,668	\$ 290,668	\$ 293,399	\$ 16,731	6.0%
TOTAL EXPENDITURES	\$ 330,365	\$ 481,668	\$ 545,668	\$ 548,399	\$ 66,731	13.9%
REVENUES (UNDER) EXPENDITURES	\$ (36,937)	\$ (192,751)	\$ (259,210)	\$ (259,261)	\$ (66,510)	-34.5%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (559,226)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (559,226)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (36,937)	\$ (192,751)	\$ (818,436)	\$ (259,261)	\$ (66,510)	-34.5%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 1,114,634	\$ 192,751	\$ 1,077,697	\$ 259,261	\$ 66,510	34.5%
FUND BALANCE - END OF YEAR	\$ 1,077,697	\$ -	\$ 259,261	\$ -	\$ -	-



**Cherry Park General Improvement District
Fund Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 37,279	\$ 36,167	\$ 36,167	\$ 36,529	\$ 362	1.0%
Specific Ownership	2,540	2,521	2,445	2,445	(76)	-3.0%
Investment Income	445	218	59	59	(159)	-72.9%
TOTAL REVENUES	\$ 40,264	\$ 38,906	\$ 38,671	\$ 39,033	\$ 127	0.3%
EXPENDITURES						
Contracted Services:						
General	\$ 13,671	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%
Subtotal - Contracted Services	\$ 13,671	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 559	\$ 543	\$ 543	\$ 548	\$ 5	0.9%
Utilities	6,171	8,000	8,000	8,000	-	0.0%
Miscellaneous	15	5,363	11,363	11,363	6,000	111.9%
Subtotal - Other Services & Supplies	\$ 6,745	\$ 13,906	\$ 19,906	\$ 19,911	\$ 6,005	43.2%
TOTAL EXPENDITURES	\$ 20,416	\$ 88,906	\$ 94,906	\$ 94,911	\$ 6,005	6.8%
REVENUES OVER (UNDER) EXPENDITURES	\$ 19,848	\$ (50,000)	\$ (56,235)	\$ (55,878)	\$ (5,878)	-11.8%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (14,888)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (14,888)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ 19,848	\$ (50,000)	\$ (71,123)	\$ (55,878)	\$ (5,878)	-11.8%
FUND BALANCE - BEGINNING OF YEAR	\$ 107,153	\$ 50,000	\$ 127,001	\$ 55,878	\$ 5,878	11.8%
FUND BALANCE - END OF YEAR	\$ 127,001	\$ -	\$ 55,878	\$ -	\$ -	-



**Foxridge General Improvement District
Fund Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
REVENUES						
Property Tax	\$ 52,783	\$ 51,326	\$ 51,326	\$ 51,839	\$ 513	1.0%
Specific Ownership	3,636	3,609	3,501	3,501	(108)	-3.0%
Investment Income	425	257	69	69	(188)	-73.2%
TOTAL REVENUES	\$ 56,844	\$ 55,192	\$ 54,896	\$ 55,409	\$ 217	0.4%
EXPENDITURES						
Contracted Services:						
General	\$ 18,045	\$ 30,000	\$ 80,000	\$ 80,000	\$ 50,000	166.7%
Subtotal - Contracted Services	\$ 18,045	\$ 30,000	\$ 80,000	\$ 80,000	\$ 50,000	166.7%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 792	\$ 770	\$ 770	\$ 778	\$ 8	1.0%
Utilities	545	1,000	1,000	1,000	-	0.0%
Miscellaneous	42	23,422	27,422	27,422	4,000	17.1%
Subtotal - Other Services & Supplies	\$ 1,379	\$ 25,192	\$ 29,192	\$ 29,200	\$ 4,008	15.9%
TOTAL EXPENDITURES	\$ 19,424	\$ 55,192	\$ 109,192	\$ 109,200	\$ 54,008	97.9%
REVENUES OVER (UNDER) EXPENDITURES	\$ 37,420	\$ -	\$ (54,296)	\$ (53,791)	\$ (53,791)	-
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (30,958)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (30,958)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ 37,420	\$ -	\$ (85,254)	\$ (53,791)	\$ (53,791)	-
FUND BALANCE - BEGINNING OF YEAR	\$ 101,625	\$ -	\$ 139,045	\$ 53,791	\$ 53,791	-
FUND BALANCE - END OF YEAR	\$ 139,045	\$ -	\$ 53,791	\$ -	\$ -	-



**Walnut Hills General Improvement District
Fund Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
REVENUES						
Property Tax	\$ 73,924	\$ 71,817	\$ 71,817	\$ 72,535	\$ 718	1.0%
Specific Ownership	4,887	4,851	4,705	4,705	(146)	-3.0%
Investment Income	1,790	991	268	268	(723)	-73.0%
Miscellaneous Revenue	421	-	-	-	-	-
TOTAL REVENUES	\$ 81,022	\$ 77,659	\$ 76,790	\$ 77,508	\$ (151)	-0.2%
EXPENDITURES						
Contracted Services:						
General	\$ 76,707	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Subtotal - Contracted Services	\$ 76,707	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 1,109	\$ 1,077	\$ 1,077	\$ 1,088	\$ 11	1.0%
Utilities	440	1,000	1,000	1,000	-	0.0%
Miscellaneous	22	25,582	29,582	29,582	4,000	15.6%
Subtotal - Other Services & Supplies	\$ 1,571	\$ 27,659	\$ 31,659	\$ 31,670	\$ 4,011	14.5%
TOTAL EXPENDITURES	\$ 78,278	\$ 127,659	\$ 131,659	\$ 131,670	\$ 4,011	3.1%
REVENUES OVER (UNDER) EXPENDITURES	\$ 2,744	\$ (50,000)	\$ (54,869)	\$ (54,162)	\$ (4,162)	-8.3%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (337,159)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (337,159)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ 2,744	\$ (50,000)	\$ (392,028)	\$ (54,162)	\$ (4,162)	-8.3%
FUND BALANCE - BEGINNING OF YEAR	\$ 443,446	\$ 50,000	\$ 446,190	\$ 54,162	\$ 4,162	8.3%
FUND BALANCE - END OF YEAR	\$ 446,190	\$ -	\$ 54,162	\$ -	\$ -	-



**Antelope General Improvement District
Fund Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted	
					\$ Chg	% Chg
REVENUES						
Property Tax	\$ 106,387	\$ 108,685	\$ 108,685	\$ 109,772	\$ 1,087	1.0%
Specific Ownership	7,380	7,325	7,105	7,105	(220)	-3.0%
Investment Income	1,531	1,150	311	311	(839)	-73.0%
TOTAL REVENUES	\$ 115,298	\$ 117,160	\$ 116,101	\$ 117,188	\$ 28	0.0%
EXPENDITURES						
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 1,596	\$ 1,630	\$ 1,630	\$ 1,647	\$ 17	1.0%
Debt Service:						
Principal	60,000	60,000	60,000	65,000	5,000	8.3%
Interest	144,651	142,281	142,281	139,971	(2,310)	-1.6%
Miscellaneous	6,000	6,000	6,000	6,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 212,247	\$ 209,911	\$ 209,911	\$ 212,618	\$ 2,707	1.3%
TOTAL EXPENDITURES	\$ 212,247	\$ 209,911	\$ 209,911	\$ 212,618	\$ 2,707	1.3%
REVENUES OVER (UNDER) EXPENDITURES	\$ (96,949)	\$ (92,751)	\$ (93,810)	\$ (95,430)	\$ (2,679)	-2.9%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (176,221)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (176,221)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (96,949)	\$ (92,751)	\$ (270,031)	\$ (95,430)	\$ (2,679)	-2.9%
FUND BALANCE - BEGINNING OF YEAR	\$ 462,410	\$ 92,751	\$ 365,461	\$ 95,430	\$ 2,679	2.9%
FUND BALANCE - END OF YEAR	\$ 365,461	\$ -	\$ 95,430	\$ -	\$ -	-



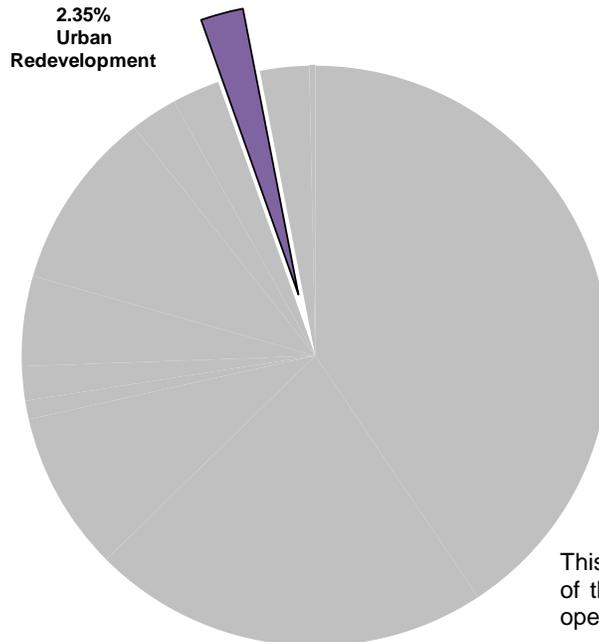
CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

Overview: The Centennial Urban Redevelopment Authority (CURA) was established in 2005 pursuant to Part 1 of Article 25 of Title 31, Colorado Revised Statutes (the “Urban Renewal Law”) which provides for the creation and operation of an urban renewal authority to function in the City. The purpose of CURA is to develop, redevelop or rehabilitate the blighted area within the Southglenn Mall Redevelopment area.

2010 Uses: During 2010, the primary use of funds for CURA was for the pass through of property taxes received by the Authority as a result of amounts collected for property valuations above the base pursuant to the Public Finance Agreement (PFA). In addition, CURA receives an annual payment from the Southglenn Metropolitan District for the Authority’s operating costs; this amount is also expected to be funded during 2010.

2011 Planning: The 2011 Adopted Budget includes an increase in funding from the 2010 Adopted Budget primarily as a result of contractual obligations of the Authority to collect and distribute property taxes above the base amount specified in the PFA . The amount above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District. These amounts are also budgeted as revenues in the Authority.

2011 Expenditures Centennial Urban Redevelopment Authority



This graph illustrates the percentage of this function’s expenditures to the operating budget of all fund types.

Centennial Urban Redevelopment Authority Fund Budget Summary by Budget Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	210,516	-	-	-	-	-
Other Services & Supplies	1,242,880	2,329,165	1,239,041	1,249,931	(1,079,234)	-46.3%
TOTAL	\$ 1,453,396	\$ 2,329,165	\$ 1,239,041	\$ 1,249,931	\$ (1,079,234)	-46.3%



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2009 - 2011 Summary of Revenues, Expenditures & Other Uses**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
REVENUES						
Sales Tax	\$ -	\$ 1,090,124	\$ -	\$ -	\$ (1,090,124)	-100.0%
Property Tax	46,388	1,089,041	1,089,041	1,099,931	10,890	1.0%
Building Permits, Plan Review & Building Services	187,976	-	-	-	-	-
Construction Funds	1,105,577	-	-	-	-	-
Authority Operating Revenue	87,475	150,000	150,000	150,000	-	0.0%
TOTAL REVENUES	\$ 1,427,416	\$ 2,329,165	\$ 1,239,041	\$ 1,249,931	\$ (1,079,234)	-46.3%
EXPENDITURES						
Contracted Services						
Building Permits, Plan Review & Building Services	\$ 210,516	\$ -	\$ -	\$ -	\$ -	-
Subtotal - Contracted Services	\$ 210,516	\$ -	\$ -	\$ -	\$ -	-
Other Services & Supplies:						
Sales Tax Sharing Pass-Thru	\$ -	\$ 1,090,124	\$ -	\$ -	\$ (1,090,124)	-100.0%
Property Tax Pass-Thru	46,388	1,089,041	1,089,041	1,099,931	10,890	1.0%
Legal Services - Outside Counsel	703	-	-	-	-	-
Construction Services	57,512	-	-	-	-	-
Streets & Intersections	1,031,504	-	-	-	-	-
Miscellaneous	106,773	150,000	150,000	150,000	-	0.0%
Subtotal - Other Serv. & Supp.	\$ 1,242,880	\$ 2,329,165	\$ 1,239,041	\$ 1,249,931	\$ (1,079,234)	-46.3%
TOTAL EXPENDITURES	\$ 1,453,396	\$ 2,329,165	\$ 1,239,041	\$ 1,249,931	\$ (1,079,234)	-46.3%
REVENUES UNDER EXPENDITURES	\$ (25,980)	\$ -	\$ -	\$ -	\$ -	-
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (433,958)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (433,958)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (25,980)	\$ -	\$ (433,958)	\$ -	\$ -	-
FUND BALANCE -						
BEGINNING OF YEAR	\$ 459,938	\$ -	\$ 433,958	\$ -	\$ -	-
FUND BALANCE - END OF YEAR	\$ 433,958	\$ -	\$ -	\$ -	\$ -	-

2000

It Started with an Idea

THE COLORADO SUPREME COURT, IN A UNANIMOUS OPINION ANNOUNCED JULY 21, 2000, RULED THAT AN ELECTION SHOULD BE HELD TO DETERMINE IF THE CITY OF CENTENNIAL SHOULD BE FORMED...

ON SEPTEMBER 12, 2000, BY A MARGIN OF 77.3% IN FAVOR, THE VOTERS OVERWHELMINGLY VOTED TO FORM THE CITY OF CENTENNIAL





STAFF RESOURCES SUMMARY

Staff Resources Summary by Function

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
General Fund				
Elected Officials	-	-	-	-
City Clerk's Office	3.00	3.00	3.00	-
City Manager's Office	7.50	7.50	8.84	1.34
Economic Development	1.00	1.00	1.33	0.33
Communications	2.00	2.00	1.33	(0.67)
Finance	9.00	9.00	10.00	1.00
Human Resources & Risk Management	5.00	5.00	5.00	-
Support Services	3.00	3.00	4.00	1.00
Public Works*	1.50	1.50	2.50	1.00
Municipal Court	6.00	6.00	6.00	-
Community Development Administration	4.00	4.00	4.00	-
Land Use Fund				
Current Planning	6.50	6.50	6.50	-
Engineering	4.00	4.00	4.00	-
GIS Services	1.00	1.00	1.00	-
TOTAL	53.50	53.50	57.50	4.00

This summary page includes positions funded by all funds. The following Section *Staff Resources Summary by Position* will provide position detail.

**Indicates services provided through contract and managed by City staff.*

Staff Resources Summary



Staff Resources Summary by Position

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference	Salary Range Low	Salary Range High	Department 2011 Salary Reported In
General Fund							
Elected Officials							
Mayor	-	-	-	-	\$10,200	\$ 10,200	Elected Officials
Mayor Pro Tem	-	-	-	-	9,000	9,000	Elected Officials
Councilmembers	-	-	-	-	8,400	8,400	Elected Officials
Elected Officials	-	-	-	-			
City Clerk's Office							
City Clerk	-	1.00	1.00	-	89,500	143,300	City Clerk's Office
Deputy City Clerk	1.00	1.00	1.00	-	66,200	102,600	City Clerk's Office
Assistant Deputy City Clerk	1.00	-	-	-	-	-	
Senior Records & Information Management Clerk	1.00	1.00	1.00	-	30,100	42,100	City Clerk's Office
City Clerk's Office	3.00	3.00	3.00	-			
City Manager's Office							
City Manager	1.00	1.00	1.00	-	128,200	205,200	City Manager's Office
Assistant City Manager	1.00	1.00	1.00 ¹	-	95,800	153,400	Public Works
Assistant to the City Manager	1.00	1.00	1.00	-	61,400	95,200	City Manager's Office
Management Analyst	2.00	2.00	2.00	-	54,300	81,500	City Manager's Office
Executive Assistant to the Mayor and City Manager	1.00	1.00	1.00	-	47,600	71,400	City Manager's Office
Contract Administrator	1.00	1.00	1.00	-	47,600	71,400	City Manager's Office
Administrative Assistant	0.50	0.50	0.84 ^{1 & 2}	0.34	47,600	71,400	City Manager's Office
Government and Community Affairs Manager	-	-	1.00 ³	1.00	66,200	102,600	City Manager's Office
City Manager's Office	7.50	7.50	8.84	1.34			
Economic Development							
Administrative Assistant	-	-	0.33 ²	0.33	47,600	71,400	City Manager's Office
Economic Development Manager	1.00	1.00	1.00	-	72,800	116,600	City Manager's Office
Economic Development	1.00	1.00	1.33	0.33			
Communications							
Communications Director	1.00 ³	-	-	-	-	-	
Government and Community Affairs Manager	-	1.00 ³	-	(1.00)	-	-	
Public Information and Special Events Manager	-	1.00 ⁴	1.00	-	66,200	102,600	City Manager's Office
Administrative Assistant	-	-	0.33 ²	0.33	47,600	71,400	City Manager's Office
Communications Specialist	1.00 ⁴	-	-	-	-	-	
Communications	2.00	2.00	1.33	(0.67)			
Finance							
Finance Director	1.00	1.00	1.00	-	89,500	143,300	Finance
Accounting Director	1.00	- ⁵	-	-	-	-	
Accounting Manager	-	1.00 ⁵	1.00	-	66,200	102,600	Finance
Senior Accountant	1.00	1.00	1.00	-	54,300	81,500	Finance
Revenue Analyst	1.00	1.00	1.00	-	47,600	71,400	Finance
Financial Analyst	1.00 ⁵	-	-	-	-	-	
Revenue Manager	- ⁵	1.00	1.00	-	66,200	102,600	Finance
Accounting Technician	1.00	2.00 ⁵	2.00	-	34,700	50,300	Finance
Finance Assistant	1.00 ⁵	-	-	-	-	-	
Project Accountant	1.00 ⁵	-	1.00 ⁶	1.00	54,300	81,500	Finance
Accountant	-	1.00 ⁵	1.00	-	38,600	56,000	Finance
Sales Tax Administrator	1.00	1.00	1.00	-	47,600	71,400	Finance
Finance	9.00	9.00	10.00	1.00			
Human Resources & Risk Management							
Human Resources Director	1.00	1.00	1.00	-	89,500	143,300	Human Resources
Human Resources Support	1.00 ⁵	-	-	-	-	-	
Human Resources Analyst	-	1.00 ⁵	1.00	-	47,600	71,400	Human Resources
Risk Management	-	1.00 ⁵	1.00	-	47,600	71,400	Human Resources
Office Support	1.00 ⁵	-	-	-	-	-	
Receptionist	1.00	1.00	1.00	-	30,100	42,100	Human Resources
Administrative Assistant	1.00	1.00	1.00	-	41,600	60,400	Human Resources
Human Resources & Risk Management	5.00	5.00	5.00	-			



Staff Resources Summary

Staff Resources Summary by Position

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference	Salary Range Low	Salary Range High	Department 2011 Salary Reported In
General Fund							
Support Services							
Support Services Manager	1.00	1.00	1.00	-	\$54,300	\$ 81,500	Support Services
Facilities Technician	-	-	0.50 ⁶	0.50	38,600	56,000	Support Services
Systems Analyst	1.00	1.00	1.00	-	61,400	95,200	Support Services
Web Help Desk Coordinator	-	1.00	1.00	-	47,600	71,400	Support Services
Help Desk Technician	-	-	0.50 ⁶	0.50	38,600	56,000	Support Services
IT Support Technician	1.00	-	-	-	-	-	
Support Services	3.00	3.00	4.00	1.00			
Public Works							
Public Works Director	1.00	1.00	1.00	-	95,500	153,400	Public Works
Project Programmer	-	-	1.00 ⁶	1.00	61,400	95,200	Public Works
Administrative Assistant	0.50	0.50	0.50	-	41,600	60,400	Public Works
Public Works*	1.50	1.50	2.50	1.00			
Municipal Court							
Court Administrator	1.00	1.00	1.00	-	72,800	116,600	Municipal Court
Judicial Assistant	1.00	1.00	1.00	-	30,100	42,100	Municipal Court
Deputy Court Clerk	4.00	4.00	4.00	-	30,100	42,100	Municipal Court
Municipal Court	6.00	6.00	6.00	-			
Community Development Administration							
Community Development Director	1.00	1.00	1.00	-	89,500	143,300	Community Development
Long Range Planning Manager	1.00	1.00	1.00	-	72,800	116,600	Community Development
Principal Planner	1.00	1.00	1.00	-	61,400	95,200	Community Development
Administrative Assistant	1.00	1.00	1.00	-	41,600	60,400	Community Development
Community Development Administration	4.00	4.00	4.00	-			
Land Use Fund							
Current Planning							
Deputy Director of Community Development	1.00	1.00	1.00	-	\$72,800	\$116,600	Land Use Fund
Senior Planner	2.00	2.00	2.00	-	54,300	81,500	Land Use Fund
Planner I	1.00	1.00	1.00	-	38,600	56,000	Land Use Fund
Planning Technician	1.00	1.00	1.00	-	34,700	50,300	Land Use Fund
Administrative Assistant	1.50	1.50	1.50	-	41,600	60,400	Land Use Fund
Current Planning	6.50	6.50	6.50	-			
Engineering							
Engineering Manager	1.00 ⁴	-	-	-	-	-	
City Engineer	-	1.00 ⁴	1.00	-	72,800	116,600	Land Use Fund
Senior Engineer	2.00	2.00	2.00	-	61,400	95,200	Land Use Fund
Construction Inspector	1.00	1.00	1.00	-	47,600	71,400	Land Use Fund
Engineering	4.00	4.00	4.00	-			
GIS Services							
GIS Technician	1.00	1.00	1.00	-	38,600	56,000	Land Use Fund
GIS Services	1.00	1.00	1.00	-			
TOTAL	53.50	53.50	57.50	4.00			

¹ Position temporarily reporting to Public Works Director

² Total of 1.0 Full Time Equivalent (FTE) budgeted in the 2011 proposed budget supporting City Manager's Office, Economic Development and Communications

³ FTE reclassified and moved from Communications to City Manager's Office due to reorganization

⁴ FTE title reclassified

⁵ FTE reclassified due to department reorganization in 2010

⁶ FTE approved for 2011 budget

*Indicates service provided through contract

CONTRACTED RESOURCES SUMMARY



Contracted Resources Summary by Function

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
General Fund				
City Attorney's Office	5.35	5.35	5.35	-
Sales/Use Tax Administration and Compliance	2.00	2.90	2.90	-
Public Works	41.68	37.55	41.75	4.20
Law Enforcement	158.75	156.75	159.75	3.00
Animal Services	5.50	5.50	5.50	-
Code Compliance	3.75	3.75	3.75	-
Land Use Fund				
Building	9.00	9.00	11.00	2.00
TOTAL	226.03	220.80	230.00	9.20

The City of Centennial recognizes that contracting for City services is preferred as stated in Our Voice. Our Vision. Centennial 2030. Centennial will contract or enter into partnerships to provide services to its citizens when efficiencies and effectiveness result in meeting the demands in service levels.

Contracted full time equivalent (FTE) resources can fluctuate depending on the level of service provided, available funding, and length of projects.



Contracted Resources Summary

Contracted Resources Summary by Position

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
General Fund				
City Attorney's Office				
City Attorney	1.00	1.00	1.00	-
Deputy City Attorney	0.80	0.80	0.80	-
Assistant City Attorney	2.05	2.05	2.05	-
Administrative Assistant	1.00	1.00	1.00	-
Office Manager	0.50	0.50	0.50	-
City Attorney's Office	5.35	5.35	5.35	-
Sales/Use Tax Administration and Compliance				
Sales Tax and Business License Administrators	2.00	2.00	2.00	-
Sales and Use Tax Auditor	-	0.90	0.90	-
Sales/Use Tax Administration and Compliance	2.00	2.90	2.90	-
Public Works				
Deputy Public Works Director	1.00	1.00	1.00	-
Public Works Operations Manager	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
IT Manager	1.00	1.00	1.00	-
Customer Services Representative	2.00	2.00	2.00	-
Work Management Coordinator	0.75	0.75	0.75	-
Citizen Responder	1.25	1.25	1.25	-
GIS Technician	1.00	0.50	1.00	0.50
City Traffic Engineer	1.00	1.00	1.00	-
Principal Traffic Engineer	1.00	1.00	1.00	-
Engineer	1.00	0.50	1.00	0.50
Traffic Superintendent	1.00	1.00	1.00	-
Construction Inspector	2.00	1.00	2.00	1.00
Permits Technician	1.00	1.00	1.00	-
Field Services Manager	1.00	1.00	1.00	-
Assistant Field Services Manager	1.00	1.00	1.00	-
Field Operations Superintendent	1.00	1.00	1.00	-
Field Supervisor	2.00	2.00	2.00	-
Administrative Assistant	1.00	1.00	1.00	-
Mechanic	2.00	2.00	2.00	-
Foreman	1.00	1.00	1.00	-
Equipment Operator	14.00	12.00	14.00	2.00
CIP Manager	0.48	0.14	0.17	0.03
Administrative Assistant	0.62	0.75	0.75	-
Project Inspectors	0.55	0.49	0.55	0.06
CIP Traffic Engineer	0.03	0.10	0.10	-
Project Engineers	0.41	0.43	0.50	0.07
Designer	0.01	0.05	0.05	-
Surveyor	0.07	0.03	0.03	-
Staff Engineers	0.51	0.56	0.60	0.04
Public Works	41.68	37.55	41.75	4.20

Contracted Resources Summary



Contracted Resources Summary by Position

Department/Division	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
General Fund				
Law Enforcement				
Patrol	73.00	73.00	73.00	-
Traffic Unit	10.00	9.00	10.00	1.00
School Resource Section	4.00	4.00	5.00	1.00
Investigators	24.75	23.75	24.75	1.00
Crime Lab	3.00	3.00	3.00	-
Emergency Planning	2.00	2.00	2.00	-
Environmental Crimes Unit	2.00	2.00	2.00	-
Communications	16.00	16.00	16.00	-
Crime Analyst	1.00	1.00	1.00	-
General Administration	2.00	2.00	2.00	-
Internal Affairs	2.00	2.00	2.00	-
Human Resources	2.00	2.00	2.00	-
Training	2.00	2.00	2.00	-
Community Resources	1.00	1.00	1.00	-
Investigations - Support Staff	4.00	4.00	4.00	-
Property and Evidence	3.00	3.00	3.00	-
Telecomm	1.00	1.00	1.00	-
Information Management	6.00	6.00	6.00	-
Public Safety	158.75	156.75	159.75	3.00
Animal Services				
Field Services Manager	0.50	0.50	0.50	-
Team Leader	1.00	1.00	1.00	-
Animal Welfare Officer	4.00	4.00	4.00	-
Animal Services	5.50	5.50	5.50	-
Code Compliance				
Code Compliance Manager	0.75	0.75	0.75	-
Code Compliance Officer	3.00	3.00	3.00	-
Code Compliance	3.75	3.75	3.75	-
Land Use Fund				
Building				
Chief Building Official	1.00	1.00	1.00	-
Plans Reviewer	1.00	1.00	1.00	-
Building Inspector	3.00	3.00	3.00	-
Other	-	-	2.00	2.00
Permit Technicians	2.00	2.00	2.00	-
Contractor Licensing Technician	2.00	2.00	2.00	-
Building	9.00	9.00	11.00	2.00
TOTAL	226.03	220.80	230.00	9.20
TOTAL STAFF AND CONTRACTED RESOURCES				
	279.53	274.30	287.50	13.20

1999

It Started with an Idea

BASED ON THE COMMITTEE TESTIMONY, OVERWHELMING SINCERITY AND PRINCIPLED LOGIC OF THE CENTENNIAL VOLUNTEER CITIZEN LOBBYISTS, HOUSE BILL 99-1099 WAS PASSED OUT OF THE COLORADO HOUSE OF REPRESENTATIVES WITHOUT A SINGLE DISSENTING VOTE, AND OUT OF THE COLORADO SENATE WITH ONLY SIX DISSENTING VOTES, AND ON FEBRUARY 1, 1999 BECAME THE FIRST PIECE OF LEGISLATION SIGNED INTO LAW BY GOVERNOR BILL OWENS

GENERAL FUND
BUDGET DETAIL





GENERAL FUND BUDGET DETAIL

Elected Officials Budget Detail

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 92,784	\$ 83,100	\$ 80,325	\$ 78,000	\$ (5,100)	-6.1%
Benefits	10,624	9,515	9,207	8,931	(584)	-6.1%
Subtotal - Personnel Services	\$ 103,408	\$ 92,615	\$ 89,532	\$ 86,931	\$ (5,684)	-6.1%
Contracted Services:						
Legislative Assistance	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%
Subtotal - Contracted Services	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	0.0%
Other Services & Supplies:						
City-wide Dues & Memberships	\$ 62,884	\$ 62,238	\$ 62,238	\$ 61,366	\$ (872)	-1.4%
Other City-wide Dues & Memberships	80,343	80,134	50,217	51,238	(28,896)	-36.1%
Council Workshop Meetings	5,157	10,000	10,000	10,000	-	0.0%
Meetings/Training/Travel	8,890	10,000	10,000	10,000	-	0.0%
Miscellaneous	52,366	15,000	15,000	15,250	250	1.7%
Subtotal - Other Services & Supplies	\$ 209,640	\$ 177,372	\$ 147,455	\$ 147,854	\$ (29,518)	-14.1%
TOTAL	\$ 373,048	\$ 329,987	\$ 296,987	\$ 294,785	\$ (35,202)	-10.7%



**City Attorney's Office
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
Legal Services - General	\$ 509,980	\$ 674,582	\$ 674,582	\$ 574,582	\$ (100,000)	-14.8%
Legal Services - Outside Counsel	19,485	80,106	80,106	80,106	-	0.0%
Subtotal - Contracted Services	\$ 529,465	\$ 754,688	\$ 754,688	\$ 654,688	\$ (100,000)	-13.3%
Other Services & Supplies:						
Publications & Subscriptions	\$ 3,671	\$ 5,000	\$ 5,000	\$ 5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 3,671	\$ 5,000	\$ 5,000	\$ 5,000	-	0.0%
TOTAL	\$ 533,136	\$ 759,688	\$ 759,688	\$ 659,688	\$ (100,000)	-13.2%



**City Clerk's Office
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 162,466	\$ 167,888	\$ 182,389	\$ 183,679	\$ 15,791	9.4%
Benefits	32,856	44,561	39,241	53,742	9,181	20.6%
Subtotal - Personnel Services	\$ 195,322	\$ 212,449	\$ 221,630	\$ 237,421	\$ 24,972	11.8%
City Clerk						
Other Services & Supplies:						
Professional Services	\$ 75,123	\$ 50,000	\$ 48,000	\$ 90,000	\$ 40,000	80.0%
Commission/Board/ Authority Services	629	3,500	3,500	3,500	-	0.0%
Printing & Publishing	4,220	8,000	8,000	8,000	-	0.0%
Records Storage	6,674	13,000	13,000	15,000	2,000	15.4%
Miscellaneous	-	4,200	4,200	2,940	(1,260)	-30.0%
Subtotal - Other Services & Supplies	\$ 86,646	\$ 78,700	\$ 76,700	\$ 119,440	\$ 40,740	51.8%
Liquor Licensing						
Contracted Services:						
Enforcement Services	\$ 42,801	\$ 42,193	\$ 42,193	\$ 43,069	\$ 876	2.1%
Prosecution Services	-	3,000	3,000	3,000	-	0.0%
Legal Services - General	14,904	10,200	10,200	10,200	-	0.0%
Subtotal - Contracted Services	\$ 57,705	\$ 55,393	\$ 55,393	\$ 56,269	\$ 876	1.6%
Other Services & Supplies:						
Printing & Publishing	\$ -	\$ 700	\$ 500	\$ 700	\$ -	0.0%
Courier Services	-	1,000	1,000	1,260	260	26.0%
Commission/Board/ Authority Services	1,811	2,100	1,800	2,100	-	0.0%
Miscellaneous	784	800	800	800	-	0.0%
Subtotal - Other Services & Supplies	\$ 2,595	\$ 4,600	\$ 4,100	\$ 4,860	\$ 260	5.7%
TOTAL	\$ 342,268	\$ 351,142	\$ 357,823	\$ 417,990	\$ 66,848	19.0%



**City Manager's Office
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 703,496	\$ 725,246	\$ 743,309	\$ 820,796	\$ 95,550	13.2%
Benefits	166,346	192,495	191,083	245,205	52,710	27.4%
Subtotal - Personnel Services	\$ 869,842	\$ 917,741	\$ 934,392	\$ 1,066,001	\$ 148,260	16.2%
Other Services & Supplies:						
Youth Commission Activities	\$ 8,034	\$ 8,000	\$ 8,000	\$ 8,000	-	0.0%
Professional Services	-	-	30,000	-	-	-
Miscellaneous	-	15,000	10,000	10,000	(5,000)	-33.3%
Subtotal - Other Services & Supplies	\$ 8,034	\$ 23,000	\$ 48,000	\$ 18,000	\$ (5,000)	-21.7%
TOTAL	\$ 877,876	\$ 940,741	\$ 982,392	\$ 1,084,001	\$ 143,260	15.2%



**Economic Development
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
Project Specific	\$ 81,076	\$ 169,912	\$ 169,912	\$ 75,000	\$ (94,912)	-55.9%
Subtotal - Contracted Services	\$ 81,076	\$ 169,912	\$ 169,912	\$ 75,000	\$ (94,912)	-55.9%
Other Services & Supplies:						
Professional Services	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Printing & Publishing	8,902	10,000	10,000	10,000	-	0.0%
Meetings/Training/Travel	1,326	25,000	25,000	28,000	3,000	12.0%
Dues & Memberships	23,995	22,000	22,000	19,000	(3,000)	-13.6%
Miscellaneous	10,158	-	-	-	-	-
Subtotal - Other Services & Supplies	\$ 44,381	\$ 58,500	\$ 58,500	\$ 58,500	\$ -	0.0%
TOTAL	\$ 125,457	\$ 228,412	\$ 228,412	\$ 133,500	\$ (94,912)	-41.6%



**Communications
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 166,781	\$ 173,112	\$ 179,386	\$ -	\$ (173,112)	-100.0%
Benefits	36,096	45,947	41,477	-	(45,947)	-100.0%
Subtotal - Personnel Services	\$ 202,877	\$ 219,059	\$ 220,863	\$ -	\$ (219,059)	-100.0%
Contracted Services:						
Project Specific	\$ -	\$ 5,560	\$ 5,560	\$ -	\$ (5,560)	-100.0%
Subtotal - Contracted Services	\$ -	\$ 5,560	\$ 5,560	\$ -	\$ (5,560)	-100.0%
Other Services & Supplies:						
Community Services	\$ 42,280	\$ 56,500	\$ 56,500	\$ 66,500	\$ 10,000	17.7%
Printing & Publishing	72,465	86,000	86,000	86,000	-	0.0%
Miscellaneous	29,347	33,000	33,000	33,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 144,092	\$ 175,500	\$ 175,500	\$ 185,500	\$ 10,000	5.7%
TOTAL	\$ 346,969	\$ 400,119	\$ 401,923	\$ 185,500	\$ (214,619)	-53.6%



**Finance
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 432,016	\$ 635,628	\$ 511,078	\$ 630,963	\$ (4,665)	-0.7%
Benefits	87,480	168,708	121,315	184,612	15,904	9.4%
Subtotal - Personnel Services	\$ 519,496	\$ 804,336	\$ 632,393	\$ 815,575	\$ 11,239	1.4%
Contracted Services:						
Supplemental Use Tax Administration	\$ 40,600	\$ 40,499	\$ 40,499	\$ 44,762	\$ 4,263	10.5%
Auditing Services - Sales Tax Program	-	87,210	87,210	174,420	87,210	100.0%
Auditing Services	60,290	40,000	40,000	40,000	-	0.0%
Financial System Services	3,000	40,000	40,000	40,000	-	0.0%
Sales Tax Collection / Processing Services	258,944	313,142	313,142	353,759	40,617	13.0%
Project Specific	17,500	15,000	15,000	15,000	-	0.0%
Subtotal - Contracted Services	\$ 380,334	\$ 535,851	\$ 535,851	\$ 667,941	\$ 132,090	24.7%
Other Services & Supplies:						
Bank/Merchant Processing Services	\$ 48,927	\$ 50,200	\$ 50,200	\$ 50,200	\$ -	0.0%
Miscellaneous	2,105	5,000	5,000	5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 51,032	\$ 55,200	\$ 55,200	\$ 55,200	\$ -	0.0%
TOTAL	\$ 950,862	\$ 1,395,387	\$ 1,223,444	\$ 1,538,716	\$ 143,329	10.3%



**Nondepartmental
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
Project Specific	\$ -	\$ 95,000	\$ 95,000	\$ 50,000	\$ (45,000)	-47.4%
Subtotal - Contracted Services	\$ -	\$ 95,000	\$ 95,000	\$ 50,000	\$ (45,000)	-47.4%
Other Services & Supplies:						
Revenue Collection Services:						
County Vendor Fee	\$ 173,696	\$ 188,192	\$ 160,217	\$ 160,217	\$ (27,975)	-14.9%
County Treasurer's Fee	78,160	79,390	80,298	81,101	1,711	2.2%
Professional Services	-	25,000	25,000	25,000	-	0.0%
Incentive Agreements	-	-	204,100	787,500	787,500	-
Traffic Signals	34,788	-	-	-	-	-
Miscellaneous	130,561	75,000	75,000	75,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 417,205	\$ 367,582	\$ 544,615	\$ 1,128,818	\$ 761,236	207.1%
TOTAL	\$ 417,205	\$ 462,582	\$ 639,615	\$ 1,178,818	\$ 716,236	154.8%



**Central Services
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Other Services & Supplies:						
Office Supplies	\$ 66,578	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	0.0%
Postage & Courier Services	21,696	28,400	28,400	35,840	7,440	26.2%
Printing & Publishing	20,501	34,300	34,300	34,300	-	0.0%
Publications and Subscriptions	3,594	6,000	6,000	6,000	-	0.0%
Dues and Memberships	14,154	40,940	40,940	40,940	-	0.0%
Meetings/Training/Travel	56,784	75,650	75,650	75,650	-	0.0%
Tuition Reimbursement Program	4,552	10,000	10,000	10,000	-	0.0%
Miscellaneous	10,738	10,000	10,000	10,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 198,597	\$ 270,290	\$ 270,290	\$ 277,730	\$ 7,440	2.8%
TOTAL	\$ 198,597	\$ 270,290	\$ 270,290	\$ 277,730	\$ 7,440	2.8%



**Human Resources & Risk Management
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Human Resources						
Personnel Services:						
Salaries and Wages	\$ 184,681	\$ 313,964	\$ 223,115	\$ 293,275	\$ (20,689)	-6.6%
Benefits	50,428	69,480	57,647	85,809	16,329	23.5%
Internship Wages	47,723	81,231	112,010	108,465	27,234	33.5%
Subtotal - Personnel Services	\$ 282,832	\$ 464,675	\$ 392,772	\$ 487,549	\$ 22,874	4.9%
Contracted Services:						
Payroll Processing	\$ 9,897	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
Temporary Personnel	66,776	-	-	-	-	-
Project Specific	-	8,500	8,500	8,500	-	0.0%
Subtotal - Contracted Services	\$ 76,673	\$ 38,500	\$ 38,500	\$ 38,500	\$ -	0.0%
Other Services & Supplies:						
Personnel Recruitment Services	\$ 4,077	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
Personnel Services:						
Raise Pool	-	59,922	-	68,844	8,922	14.9%
Benefit Improvement Costs	375	-	-	-	-	-
Miscellaneous	356	-	-	-	-	-
Subtotal - Other Services & Supplies	\$ 4,808	\$ 79,922	\$ 20,000	\$ 88,844	\$ 8,922	11.2%
Risk Management						
Other Services & Supplies:						
Property & Casualty Insurance Services	\$ 313,822	\$ 420,000	\$ 420,000	\$ 400,000	\$ (20,000)	-4.8%
Workers Compensation Insurance Services	11,123	20,000	20,000	20,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 324,945	\$ 440,000	\$ 440,000	\$ 420,000	\$ (20,000)	-4.5%
TOTAL	\$ 689,258	\$ 1,023,097	\$ 891,272	\$ 1,034,893	\$ 11,796	1.2%



**Support Services
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Support Services						
Personnel Services:						
Salaries and Wages	\$ 168,750	\$ 196,416	\$ 199,227	\$ 243,348	\$ 46,932	23.9%
Benefits	49,701	52,133	66,631	65,327	13,194	25.3%
Subtotal - Personnel Services	\$ 218,451	\$ 248,549	\$ 265,858	\$ 308,675	\$ 60,126	24.2%
Facilities						
Contracted Services:						
Security Services	\$ 90,746	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0.0%
Subtotal - Contracted Services	\$ 90,746	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	0.0%
Other Services & Supplies:						
Leasing Services - Additional Space	\$ 2,375	\$ 2,800	\$ 2,800	\$ 2,800	\$ -	0.0%
Leasing Services - Land Use Services Sublease	-	(38,325)	(38,325)	(38,325)	-	0.0%
Professional Services	38,200	89,786	89,786	48,200	(41,586)	-46.3%
Utilities - Office Space	63,496	60,924	60,000	60,000	(924)	-1.5%
Utilities - Civic Park	-	-	-	20,000	20,000	-
Telephone - Long Distance	337	-	-	-	-	-
Telephone/Data - Alarm Lines	17,485	29,864	900	900	(28,964)	-97.0%
Telephone - Cellular	13,217	15,000	-	-	(15,000)	-100.0%
Building - Repair, Maintenance, Improvements	-	10,500	10,500	10,500	-	0.0%
Equipment - Rental, Repair, Maintenance	230,402	86,267	15,500	15,500	(70,767)	-82.0%
Equipment - Purchased	19,985	40,500	25,000	25,000	(15,500)	-38.3%
Office Furniture & Fixtures	9,473	14,100	14,100	28,488	14,388	102.0%
Sewer And Water - Civic Center	-	-	12,200	12,200	12,200	-
Sewer And Water - Civic Park	-	-	-	15,000	15,000	-
Trash and Recycle - Civic Center	-	-	2,500	2,500	2,500	-
Trash and Recycle - Civic Park	-	-	-	2,500	2,500	-
Repair and Maintenance Building	-	-	40,000	40,000	40,000	-
Repair and Maintenance Grounds	-	-	26,000	26,000	26,000	-
Repair and Maintenance Office Equipment	-	-	767	767	767	-
Repair and Maintenance Other	-	-	5,000	5,000	5,000	-
Miscellaneous	-	2,375	7,375	7,375	5,000	210.5%
Subtotal - Other Services & Supplies	\$ 394,970	\$ 313,791	\$ 274,103	\$ 284,405	\$ (29,386)	-9.4%
Fleet						
Other Services & Supplies:						
Vehicle Fuel & Maintenance Supplies	\$ 5,193	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
Subtotal - Other Services & Supplies	\$ 5,193	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%



Support Services (Cont.)
Budget Detail

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Information Technology						
Contracted Services:						
Information Technology Outsourcing Services	\$ 113,354	\$ 135,000	\$ 125,000	\$ 135,000	\$ -	0.0%
Financial System Services	78,012	78,100	78,100	78,100	-	0.0%
Website Hosting & Support Services	9,000	20,000	20,000	45,000	25,000	125.0%
Agenda, Video Production & Streaming Services	4,999	10,000	10,000	-	(10,000)	-100.0%
Project Specific	6,495	30,000	15,000	30,000	-	0.0%
Subtotal - Contracted Services	\$ 211,860	\$ 273,100	\$ 248,100	\$ 288,100	\$ 15,000	5.5%
Other Services & Supplies:						
Internet Access Services	\$ 14,650	\$ -	\$ -	\$ -	\$ -	-
Equipment - Purchased	43,342	71,500	96,500	84,832	13,332	18.6%
Software Supplies	28,928	27,700	52,700	131,900	104,200	376.2%
Telephone/Data - Local, T1, Circuits	-	-	28,964	28,964	28,964	-
Telephone - Cellular/Pagers	-	-	15,000	15,000	15,000	-
Equipment - Rental, Repair, Maintenance	-	-	44,000	44,000	44,000	-
Miscellaneous	-	10,000	10,000	10,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 86,920	\$ 109,200	\$ 247,164	\$ 314,696	\$ 205,496	188.2%
TOTAL	\$ 1,008,140	\$ 1,032,640	\$ 1,123,225	\$ 1,283,876	\$ 251,236	24.3%



**Public Works
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 156,673	\$ 163,754	\$ 164,734	\$ 389,026	\$ 225,272	137.6%
Benefits	38,295	40,548	43,212	113,824	73,276	180.7%
Subtotal - Personnel Services	\$ 194,968	\$ 204,302	\$ 207,946	\$ 502,850	\$ 298,548	146.1%
Contracted Services:						
Public Works Service Provider	\$ 8,731,154	\$ 8,832,827	\$ 8,837,073	\$ 9,320,265	\$ 487,438	5.5%
Total Other Contracted Services	\$ 8,731,154	\$ 8,832,827	\$ 8,837,073	\$ 9,320,265	\$ 487,438	5.5%
<u>Other Program Services</u>						
Animal Disposal	\$ 786	\$ 20,000	\$ 20,000	\$ 7,000	\$ (13,000)	-65.0%
Mosquito Control	34,460	37,960	37,960	34,460	(3,500)	-9.2%
Other Professional Services	48,431	15,000	15,000	31,000	16,000	106.7%
Total Other Public Works Services	\$ 83,677	\$ 72,960	\$ 72,960	\$ 72,460	\$ (500)	-0.7%
Total Contracted Services - Program Management	\$ 8,814,831	\$ 8,905,787	\$ 8,910,033	\$ 9,392,725	\$ 486,938	5.5%
Other Contracted Services:						
Maint. / Operations						
<u>Streets</u>						
Materials - Snow Removal	\$ 313,551	\$ 287,500	\$ 299,000	\$ 311,000	\$ 23,500	8.2%
Materials - Asphalt	36,065	41,700	41,700	90,000	48,300	115.8%
Materials - Fuel	91,696	137,000	137,000	137,000	-	0.0%
T-REX/I-25 Interchange Landscaping	-	7,500	-	-	(7,500)	-100.0%
Other Contracted Services	4,260	-	-	-	-	-
Subtotal Streets and Roads	\$ 445,572	\$ 473,700	\$ 477,700	\$ 538,000	\$ 64,300	13.6%
Total Other Contracted Services: Maint. / Operations	\$ 445,572	\$ 473,700	\$ 477,700	\$ 538,000	\$ 64,300	13.6%
<u>Roadway Engineering</u>						
Roadway Data Collection	\$ 75,685	\$ -	\$ -	\$ -	\$ -	-
On-Call Services	-	5,000	5,000	5,000	-	0.0%
Subtotal Roadway Engineering	\$ 75,685	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
<u>Traffic Signals</u>						
Signal Pole Inspections - Professional Services	\$ 53,259	\$ -	\$ -	\$ -	\$ -	-
Signal Additions/Repair	162,565	165,375	216,609	174,590	9,215	5.6%
Signal Maintenance	-	75,000	98,363	75,000	-	0.0%
Subtotal Traffic Signals	\$ 215,824	\$ 240,375	\$ 314,972	\$ 249,590	\$ 9,215	3.8%
Total Other Contracted Services - Engineering	\$ 291,509	\$ 245,375	\$ 319,972	\$ 254,590	\$ 9,215	3.8%
Total Contracted Services - Engineering	\$ 9,551,912	\$ 9,624,862	\$ 9,707,705	\$ 10,185,315	\$ 560,453	5.8%



Public Works (Cont.)
Budget Detail

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Other Services & Supplies:						
Utilities - Street Lights	\$ 683,822	\$ 850,500	\$ 846,500	\$ 839,500	\$ (11,000)	-1.3%
Maintenance - Street Lights	63,343	70,000	70,000	70,000	-	0.0%
Utilities - Other Maintenance	12,071	5,843	5,843	5,843	-	0.0%
Utilities - Traffic Signals	58,748	79,225	79,225	79,225	-	0.0%
Utilities - Other	-	5,843	5,843	5,843	-	0.0%
Subtotal Street Lights	\$ 817,984	\$ 1,011,411	\$ 1,007,411	\$ 1,000,411	\$ (11,000)	-1.1%
Public Works Contingency Costs	\$ -	\$ 52,000	\$ 52,000	\$ 20,000	\$ (32,000)	-61.5%
Subtotal - Other Services & Supplies	\$ 817,984	\$ 1,063,411	\$ 1,059,411	\$ 1,020,411	\$ (43,000)	-4.0%
Total Public Works, Before Transfers	\$ 10,564,864	\$ 10,892,575	\$ 10,975,062	\$ 11,708,576	\$ 816,001	7.5%
Transfer to Capital Improvement Fund	\$ 2,483,847	\$ 3,486,430	\$ 5,882,430	\$ 4,578,510	\$ 1,092,080	31.3%
TOTAL PUBLIC WORKS AND CAPITAL IMPROVEMENT FUND TRANSFER	\$ 13,048,711	\$ 14,379,005	\$ 16,857,492	\$ 16,287,086	\$ 1,908,081	13.3%



**Law Enforcement
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Sheriffs Office Services	\$ 19,734,349	\$ 19,658,334	\$ 19,778,011	\$ 20,533,173	\$ 874,839	4.5%
Justice Assistance Grant	130,218	-	31,700	-	-	-
Subtotal - Contracted Services	\$ 19,864,567	\$ 19,658,334	\$ 19,809,711	\$ 20,533,173	\$ 874,839	4.5%
Less Allocation to Other Departments:						
Traffic Officers	(1,523,008)	(1,400,880)	(1,400,880)	(1,428,727)	(27,847)	2.0%
Liquor Enforcement	(41,320)	(42,193)	(42,193)	(42,193)	-	0.0%
Indirect	(189,100)	(129,666)	(129,666)	(176,926)	(47,260)	36.4%
TOTAL	\$ 18,111,139	\$ 18,085,595	\$ 18,236,972	\$ 18,885,327	\$ 799,732	4.4%



**Animal Services
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
City Services:						
Animal Services	\$ 522,640	\$ 533,390	\$ 573,390	\$ 604,390	\$ 71,000	13.3%
Animal Services Transition	32,426	40,000	-	-	(40,000)	-100.0%
Project Specific	-	-	-	2,000	2,000	-
Subtotal - Other Services & Supplies	\$ 555,066	\$ 573,390	\$ 573,390	\$ 606,390	\$ 33,000	5.8%
TOTAL	\$ 555,066	\$ 573,390	\$ 573,390	\$ 606,390	\$ 33,000	5.8%



**Municipal Court
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 190,944	\$ 248,298	\$ 236,952	\$ 243,859	\$ (4,439)	-1.8%
Benefits	62,651	65,903	91,368	71,350	5,447	8.3%
Subtotal - Personnel Services	\$ 253,595	\$ 314,201	\$ 328,320	\$ 315,209	\$ 1,008	0.3%
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Traffic Officer Services	\$ 1,523,008	\$ 1,400,881	\$ 1,400,881	\$ 1,428,727	\$ 27,846	2.0%
Indirect Costs	189,100	129,666	129,666	129,666	-	0.0%
Temporary Personnel	19,176	500	500	500	-	0.0%
Judge Services	68,295	71,000	71,000	71,000	-	0.0%
Prosecution Services	29,650	40,000	40,000	40,000	-	0.0%
Legal Services - General	3,529	25,500	20,000	20,000	(5,500)	-21.6%
Subtotal - Contracted Services	\$ 1,832,758	\$ 1,667,547	\$ 1,662,047	\$ 1,689,893	\$ 22,346	1.3%
Other Services & Supplies:						
Professional Services	\$ 60,706	\$ 60,000	\$ 62,000	\$ 62,000	\$ 2,000	3.3%
Postage & Courier	4,257	4,500	4,500	4,500	-	0.0%
Printing & Publishing	7,293	15,700	15,700	15,700	-	0.0%
Bank/Merchant Processing	19,838	16,400	19,400	19,400	3,000	18.3%
Equipment - Rental, Repair, Maintenance	27,512	5,000	65,000	5,000	-	0.0%
Software Supplies	-	-	500	500	500	-
Commission/Board/Authority Services	171	-	-	-	-	-
Office Supplies	3,702	6,000	6,000	6,000	-	0.0%
Dues and Memberships	112	320	320	320	-	0.0%
Meetings/Training/Travel	2,119	1,010	1,010	1,010	-	0.0%
Allowance for Bad Debt	205,509	-	-	-	-	-
Miscellaneous	117	3,000	3,000	3,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 331,336	\$ 111,930	\$ 177,430	\$ 117,430	\$ 5,500	4.9%
TOTAL	\$ 2,417,689	\$ 2,093,678	\$ 2,167,797	\$ 2,122,532	\$ 28,854	1.4%



**Community Development Administration
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 330,347	\$ 358,802	\$ 349,394	\$ 360,951	\$ 2,149	0.6%
Benefits	82,897	95,233	83,392	105,610	10,377	10.9%
Subtotal - Personnel Services	\$ 413,244	\$ 454,035	\$ 432,786	\$ 466,561	\$ 12,526	2.8%
Other Services & Supplies:						
Professional Services	\$ 595	\$ 6,000	\$ 6,000	\$ 56,000	\$ 50,000	833.3%
Printing & Publishing	-	1,000	1,000	1,000	-	0.0%
Project Specific	-	127,835	127,835	-	(127,835)	-100.0%
Subtotal - Other Services & Supplies	\$ 595	\$ 134,835	\$ 134,835	\$ 57,000	\$ (77,835)	-57.7%
Total Community Development Administration Before Transfers	\$ 413,839	\$ 588,870	\$ 567,621	\$ 523,561	\$ (65,309)	-11.1%
Transfers to Land Use Fund:						
Building Use Tax	\$ 500,491	\$ 295,599	\$ 523,623	\$ 295,599	\$ -	0.0%
General Fund Support	(325,025)	42,303	(547,851)	49,093	6,790	16.1%
Subtotal Transfers to Land Use Fund	\$ 175,466	\$ 337,902	\$ (24,228)	\$ 344,692	\$ 6,790	2.0%
TOTAL	\$ 589,305	\$ 926,772	\$ 543,393	\$ 868,253	\$ (58,519)	-6.3%



**Code Compliance
Budget Detail**

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted \$ Chg	% Chg
Contracted Services:						
Code Compliance	\$ 441,617	\$ 450,449	\$ 450,449	\$ 477,653	\$ 27,204	6.0%
Subtotal - Contracted Services	\$ 441,617	\$ 450,449	\$ 450,449	\$ 477,653	\$ 27,204	6.0%
Other Services & Supplies:						
Professional Services	\$ 23,530	\$ 22,000	\$ 22,000	\$ 10,000	\$ (12,000)	-54.5%
Subtotal - Other Services & Supplies	\$ 23,530	\$ 22,000	\$ 22,000	\$ 10,000	\$ (12,000)	-54.5%
TOTAL	\$ 465,147	\$ 472,449	\$ 472,449	\$ 487,653	\$ 15,204	3.2%



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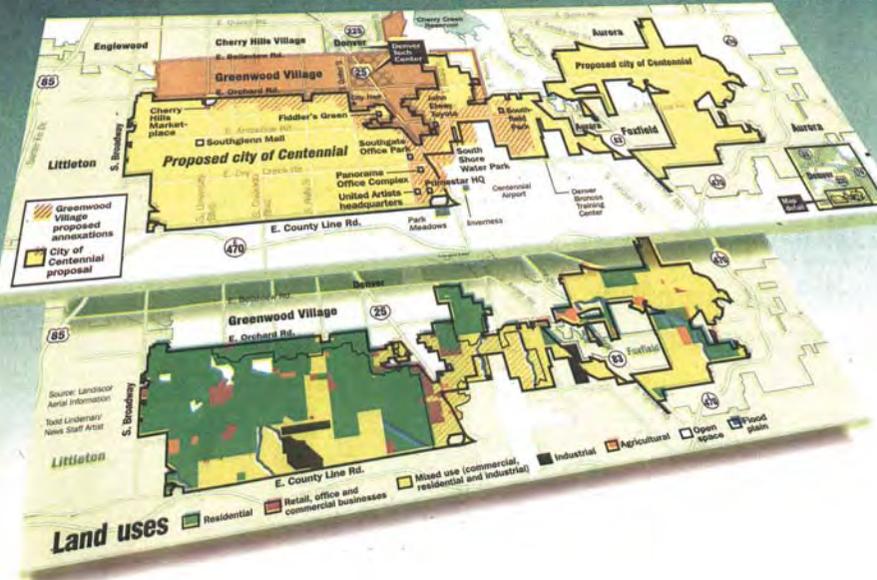
1998

It Started with an Idea

ON DECEMBER 12, 1998, IN 6 HOURS, AND BASED ON ONLY 24 HOURS OF NOTICE, VOLUNTEERS OBTAINED OVER 2,500 SIGNATURES ON THE "CENTENNIAL PETITION" ASKING FOR AN ELECTION ON WHETHER CENTENNIAL SHOULD BE INCORPORATED AS A COLORADO CITY, AND FILED THE CENTENNIAL PETITION WITH THE DISTRICT COURT IN DECEMBER 1998

Redrawing the map

The incorporation/annexation battle in the southern suburbs will determine who leads a diverse region, home to 112,000 people. The incorporation/annexation battle in the southern suburbs will determine who leads a diverse region, home to 112,000 people.





GLOSSARY

Accrual Basis of Accounting

The basis of accounting by which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received.

Ad Valorem Tax

A tax based on value (e.g., a property tax).

Adopted

The budget as approved by the City Council.

American Recovery and Reinvestment Act of 2009

\$787 billion economic stimulus package enacted by the United States Government in February of 2009 .

Appropriation

A specific amount of money authorized by the City Council for an approved expenditure.

Assessed Valuation

A dollar value placed on real estate or other property within the City, as certified by the Arapahoe County Assessor as a basis for levying property taxes.

Automobile Use Tax

An Automobile Use Tax of 2.5 percent (2.5%) is collected by automobile dealerships, and remitted to the Arapahoe County Treasurer, on auto purchases made outside of city limits by citizens residing in Centennial.

Backloading

The deferral of principal and/or interest payments to a later period.

Balanced Budget

A budget in which planned expenditures do not exceed forecasted revenues plus fund balance, including surpluses.

Basis of Budgeting

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are adopted at the fund level for each fund.

Beginning/Ending Fund Balance

Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Budget

An annual financial plan of operation that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. The City's budget encompasses one calendar year. In practice, the term "budget" is used two ways: it designates the financial plan presented for adoption ("proposed") or the final plan approved by City Council ("adopted").

Budget Calendar

The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budget.

Budget Message

A general discussion of the preliminary/adopted budget presented in writing as part of, or supplement to, the budget document. Explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

Building Materials Use Tax

The Building Materials Use Tax applies to anyone who is performing construction work which requires a City building permit. The tax is estimated and paid directly to the City prior to the issuance of the building permit. The estimated tax due is 2.5 percent (2.5%) of the material costs.

Building Permit Revenue

Building permit revenue is revenue collected through the issuance of permits for building construction projects, including permits for such things as electrical, plumbing, mechanical, and sign permits. The revenue is typically a one-time revenue and is reported in the Land Use Fund.

Capital Expenditures

Expenditures which should result in the increase of asset accounts, although they may result indirectly in the decrease of a liability.

Capital Improvement Fund

Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital infrastructure.

Capital Improvement Program (CIP)

A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and sidewalks. The Capital Improvement Program is comprised of projects included in the following funds: Capital



Improvement, Open Space, and Conservation Trust Funds.

Capital Outlay

Equipment and infrastructure with a value of \$5,000 or more and an estimated useful life of more than one year, such as automobiles and traffic signals.

Capital Projects

Typically a capital project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

Cartegraph Software

Computer software program used to track inquiries, work request and orders currently for public works and code enforcement projects within the City of Centennial.

Centennial Urban Redevelopment Authority (CURA)

Tax increment financing for public improvements in an urban renewal area.

Colorado Municipal League (CML)

The Colorado Municipal League is a non-profit, non-partisan organization that represents Colorado's cities and towns collectively in matters before the state and federal government and provides a wide range of information services to assist municipal officials in managing their governments.

Community Development Block Grants (CDBG)

Funds established to account for revenues from the federal government and expenditures as prescribed under the Community Development Block Grant program. The City's CDBG program is administered through Arapahoe County.

Comprehensive Annual Financial Report (CAFR)

Financial report organized by fund, which provides a balance sheet that compares assets with liabilities and fund balance. The CAFR is also an operating statement that compares revenues with expenditures.

Conservation Trust Fund (CTF)

Accounts for lottery proceeds received from the State of Colorado. Spending is restricted and the

City's share is determined by population data and the existence of special recreations districts.

Contingency

An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as federal mandates, shortfalls in revenue, and similar eventualities.

Continuing Appropriations or Carryovers

Funding approved in the current budget but not expended during a particular fiscal year. These appropriations are carried forward into the next fiscal year for their original intended purpose.

Contracted Services

Includes services contracted by the City to enhance operations or perform specific tasks or programs.

Contractual Services

This term designates those services acquired on a fee basis, a fixed-time contract basis from outside sources.

Cost Allocation

A method used to charge costs to other funds.

Council-Manager Form of Government

An organizational structure in which the Mayor and City Council appoint an independent City Manager to be the chief operating officer of a local government. In practice, a City Council sets policies and the city manager is responsible for implementing those policies effectively and efficiently.

Debt

An amount owed to a person or organization for funds borrowed. Debt can be represented by a loan note, bond, mortgage or other form stating repayment terms and, if applicable, interest requirements. These different forms all imply intent to pay back an amount owed by a specific date, which is set forth in the repayment terms.

Debt Service Fund

A fund established to account for the financial resources used for the payment of long-term debt (i.e., principal, interest, and other related costs).

Denver Regional Council of Governments (DRCOG)

The Denver Regional Council of Governments is a voluntary association of county and municipal



governments in the greater Denver, Colorado area and is the Metropolitan Planning Organization for transportation funding decisions. The Board works together to address issues of regional concern including growth and development, transportation, the environment, provision of services to the region's older population, and performs analysis of economic and development trends.

Department

A department is a component of the overall City organization. Often including multiple divisions, it is headed by a director and has established a specific and unique set of goals and objectives to provide services to the citizens and organization (e.g., Public Safety, Public Works, etc.).

Designated Reserves

The City Council has determined that additional reserves be established to provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues, and expenditures including encumbrances, are greater than actual. Council has established a minimum of ten percent (10%) of fiscal year spending for operating reserves.

Development Fees

Charges for specific services related to development activity including building permits, right-of-way permits and plan review fees.

Division

An organizational sub-unit of a department. Each division has a unique set of goals and objectives functioning within the department.

Encumbrance

A legal obligation to expend funds for an expenditure that has not yet occurred.

Energy Efficiency and Conservation Block Grant

Federal block grant money given to local governments for the purpose of implementing energy saving programs.

Enterprise Fund

A fund type established to account for total costs of selected governmental facilities and services that are operated similar to private enterprises.

Estimate

Represents the most recent estimate for current year revenue and expenditures. Estimates are based upon several months of actual expenditure and revenue experience. Estimates consider the impact of unanticipated price changes or other economic factors.

Expenditure

The actual spending of funds set aside by appropriation for identified goods and/or services.

Fee

A general term used for any charge levied for providing a service or performing an activity.

Fines

Monies received by the City that are paid by citizens who have violated City and/or state laws.

Fiscal Year

A twelve-month period of time designated as the budget year. The City's fiscal year is the calendar year January 1 through December 31.

Full-Time Equivalent (FTE)

A position converted to the decimal equivalent of a fulltime position based on 2,080 work hours per year. For example, a part-time Typist Clerk working 20 hours per week would be equivalent to one-half of a full-time position, or 0.5 FTE.

Fund

A set of inter-related accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance

The amount of financial resources available for use, derived from unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenditures.

General Fund

The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety and Finance.

General Improvement District (GID)

A public entity created according to Colorado Revised Statutes that provides specific services to a limited geographic area.



Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards used by state and local governments for financial recording and reporting that have been established by the accounting profession through the Governmental Accounting Standards Board (GASB).

Government Finance Officers Association (GFOA)

An association for finance professionals designed to promote the management of governments by identifying and developing financial policies and best practices. The association promotes these policies and practices through education, training and leadership.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board (GASB) was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities.

Grant

Contributions of cash or other assets from a governmental agency or other organization to be used or expended for a specific purpose, activity or facility.

Highway Users Tax Fund (HUTF)

State collected, locally shared revenue distributed monthly among state, counties, and municipalities. HUTF revenues are derived from a motor fuel tax and various motor vehicle registration, title, and license fees and taxes.

Human Resource Information System (HRIS)

A system that allows an employer to track, report, and analyze all employee data from application to end-of-employment.

Infrastructure

Facilities and structures that support the daily life and growth of the City, including streets, traffic signals, bridges, and curb/ gutters.

Interest Income

Interest income is the amount of revenue earned on investments and cash deposits. The guidelines for generating this source of revenue are found in the investment policies of the City.

Interfund Transfer

A transaction that occurs between funds for a specific purpose as approved by the appropriate authority.

Intergovernmental Agreement

A legal agreement describing tasks to be accomplished and/or funds to be paid between government agencies.

Intergovernmental Revenue

Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Land Development Code

Provides guidelines that support the City's vision, strategies and action steps in order to address City Services, Community Quality of Life/Citizen Engagement, Economic Health and the Environment.

Leadership in Energy and Environmental Design (LEED)

Certified buildings that are constructed in an environmentally friendly way ("green"). The LEED Green Building Rating System is a nationally accepted benchmark established by the U.S. Green Building Council.

Levy

To impose taxes, special assessments, or charges for the support of city activities.

Licenses and Permits

A revenue category that accounts for recovering costs associated with regulating business activity.

Mill Levy

A figure established by the City and used to calculate property tax. A mill is one-tenth of a cent; thus, each mill represents \$1 of taxes for each \$1,000 of assessed value.

Mission Statement

A broad statement that describes the reason for existence of an organization or organizational unit, such as a department.

Modified Accrual Basis of Accounting

The basis of accounting by which revenues are recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.



Mountain States Employers Council (MSEC)

A non-profit membership organization, founded in 1939, designed to partner with employers to maintain effective employer/employee relationships. A "one-stop shopping" resource for members in the areas of human resource management, employment law, surveys and training.

Objective

Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe. Generally, departmental programs have objectives.

Operating Budget

The annual appropriation of funds for program costs, which include salaries, benefits, maintenance, operations, and capital outlay items.

Ordinance

A formal legislative enactment by the governing body (City Council) of a municipality. If it is not in conflict with any higher form of law, an Ordinance has the full force and effect of law within the boundaries of the municipality to which it applies.

Performance Measures

Statistical measures which are collected to show the impact of dollars spent on city services.

Personnel Services

An expenditure category that captures expenses related to employee compensation, such as salaries and benefits.

Program

Represents major areas or support functions; defined as a service provided to citizens, other departments, or other agencies.

Property Tax

A tax levied by the City on the assessed valuation of all taxable property located within the City calculated using the mill levy.

Proposed Budget

The budget presented to City Council by the City Manager by September 15 each year prior to their adoption of the budget document.

Reappropriation

A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subse-

quent year; also known as a carryover expenditure.

Reserve

An account which sets aside a portion of a fund's balance for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur.

Revenue

Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

Risk Management

Protects the assets of the City and provides a safe work environment for City employees.

RSS Feed

An electronic format to deliver regularly changing web content.

Sales Tax

The City of Centennial collects a 2.5 percent (2.5%) tax annually on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the City as a provision of the Home Rule Charter approved in 2008.

Special Revenue Funds

Special Revenue Funds account for revenue sources that are legally restricted for special purposes.

Specific Ownership Tax

The 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.

Tax Increment Financing (TIF)

Tax increment financing is a technique for financing a capital project from the stream of revenue generated by the project.

Taxpayer's Bill of Rights (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.

**Transfers**

Authorized exchanges of money, positions, or other resources between organizational units or funds.

Undesignated Reserves

Article X, Section 20 of the Colorado Constitution requires a three percent (3%) reserve for emergencies. The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.

Urban Renewal Area

A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designation makes the area eligible for various funding and allows for development or redevelopment.

Use Tax

A tax levied by the City on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used, or consumed within the City.



ACRONYMS

AAA	Area Agency on Aging
AASHTO	American Association of State Highway and Transportation Officials
ACSO	Arapahoe County Sheriff's Office
ACWWA	Arapahoe County Water and Wastewater Authority
ADA	Americans with Disability Act of 1990
AMPO	Association of Metropolitan Planning Organizations
APA	American Planning Association
APCD	Air Pollution Control Division
APRD	Arapahoe Park and Recreation District
ARMA	American Records Management Association
ARRA	American Recovery and Reinvestment Act of 2009
ASP	Administrative Site Plan
AUC	Arapahoe Urban Corridor
AWO	Applicant Work Order
AVL	Automatic Vehicle Location
BID	Business Improvement District
BMPs	Best Management Practices
BOA	Centennial Board of Adjustment (appeals of zoning issues)
BOCC	Board of County Commissioners
BOR	Board of Review
BST	Bituminous Surface Treatment
C.R.S.	Colorado Revised Statutes
CAAA	Clean Air Act Amendments
CAFR	Comprehensive Annual Financial Report
CAMTA	Colorado Association of Municipal Tax Auditors
CBD	Central Business District
CC&R	Conditions, Covenants and Restrictions
CCBP	Central Centennial Boundary Plan
CCI	Colorado Counties Inc.
CCIC	Colorado Crime Information Center
CCSD	Cherry Creek School District
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health and Environment
CenCON	Centennial Council of Neighborhoods
CERT	Citizen's Emergency Response Team
CFR	Code of Federal Regulations
CGFOA	Colorado Government Finance Officers Association
CIF	Capital Improvement Fund
CIP	Capital Improvement Program
CIRSA	Colorado Intergovernmental Risk Sharing Agency
CIT	Crisis Intervention Team
CLOMR	Conditional Letter of Map Revision
CMAQ	Congestion Mitigation/Air Quality
CMC	Certified Municipal Clerk
CMCA	Colorado Municipal Clerks Association
CML	Colorado Municipal League
CoC	City of Centennial
Comp Plan	Comprehensive Plan
COPS	Centralized Organization for Police Selection
CORA	Colorado Open Records Act (a law governing documents)
CPTED	Crime Prevention Through Environmental Design
CTF	Conservation Trust Fund
CUP	Conditional Use Permit



CURA	Centennial Urban Redevelopment Authority
CWA	Clean Water Act
CWO	City Work Order
CWP	Clean Water Plan
DBE	Disadvantaged Business Enterprise
DEF/PROS	Deferred Prosecution
DEIS	Draft Environmental Impact Statement
DFT	Default Judgment
DISM	Dismissal
DJ	Deferred Judgment
DMCC	Denver Metro Chamber of Commerce
DMV	Department of Motor Vehicles (Colorado)
DOL	Department of Labor
DOLA	Department of Local Affairs (a state of Colorado department)
DOR	Department of Revenue (Colorado)
DOT	Department of Transportation (Colorado)
DRC	Design Review Committee
DRCOG	Denver Regional Council of Governments
E&D	Elderly & Disabled
EA	Environmental Assessment
ECCV	East Cherry Creek Valley (Water and Wastewater District)
ECU	Environmental Crimes Unit
EECBG	Energy Efficiency and Conservation Block Grant
EIG	Engineering Infrastructure Group
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FASB	Financial Accounting Standards Board
FASTER	Funding Advancements for Surface Transportation and Economic Recovery
FCC	Federal Communications Commission
FCPA	Fair Campaign Practices Act
FDP	Final Development Plan
FEIS	Final Environmental Impact Statement
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRE	Firefighter Interregional Recruitment and Employment
FONSI	Finding of No Significant Impact
FP	Final Plat
FSA	Flexible Spending Account
FTA	Failure to Appear
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FTP	Failure to Pay
FTP	File Transfer Protocol
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GESC	Grading, Erosion and Sediment Control
GFOA	Government Finance Officers Association
GID	General Improvement District (a type of city owned special district)
GIS	Geographic Information System
GMTC	Greater Metro Telecommunications Consortium
GOCO	Great Outdoors Colorado
GWV or GV	Greenwood Village



HB	House Bill
HOA	Homeowners' Association
HOT Lanes	High-Occupancy Toll Lanes
HOV	High-Occupancy Vehicle
HRIS	Human Resource Information System
HUTF	Highway Users Tax Fund
IBC	International Building Code (adopted in Centennial)
ICMA	International City/County Management Association
IFC	International Fire Code (adopted in Centennial)
IGA	Intergovernmental Agreement
IIMC	International Institute of Municipal Clerks
IPA	Integrated Assessment Plan
IRC	International Residential Code (adopted in Centennial)
IREA	Intermountain Rural Electric Association
ISDS	Individual Sewage Disposal System
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
ITE	Institute of Traffic Engineers
ITS	Information Technology System
ITS	Intelligent Transportation Systems
IVR	Interactive Voice Response System
JARC	Job Access/Reverse Commute
KPM	Key Performance Measurements
L&E	Location & Event
LDC	Land Development Code (same as Land Use Code)
LEED	Leadership in Energy and Environmental Design
LID	Local Improvement District
LLA	Centennial Liquor Licensing Authority
LLC	Limited Liability Company
LOC	Letter of Credit (form of security to ensure performance)
LOMR	Letter of Map Revision
LOS	Level of Service
LPS	Littleton Public Schools
LRT	Light Rail Transit
LUC	Land Use Committee
LUF	Land Use Fund
MCAA	Metro City Attorneys Association
MDP	Master Development Plan
MIS	Major Investment Study
MMC	Master Municipal Clerk
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MS	Minor Subdivision
MSA	Metropolitan Statistical Area
MSEC	Mountain States Employers Council
MTC	Model Traffic Code
MU-PUD	Mixed Use Planned Unit Development
MUD	Mixed Use Development
MUTCD	Manual of Uniform Traffic Control Devices
MVIC	Metro Vision Issues Committee (DRCOG)
NAAQS	National Ambient Air Quality Standards
NARC	National Association of Regional Councils
NEPA	National Environmental Policy Act



NFRMPO	North Front Range Metropolitan Planning Organization
NFRWQPA	North Front Range Water Quality Planning Association
NHS	National Highway System
NIMS	National Incident Management System
NLC	National League of Cities
NPDES	National Pollution Discharge Elimination System
NRVC	Non Resident Violators Compact
NTMP	Neighborhood Traffic Management Plan
O&M	Operations and Maintenance
OJW	Outstanding Judgment Warrant
OMA	Colorado Open Meetings Law (laws governing the conduct of meetings)
P&Z	Planning and Zoning
PB	Plea Bargain
PCI	Pavement Condition Index
PDA	Personal Digital Assistant
PDP	Preliminary Development Plan
PFA	Public Finance Agreement
PnR	Park-n-Ride
POA	Property Owners Association (like an HOA)
PP	Preliminary Plat
PPACG	Pikes Peak Area Council of Governments
PSA	Professional Service Agreement
PT	Part Time
PTC	Pre-Trial-Conference
PUD	Planned Unit Development
PWO	Position Work Order
PY	Prior Year
RAQC	Regional Air Quality Council
REA	Rural Electric Association (an electric company like Xcel)
RF	Outside Referral
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Qualifications
R/RO	Right In/Right Out
RMA	Retail Market Analysis
ROD	Record of Decision
ROW	Right-of-Way
RP	Replat
RPP	Regional Priorities Program
RSA	Regional Statistical Area
RTC	Regional Transportation Committee (DRCOG)
RTD	Regional Transportation District
RTP	Regional Transportation Plan
S@SG	Streets at SouthGlenn
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (Federal Law)
SB	Senate Bill
SEBP	Southeast Business Partnership
SEMSWA	Southeast Metro Storm Water Authority
SGMD	SouthGlenn Metropolitan District
SIA	Subdivision Improvement Agreement (type of contract)
SID	Special Improvement District
SIP	State Implementation Plan for Air Quality
SOB	Sexually Oriented Business



SOE	Stay of Execution
SOV	Single-Occupant Vehicle
SPIMD	Southeast Public Improvement Metropolitan District
SSPRD	South Suburban Parks and Recreation District
STAC	State Transportation Advisory Committee
STIP	State Transportation Improvement Program
STP	State Transportation Program
SUCTSC	Southeast Urban Corridor Transportation Steering Committee
SUP	Special Use Permit
TABOR	Taxpayer's Bill of Rights
TAC	Transportation Advisory Committee
TAZ	Traffic Analysis Zone
TCM	Traffic Control Measures
TDM	Transportation Demand Management
TES	Traffic Engineering Service Application
TIF	Tax Increment Financing
TIP	Transportation Improvement Program
TIPS	Training Intervention Procedures (liquor licensing class)
TIS	Traffic Impact Study
TLRC	Transportation Legislative Review Committee
TMA	Transportation Management Area
TMO/TMA	Transportation Management Organization/Transportation Management Association
TMP	Traffic Management Plan
TOD	Transit Oriented Development
TPR	Transportation Planning Region
TRC	Technical Review Committee
TSSIP	Traffic Signal System Improvement Program
TTC	Trial to Court
UDFCD	Urban Drainage and Flood Control District
UGB/A	Urban Growth Boundary/Area
UPWP	Unified Planning Work Program (DRCOG)
URA	Urban Renewal Authority, Urban Redevelopment Authority
USR	Use by Special Review
V/C	Volume to Capacity Ratio
VAC	Vacation of Easement
VMT	Vehicle Miles Traveled
VOC	Volatile Organic Compounds
WEPC	Water and Environmental Planning Committee
WQCC	Water Quality Control Commission
WQCD	Water Quality Control Division (part of CDPHE)
YTD	Year to Date

RESOLUTIONS



CITY OF CENTENNIAL, COLORADO

RESOLUTION NO. 2010-R-84

A RESOLUTION TO ADOPT THE CITY OF CENTENNIAL REVISED 2010 BUDGET AND 2011 PROPOSED BUDGET AND TO APPROPRIATE SUMS OF MONEY

WHEREAS, pursuant to the Centennial Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial shall cause to be prepared and shall submit to the Council the annual City budget; and

WHEREAS, the City Manager prepared and submitted a revised 2010 Budget (“Revised Budget”) and proposed budget for Fiscal Year 2011 (“2011 Budget”) to the City Council for the Council’s consideration and in accordance with the Home Rule Charter for the City of Centennial and any applicable law; and

WHEREAS, the budget remains in balance, as required by Colorado State Budget Law (Section 29-1-103, C.R.S.) and the Home Rule Charter; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested citizens of the City were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the City Manager shall present a Resolution to the City Council prior to any applicable deadline for setting of a mill levy in accordance with law.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Centennial:

Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the City Council is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permitted by law.



Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the City and are identified in the 2010 Revised Budget and the attached “Funds Summary” as “Financial Uses.”

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the City of Centennial as presented to the City Council is hereby approved and adopted and shall be known as the 2011 Budget for the City. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “Funds Summary” summarizing the financial resources, financial uses, and funds available for the City. Copies of the 2011 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the Mayor to all appropriate agencies and is made a part of the public records of the City of Centennial.
- D. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permit by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the City and are identified in the 2011 Budget and the attached “Funds Summary” as “Financial Uses.”
- B. The 2011 Budget provides that appropriations for budget year 2011 for the City (except for the City’s General Fund) shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the City as the budget may be amended and appropriations supplemented by the City Council in accordance with applicable law.



City of Centennial
Resolution No. 2010-R-84
Page 3

ADOPTED by a vote of 7 in favor and 2 against this 15th day of November, 2010.

By: Cathy A. Noon
Cathy A. Noon, Mayor

ATTEST:

By: Randee L. ...
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

[Signature]
For City Attorney's Office

I hereby certify that to the best of my knowledge the above and attached are true and correct copies of the 2010 Revised and the 2011 Budget of the City of Centennial as summarized by fund and adopted by City Council.

By: Cathy A. Noon
Cathy A. Noon, Mayor



ALL CITY FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all City funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
General	\$ 18,068,029	\$ 45,333,176	\$ 46,026,565	\$ 17,374,640	\$ 46,346,738	\$ 47,346,739	\$ 16,374,640
Special Revenue Funds	11,780,097	3,529,389	15,309,486	-	2,089,482	2,029,482	60,000
Open Space	7,902,000	3,069,401	10,971,401	-	1,664,104	1,664,104	-
Conservation Trust	3,878,097	459,988	4,338,085	-	425,378	365,378	60,000
Capital Improvement Fund	1,833,754	7,504,630	9,293,251	45,133	4,712,740	4,712,740	45,133
Enterprise Fund (Land Use)	-	3,061,404	3,061,404	-	2,657,692	2,657,692	-
Total All City Funds	\$ 31,681,880	\$ 59,428,599	\$ 73,690,706	\$ 17,419,773	\$ 55,806,652	\$ 56,746,653	\$ 16,479,773



**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2010-R-92

A RESOLUTION TO SET THE 2010 MILL LEVY

WHEREAS, pursuant to the Centennial Home Rule Charter, a proposed budget shall be presented to the Council on or before September 20 of each year; and

WHEREAS, the City Manager prepared and submitted a proposed budget for Fiscal Year 2011 (“Budget”) to the City Council for the Council’s consideration and in accordance with applicable law the City Council conducted a public hearing on November 15, 2010, and approved the 2011 Budget by Resolution and made necessary appropriations; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2011 is \$47,346,739; and

WHEREAS, the 2010 net valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$1,631,208,330; and

WHEREAS, Section 11.8 of the Centennial Home Rule Charter requires the City Council to fix the amount of tax levy annually.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Centennial, Colorado as follows:

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the City during the 2011 budget year, there is hereby levied a tax of 4.982 mills plus 0.095 mills for abatements and refunds upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$8,281,645 in revenue, of which 1% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Mayor of the City is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the City as hereinabove determined and set.



City of Centennial
Resolution No. 2010-R-92
Page 2

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. Noon
Cathy A. Noon, Mayor

ATTEST:

By: Brenda J. Madison
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

Pom...
For City Attorney's Office



CERTIFICATION OF TAX LEVIES

DISTRICT ID 3013
Page 1.

CITY OF CENTENNIAL

TO: County Commissioners of Arapahoe County, Colorado

For the year 2010, the City Council of the
(governing body)

City of Centennial hereby certifies a total levy of 5.077 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 1,631,208,330

to produce \$ 8,281,645 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>4.982</u> mills	\$ <u>8,126,914</u>
2. Refund / Abatements	<u>.095</u> mills	\$ <u>154,731</u>
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>5.077</u> mills	\$ <u>8,281,645</u>
4. General Obligation Bonds and Interest		
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	<u>5.077</u> mills	\$ <u>8,281,645</u>

Contact Person: Dawn Priday, Finance Director Daytime Telephone Number 303-754-3325

Signed *Cathy A. Dean* Title Mayor

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government



**BOARD OF DIRECTORS
FOR THE
CHERRY PARK GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-CPGID-R-01

**A RESOLUTION TO ADOPT THE CHERRY PARK GENERAL
IMPROVEMENT DISTRICT 2010 REVISED BUDGET AND 2011
PROPOSED BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Cherry Park General Improvement District ("District") and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, Ordinance No. 2010-O-06, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted the 2010 Revised and 2011 Proposed District Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law.



Cherry Park General Improvement District
Resolution No. 2010-CPGID-R-01
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Cherry Park General Improvement District:

Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the District and are identified in the 2010 Revised Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the Cherry Park General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2011 Budget for the District. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “Funds Summary” summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2011 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the District and are identified in the 2011 Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”
- B. The 2011 Budget provides that appropriations for budget year 2011 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended,



Cherry Park General Improvement District
Resolution No. 2010-CPGID-R-01
Page 3

funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

ADOPTED by a vote of 9 in favor and 0 against this 15th day of November, 2010.

By: Cathy Noon
Chairperson of the District

ATTEST:

By: Arthur Tassid
Secretary to District

Approved as to Form:
By: [Signature]
Attorney for District



I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2010 Revised and the 2011 Budget of the Cherry Park General Improvement District as adopted by the Board of Directors of the District.

By: Cathy Noon
Chairperson of the District



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District (GID) funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
Special Revenue Funds	1,077,697	286,458	1,104,894	259,261	289,138	548,399	-
Cherry Park GID	127,001	38,671	109,794	55,878	39,033	94,911	-
FoxRidge GID	139,045	54,896	140,150	53,791	55,409	109,200	-
Walnut Hills GID	446,190	76,790	468,818	54,162	77,508	131,670	-
Antelope GID	365,461	116,101	386,132	95,430	117,188	212,618	-



**BOARD OF DIRECTORS
FOR THE
CHERRY PARK GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-CPGID-R-02

A RESOLUTION TO SET THE 2010 MILL LEVY

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Cherry Park General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2011 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 15, 2010; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the amount of money available for 2011 Financial Uses is \$94,911; and

WHEREAS, the 2010 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$10,499,450.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Cherry Park General Improvement District:



Cherry Park General Improvement District
Resolution No. 2010-CPGID-R-02
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2011 budget year, there is hereby levied a tax of 4.437 mills, less a temporary rate reduction for Budget Year 2011 of 0.491 mills for a total mill levy of 3.946 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$41,431 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. Norton
Chairperson of the District

ATTEST
By: Brenda J. Madison
Secretary to District

Approved as to Form:
By: [Signature]
Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4206
Page 1.

CHERRY PARK GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2010, the Board of Directors of the
(governing body)

Cherry Park General Improvement District hereby certifies a total levy of 3.946 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 10,499,450

to produce \$ 41,431 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>4.437</u> mills	\$ <u>46,586</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	<u>< 0.491 ></u> mills	\$ <u>< 5,155 ></u>
SUBTOTAL	<u>3.946</u> mills	\$ <u>41,431</u>
4. General Obligation Bonds and Interest		
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	<u>3.946</u> mills	\$ <u>41,431</u>

Contact Person: Dawn Friday, Finance Director Daytime Telephone Number 303-754-3325

Signed Cathy A. Noon Title _____ Chair _____

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government



**BOARD OF DIRECTORS
FOR THE
FOXRIDGE GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-FRGID-R-02

**A RESOLUTION TO ADOPT THE FOXRIDGE GENERAL
IMPROVEMENT DISTRICT 2010 REVISED BUDGET AND 2011
PROPOSED BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Foxridge General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, Ordinance No. 2010-O-06, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted the 2010 Revised and 2011 Proposed District Budget (“Budget”) to the Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law.



Foxridge General Improvement District
Resolution No. 2010-FRGID-R-02
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Foxridge General Improvement District:

Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the District and are identified in the 2010 Revised Budget and the attached "General Improvement District Funds Summary" as "Financial Uses."

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the Foxridge General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2011 Budget for the District. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2011 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the District and are identified in the 2011 Budget and the attached "General Improvement District Funds Summary" as "Financial Uses."
- B. The 2011 Budget provides that appropriations for budget year 2011 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended,



Foxridge General Improvement District
Resolution No. 2010-FRGID-R-02
Page 3

funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

ADOPTED by a vote of 9 in favor and 0 against this 15th day of November, 2010.

By: Cathy Nor
Chairperson of the District

ATTEST:

By: Robyn Townsend
Secretary to District

Approved as to Form:-

By: Pomting
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2010 Revised and the 2011 Budget of the Foxridge General Improvement District as adopted by the Board of Directors of the District.

By: Cathy Nor
Chairperson of the District



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District (GID) funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
Special Revenue Funds	1,077,697	286,458	1,104,894	259,261	289,138	548,399	-
Cherry Park GID	127,001	38,671	109,794	55,878	39,033	94,911	-
FoxRidge GID	139,045	54,896	140,150	53,791	55,409	109,200	-
Walnut Hills GID	446,190	76,790	468,818	54,162	77,508	131,670	-
Antelope GID	365,461	116,101	386,132	95,430	117,188	212,618	-



**BOARD OF DIRECTORS
FOR THE
FOXRIDGE GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-FRGID-R-03

A RESOLUTION TO SET THE 2010 MILL LEVY

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Foxridge General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2011 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 15, 2010; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the amount of money available for 2011 Financial Uses is \$109,200; and

WHEREAS, the 2010 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$24,255,260.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Foxridge General Improvement District:



Foxridge General Improvement District
Resolution No. 2010-FRGID-R-03
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2011 budget year, there is hereby levied a tax of 2.151 mills upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$52,173 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. New
Chairperson of the District

ATTEST:

By: Brenda J. Madison
Secretary to District

Approved as to Form:
By: [Signature]
Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4320
Page 1.

FOXTRIDGE GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2010, the Board of Directors of the
(governing body)

Foxridge General Improvement District hereby certifies a total levy of 2.151 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 24,255,260

to produce \$ 52,173 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>2.151</u> mills	\$ <u>52,173</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>2.151</u> mills	\$ <u>52,173</u>
4. General Obligation Bonds and Interest		
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	<u>2.151</u> mills	\$ <u>52,173</u>

Contact Person: Dawn Friday, Finance Director Daytime Telephone Number 303-754-3325

Signed Cathy A. Noon Title Chair

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government



**BOARD OF DIRECTORS
FOR THE
WALNUT HILLS GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-WHGID-R-02

**A RESOLUTION TO ADOPT THE WALNUT HILLS GENERAL
IMPROVEMENT DISTRICT 2010 REVISED BUDGET AND 2011
PROPOSED BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Walnut Hills General Improvement District ("District") and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, Ordinance No. 2010-O-06, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted the 2010 Revised and 2011 Proposed District Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law.



Walnut Hills General Improvement District
Resolution No. 2010-WHGD-R-02
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:

Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the District and are identified in the 2010 Revised Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the Walnut Hills General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2011 Budget for the District. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “Funds Summary” summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2011 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the District and are identified in the 2011 Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”
- B. The 2011 Budget provides that appropriations for budget year 2011 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended,



Walnut Hills General Improvement District
Resolution No. 2010-WHIGID-R-02
Page 3

funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

ADOPTED by a vote of 9 in favor and 0 against this 15th day of November, 2010.

By: Cathy A. Noon
Chairperson of the District

ATTEST:

By: Barbara Tenebrud
Secretary to District

Approved as to Form:

By: [Signature]
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2010 Revised and the 2011 Budget of the Walnut Hills General Improvement District as adopted by the Board of Directors of the District.

By: Cathy A. Noon
Chairperson of the District



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District (GID) funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
Special Revenue Funds	1,077,697	286,458	1,104,894	259,261	289,138	548,399	-
Cherry Park GID	127,001	38,671	109,794	55,878	39,033	94,911	-
FoxRidge GID	139,045	54,896	140,150	53,791	55,409	109,200	-
Walnut Hills GID	446,190	76,790	468,818	54,162	77,508	131,670	-
Antelope GID	365,461	116,101	386,132	95,430	117,188	212,618	-



**BOARD OF DIRECTORS
FOR THE
WALNUT HILLS GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-WHGID-R-03

A RESOLUTION TO SET THE 2010 MILL LEVY

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Walnut Hills General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2011 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 15, 2010; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the amount of money available for 2011 Financial Uses is \$131,670; and

WHEREAS, the 2010 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$22,849,110.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:



Walnut Hills General Improvement District
Resolution No. 2010-WHGID-R-03
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2011 budget year, there is hereby levied a tax of 3.112 mills upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$71,106 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. Moor
Chairperson of the District

ATTEST:
By: Brenda J. Madison
Secretary to District

Approved as to Form:
By: Pomtrig
Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4742
Page 1.

WALNUT HILLS GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2010, the Board of Directors of the
(governing body)

Walnut Hills General Improvement District hereby certifies a total levy of 3.112 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 22,849,110

to produce \$ 71,106 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>3.112</u> mills	\$ <u>71,106</u>
2. Refund / Abatements	_____mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>3.112</u> mills	\$ <u>71,106</u>
4. General Obligation Bonds and Interest		
a. See attached description	_____mills	\$ _____
b. See attached description	_____mills	\$ _____
SUBTOTAL	_____mills	\$ _____
5. Contractual Obligations Approved at election	_____mills	\$ _____
a. See attached description	_____mills	\$ _____
b. See attached description	_____mills	\$ _____
SUBTOTAL	_____mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____mills	\$ _____
7. Other (specify)	_____mills	\$ _____
TOTAL	<u>3.112</u> mills	\$ <u>71,106</u>

Contact Person: Dawn Priday, Finance Director Daytime Telephone Number 303-754-3325

Signed *Carly A. Noon* Title Chair

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government



**BOARD OF DIRECTORS
FOR THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-AGID-R-01

**A RESOLUTION TO ADOPT THE ANTELOPE WATER SYSTEM
GENERAL IMPROVEMENT DISTRICT 2010 REVISED BUDGET AND
2011 PROPOSED BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Antelope Water System General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, Ordinance No. 2010-O-06, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted the 2010 Revised and 2011 Proposed District Budget (“Budget”) to the Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law.



Antelope Water System General Improvement District
Resolution No. 2010-AGID-R-01
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:

Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the District and are identified in the 2010 Revised Budget and the attached "General Improvement District Funds Summary" as "Financial Uses."

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the Antelope Water System General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2011 Budget for the District. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2011 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the District and are identified in the 2011 Budget and the attached "General Improvement District Funds Summary" as "Financial Uses."



Antelope Water System General Improvement District
Resolution No. 2010-AGID-R-01
Page 3

- B. The 2011 Budget provides that appropriations for budget year 2011 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

ADOPTED by a vote of 9 in favor and 0 against this 15th day of November, 2010.

By: Cathy Noon
Chairperson of the District

ATTEST:
By: Rebecca Leonard
Secretary to District

Approved as to Form:
By: Pomato
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2010 Revised and the 2011 Budget of the Antelope Water System General Improvement District as adopted by the Board of Directors of the District.

By: Cathy Noon
Chairperson of the District



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District (GID) funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
Special Revenue Funds	1,077,697	286,458	1,104,894	259,261	289,138	548,399	-
Cherry Park GID	127,001	38,671	109,794	55,878	39,033	94,911	-
FoxRidge GID	139,045	54,896	140,150	53,791	55,409	109,200	-
Walnut Hills GID	446,190	76,790	468,818	54,162	77,508	131,670	-
Antelope GID	365,461	116,101	386,132	95,430	117,188	212,618	-



**BOARD OF DIRECTORS
FOR THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2010-AGID-R-02

A RESOLUTION TO SET THE 2010 MILL LEVY

WHEREAS, the City of Centennial organized the Antelope Water System General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, pursuant to C.R.S. § 31-25-609, the City Council for the City of Centennial serves as the ex officio board of directors of the District and, by practice and convenience, the administrative staff of the City serves as the administrative staff of the District; and

WHEREAS, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2011 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 15, 2010; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the amount of money available for 2011 Financial Uses is \$212,618; and

WHEREAS, the 2010 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$5,102,020.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:



Antelope General Improvement District
Resolution No. 2010-AGID-R-02
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses and debt service payments of the District during the 2011 budget year, there is hereby levied a tax of 1.176 mills, plus 0.038 mills for abatements and refunds, for a total of 1.214 mills for General Operating Expenses, plus 19.286 mills for General Obligation Bond and Interest which represents a temporary rate reduction in mill levy for Budget Year 2011, for a total mill levy of 20.500 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$104,591 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. New
Chairperson of the District

ATTEST:
By: Brenda J. Madison
Secretary to District

Approved as to Form:
By: Pomitting
Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020 ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2010, the Board of Directors of the
(governing body)

Antelope Water System General Improvement District hereby certifies a total levy of 20.500 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 5,102,020

to produce \$ 104,591 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>1.176</u> mills	\$ <u>5,997</u>
2. Refund / Abatements	<u>.038</u> mills	\$ <u>197</u>
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>1.214</u> mills	\$ <u>6,194</u>
4. General Obligation Bonds and Interest		
a. See attached description	<u>19.286</u> mills	\$ <u>98,397</u>
b. See attached description	_____ mills	\$ _____
SUBTOTAL	<u>19.286</u> mills	\$ <u>98,397</u>
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	<u>20.500</u> mills	\$ <u>104,591</u>

Contact Person: Dawn Priday, Finance Director Daytime Telephone Number 303-754-3325

Signed Cathy A. Moor Title Chair

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020
Page 2.

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

PLEASE SUBMIT THE FOLLOWING INFORMATION FOR EACH GENERAL OBLIGATION BOND:

Purpose of Issue Construct Water System Series 2005
 Date of Issue September, 2005 Coupon Rate Varies (3.25% - 5.125%)
 Maturity Date 2035
 Levy: 19.286* Revenue: \$98,397

(Show here and on line 4 of Page 1)

*Represents a temporary reduction.

Please submit the following information for each contractual obligation:

Title _____
 Date of Approval _____ Principal Amount _____
 Maturity Date _____
 Levy: _____ Revenue: _____

(Show here and on line 5 of Page 1)

The above information is required by 32-1-1603 C.R.S.



CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

RESOLUTION NO. 2010-CURA-R-02

**A RESOLUTION TO ADOPT THE CENTENNIAL URBAN REDEVELOPMENT
AUTHORITY 2010 REVISED BUDGET AND 2011 BUDGET AND TO APPROPRIATE
SUMS OF MONEY**

WHEREAS, by City of Centennial Resolution 2005-R-73, the City Council of the City of Centennial pursuant to the Urban Renewal Law created the Centennial Urban Redevelopment Authority ("CURA") as an urban renewal authority and a body corporate and politic; and

WHEREAS, pursuant to the Urban Renewal Law, CURA has the authority and obligation to manage and oversee the redevelopment of the Redevelopment Area and has all powers necessary or convenient to carry out the Urban Renewal Law; and

WHEREAS, pursuant to the Urban Renewal Law, the City Council for the City of Centennial serves as the Board of Commissioners of the CURA and, by practice and convenience and in accordance with the Urban Renewal Law, the administrative staff of the City serves as the administrative staff of the CURA; and

WHEREAS, Ordinance No. 2010-O-06, the City Manager of the City of Centennial, in the capacity as the Executive Director of the CURA, is required to cause the preparation of and submission to the City Council the annual City budget of the CURA, and the City Manager submitted the 2010 Revised and 2011 Proposed CURA Budget ("Budget") to the Board of Commissioners; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the CURA; and

WHEREAS, the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with applicable law, the proposed Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 15, 2010, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested citizens of the CURA were given the opportunity to file or register any objections to the proposed Budget; and

WHEREAS, the Executive Director shall present a Resolution to the Board of Commissioners prior to any applicable deadline for setting of a mill levy in accordance with law.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Centennial Urban Redevelopment Authority:



Section 1. 2010 Revised Budget.

- A. The 2010 Revised Budget as presented to the Board of Commissioners is hereby approved and adopted as a revision to the approved 2010 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2010 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. 2010 Appropriations.

Appropriations for 2010 are hereby approved for the CURA and are identified in the 2010 Revised Budget and the attached “Centennial Urban Redevelopment Authority Summary” as “Financial Uses.”

Section 3. 2011 Budget.

- A. The 2011 Proposed Budget for the Centennial Urban Redevelopment Authority as presented to the Board of Commissioners is hereby approved and adopted and shall be known as the 2011 Budget for the CURA. The 2011 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “Centennial Urban Redevelopment Authority Summary” summarizing the financial resources, financial uses, and funds available for the CURA. Copies of the 2010 Revised and 2011 Budgets shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. The Budget, as hereby approved and adopted, shall be certified by the Chairperson and is made a part of the public records of the CURA.
- C. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 4. 2011 Appropriations.

- A. Appropriations for 2011 are hereby approved for the CURA and are identified in the 2011 Budget and the attached “Centennial Urban Redevelopment Authority Summary” as “Financial Uses.”
- B. The 2011 Budget provides that appropriations for budget year 2011 for the CURA shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2010 and such funds shall remain available for expenditure in 2011 for the identified purposes of the CURA as the budget may be amended and appropriations supplemented by the Board of Commissioners in accordance with applicable law.



Centennial Urban Redevelopment Authority
Resolution No. 2010-CURA-R-02
Page 3

ADOPTED by a vote of 9 in favor and 0 against this 15th day of November, 2010.

By: Cathy A. Noon
Cathy A. Noon, CURA Chairperson

ATTEST:

By: Radwan Tawad
Secretary to CURA

Approved as to Form:

By: Anda Nickow
CURA Counsel

I hereby certify that to the best of my knowledge the budget presented to the Board of Commissioners with this Resolution are true and correct copies of the 2010 Revised and 2011 Budget of the Centennial Urban Redevelopment Authority.

By: Cathy A. Noon
Cathy A. Noon, CURA Chairperson



CENTENNIAL URBAN REDEVELOPMENT AUTHORITY SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for the Centennial Urban Redevelopment Authority (CURA) funds.

Funds	2010 Beginning Balance	2010 Revised Financial Resources	2010 Revised Financial Uses	2010 Ending Balance	2011 Financial Resources	2011 Financial Uses	2011 Ending Balance
Special Revenue Funds	433,958	1,239,041	1,672,999	-	1,249,931	1,249,931	-
CURA	433,958	1,239,041	1,672,999	-	1,249,931	1,249,931	-



CITY OF CENTENNIAL, COLORADO

RESOLUTION NO. 2010-R-93

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO, AUTHORIZING THE CITY MANAGER TO EXECUTE CERTAIN CONTRACTS ON BEHALF OF THE CITY FOR SERVICES AND GOODS DURING CALENDAR YEAR 2011

WHEREAS, the City of Centennial is a home rule municipality governed by a Charter that established a Council/City Manager form of government in which the City Manager is the chief administrative officer of the City; and

WHEREAS, Section 8.4(e) of the Charter authorizes the City Council to delegate duties to the City Manager and the City Council has delegated certain powers for contracting to the City Manager by Ordinance No. 2010-O-06 (Municipal Code Section 2-2-130(b)); and

WHEREAS, the City Council annually budgets and appropriates funds for the performance of certain routine or common agreements necessary to operate the municipal government; and

WHEREAS, Section 2-2-130 (b) (1) of the Ordinance grants the City Manager the authority to “execute on behalf of the City all contracts, agreements, and purchase orders for goods and services provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$300,000 for public works or capital improvement projects and does not exceed \$150,000 for items not related to public works or capital improvement projects (defined as City Manager’s Approval Amount)”; and

WHEREAS, provided that funds are budgeted and appropriated for the specific purpose of a contract the City Council desires to authorize the City Manager to approve contracts for certain routine and common annual contracts necessary for the efficient operation of the City,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AS FOLLOWS:

Section 1. The City Council authorizes the City Manager to execute on behalf of the City of Centennial such agreements, contracts, orders, and other documents necessary or desirable to contract for the performance of services and/or the acquisition of goods identified in the attached Exhibit A provided that:

- The contract is identified in the attached Exhibit A titled “*Authorized Expenditures Over the City Manager’s Approval Amount Schedule, 2011 Authorization Summary*;”
- The contract amount is within the budgeted and appropriated amount established by the City Council for such purpose; and



City of Centennial, CO
Resolution No. 2010-R-93
Page 2

- The contract has been processed in accordance with the City approved purchasing policies for goods and services.

Section 2. This Resolution shall be effective immediately upon adoption and such authority shall remain valid and effective until December 31, 2011.

Section 3. The City Council shall indemnify, hold harmless, and defend the City Manager in the exercise of the powers granted by this Resolution provided that such exercise is made in a reasonable and good faith reliance on the authority granted by this Resolution and such exercise is within the scope of the Manager's duties and authorities as the chief administrative official of the City of Centennial.

ADOPTED by a vote of 9 in favor and 0 against this 13th day of December, 2010.

By: Cathy A. Noon
Cathy A. Noon, Mayor

ATTEST:

By: Brenda J. Madison
City Clerk or Deputy City Clerk

Approved as to Form:
By: Pomitz
For City Attorney's Office



Authorized Expenditures Over the City Manager's Approval Amount Schedule

2011 Authorization Summary

Department	Description	2011 Original Authorization	Fund
Finance			
	Auditing Services - Sales Tax Program	\$ 174,420	General Fund
Total	Finance	\$ 174,420	
Public Works			
	Materials - Snow Removal	\$ 311,000	General Fund
Total	Public Works	\$ 311,000	
Animal Services			
	Animal Control Services	\$ 563,390	General Fund
Total	Animal Services	\$ 563,390	
Capital Improvement Program			
	Capital Improvement Management	\$ 300,000	Capital Improvement Fund
	Street Rehabilitation Program	3,272,580	Capital Improvement Fund
	Street Surface Treatment	525,000	Capital Improvement Fund
	Chester @ County Line Road Right Turn Lane	300,000	Capital Improvement Fund
Total	Capital Improvement Program	\$ 4,397,580	
TOTAL AUTHORIZED EXPENDITURES		\$ 5,446,390	



PURCHASING POLICY

CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-01

PURCHASING POLICY

I. AUTHORITY:

Ordinance 2010-O-06 was adopted by the City Council of the City of Centennial on June 21, 2010, which amended Article 2 of Chapter 2 of the Municipal Code of the City to clarify the duties and responsibilities of the City Manager. Section 2-2-130 (a) of this Ordinance assigns the City Manager the authority to be the chief administrative and executive officer of the City and granted the City Manager full and complete authority to carry out the administrative affairs of the City. Section 2-2-130 (b) (1) of the Ordinance also grants the City Manager the authority to "execute on behalf of the City all contracts, agreements, and purchase orders for goods and services provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$300,000 for public works or capital improvement projects and does not exceed \$150,000 for items not related to public works or capital improvement projects."

Ratification of this policy by the City Council authorizes the City Manager to delegate the approval of contracts, agreements, and purchase orders for goods and services up to \$30,000 to Department Directors and up to \$5,000 to Division Managers provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$30,000. Such delegation shall be made by the City Manager in writing delivered to the Department Director.

II. PURPOSE OF POLICY:

The purpose of this Purchasing Policy is to promote government efficiency, transparency, and wise and economical use of public funds to ensure that the City's money is used to best serve the public interest. All procurement shall be accomplished in compliance with applicable and mandatory state and federal law. As a home rule municipality, the City's Purchasing Policy shall supersede any state law or requirements which are in conflict with this Policy unless such state requirement is applicable to home rule municipalities by law.

III. SCOPE:

This Purchasing Policy applies to all Purchases by the City or any City-governed general or special improvement district, unless otherwise specified by ordinance, resolution, other policy, or exempted under the following exemptions defined in this section.

Section 2-2-130(b)(6) of the Municipal Code (adopted by Ordinance No. 2010-O-06) authorizes the City Manager to promulgate administrative policies. Although these policies shall be effective upon the approval by the City Manager, such approval is subject to ratification by City Council. Any modifications made by City Council to these policies will be updated on the City's Web site.



Notwithstanding this Policy, the City shall comply with the requirements of any procurement or purchasing process obligation in any applicable and mandatory state or federal law or any funding or other agreement that requires specific purchasing procedures or requirements. No procurement, regardless of the amount, shall be initiated without annual appropriated funds.

The following Purchases are exempt from this Policy:

- A. **Small Dollar Purchase** – Purchases where the estimated total cost of the items or services is less than \$5,000 may be sent directly to the Vendor by the Department Director or Division Manager. Although these purchases are exempt, competition is encouraged to ensure best value for products and services.
- B. **Professional Services** – Although a competitive process is encouraged, services provided by those who possess a high degree of professional or specialized skill such as accountants, public finance specialists, architects, engineers and attorneys may be exempt from this Policy. Such service providers must meet the minimum qualifications and standards for providing the service. The City Manager has the discretion to require the Formal Procurement process. In a calendar year, the Formal Procurement process must be followed if total City awards to one service provider exceed \$150,000 for items not related to public works or capital improvement projects, and \$300,000 for public works and capital improvement project related expenditures. If the purchase amount is greater than these stated amounts, the City Manager's exemption determination must be ratified by the City Council.
- C. **Extensions** - Extension of existing contracts may be negotiated when a Vendor offers to extend under the same conditions and at the same or lower price and such extension is in the best interest of the City. Contract extensions are limited to two one year terms.
- D. **Sole Source** - Purchases that are obtainable, for practical purposes, only from a single or sole source due to distribution rights, intellectual property, or other exclusive rights as determined by the City Manager upon a finding that, after reasonable inquiry, there is a single or sole provider of such goods or services within the local or general area. Sole source purchases in excess of \$150,000 for items not related to public works or capital improvement projects, and \$300,000 for public works and capital improvement project related expenditure shall be approved by City Council.
- E. **Cooperative Purchasing** - Purchases made through Cooperative Purchasing arrangements which combine the requirements of two or more political entities to obtain the advantages of volume purchases, reduction in administrative expenses, or other public benefits also known as "piggybacking" on other governmental agreements.
- F. **Government Purchases** - Purchases from federal, state or other local government units.
- G. **Employment** - Employment agreements or employee services, including short term contract employees as may be needed from time to time.



H. Emergency Purchases - Emergency Purchases shall extend to contracts for goods or services where time is of the essence for performance of the contract and the increased time to bid the contract would substantially impair the performance of the contract and/or result in an increased cost of performance. In emergency situations, the City Manager has authority to make all necessary expenditures resulting from the emergency, upon consultation with City Council.

I. Purchases of water rights or interests in real property.

IV. DEFINITIONS:

“Award” means the acceptance of a quote, bid or proposal.

“Best Interest of the City” means a discretionary determination that a decision is most advantageous to the government agency.

“Best Value” means an assessment of the return which can be achieved based on the total life cycle cost of the procurement; can include an assessment of the functionality; can use cost/benefit analysis to define the best combinations of quality, service, time, and cost considerations over the useful life or contract period.

“Bid” means an offer, as a price.

“City Manager Approval Amount” means the dollar amount of a Purchase which the City Manager has authority to approve without City Council approval pursuant to City Council Ordinance No. 2010-0-06, as may be amended from time to time. As of July 24, 2010, the City Manager approval amount is one hundred fifty thousand dollars (\$150,000) for items not related to public works or capital improvement projects, and three hundred thousand dollars (\$300,000) for public works and capital improvement project related expenditures.

“Contract” means deliberate or written agreement between two or more parties to perform or not to perform a specific act or acts.

“Cooperative Purchasing” means the combining of requirements of two or more political entities to obtain the advantages of volume purchases, reduction in administrative expenses, or other public benefits.

“Emergency Purchases” means a Purchase for which the City will suffer financial, operational loss, or present a risk to public health, safety, or welfare unless those goods and/or services are procured without delay.

“High Value Procurement” means purchases exceeding the City Manager’s Approval Amount.

“Invitation for Bid” (IFB) means a formal request to prospective Vendors soliciting price quotations or bids; contains or incorporates by reference, specifications or scope of work and general terms and conditions.



“Life Cycle Cost” means consideration of the total cost associated with ownership. It includes the cost of the item, operating and maintenance cost and estimated disposal value.

“Pre-Qualified Bidder” means a potential bidder or proposer who meets City-established or City-imposed minimum standards of experience, financial ability, managerial ability, reputation, and work history for a specified class of goods, services, or projects.

“Project Manager” means the employee or contractor designated by the director of the department requiring the procurement who shall be responsible for all department related procurement issues including but not limited to plans, specifications, scopes of work, performance standards and procurement schedule management.

“Public Servant” means an Officer, Employee, Independent Contractor or Volunteer of the City, a candidate for such position, and former Officers, Employees, Independent Contractors and Volunteers for six months after termination of service as a Public Servant.

“Purchase” means a purchase or acquisition of goods or services (including, but not limited to, construction services) by contract, lease, or otherwise.

“Purchasing Manager” means the City Manager or the City Manager’s designee shall serve as the Purchasing Manager on behalf of the City. The City Manager may delegate such authority to an employee, agent, or contractor of the City and may delegate the role of Purchasing Manager for all, part, or selective types or classes of purchases. Notwithstanding any of the provisions of this Policy, either the Purchasing Manager or the City Manager may require any purchase to be subjected to a more formal purchasing process than is otherwise required under this Policy.

“Request for Proposal” (RFP) means all documents used for soliciting formal competitive proposals. The RFP procedure permits negotiation of proposals and prices as distinguished from competitive bidding and an Invitation for Bid.

“Responsible Bidder” means a Vendor who has the capability in all respects to perform in full the contract requirements, and has the integrity and reliability to assure good faith performance.

“Responsive Bidder” means a Vendor whose bid conforms in all material respects to the terms and conditions set out by the City.

“Soliciting Document” means the City issued document, usually entitled a Request for Proposal (“RFP”), Request for Qualifications (“RFQ”), or Invitation For Bid (“IFB”), used in the Formal Procurement process.

“Supplier/Contractor” means an actual or potential person or business that is willing to enter into a Purchase with the City.

“Vendor” means one who sells goods or services; a supplier.



V. POLICY

A. PROCUREMENT CLASSIFICATIONS

The following Procurement Classifications are established and the procedures to follow for each classification are set forth in Purchasing Processes in this Policy.

Procurement Classification	Purchasing Range *	Purchasing Process	Purchasing Approval Level of Authorization	City Attorney Approval of Form of Contract or Purchase Order Required?
1	\$0-\$5,000	Small Dollar – Exempt	Department Director or Division Manager and Purchasing Manager (contracts only)	No
2	\$5,000 to \$30,000	Simple Procurement	Department Director and Purchasing Manager (contracts only)	No
3	\$30,001 up to maximum City Manager Approval Amount	Formal Procurement	Department Director, Finance Department and Purchasing Manager	Only if required in writing by the City Manager
4	Over City Manager Approval Amount	High Value Procurement	Department Director, Finance Department, Purchasing Manager, City Manager and City Council by resolution.	Yes

**Splitting of purchases to stay within a particular classification is not permitted.*

1. **Procurement Classification 1.** Ratification of this policy by the City Council authorizes the City Manager to delegate the approval of contracts, agreements, and purchase orders for goods and services up to \$5,000 to Division Managers provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$5,000. Such delegation shall be made by the City Manager in writing delivered to the Division Manager with a copy provided to the Finance Department. All delegations shall be revocable by the City Manager.
2. **Procurement Classification 2.** Ratification of this policy by the City Council authorizes the City Manager to delegate the approval of contracts, agreements, and purchase orders for goods and services up to \$30,000 to Department Directors provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$30,000. Such delegation shall be made by the City Manager in writing delivered to the Department Director with a copy provided to the Finance Department. All delegations shall be revocable by the City Manager.



3. **Delegation.** Department Directors and Division Managers shall not divide or separate related contracting or purchasing decisions into two or more contracts, agreements, or invoices with the intent of avoiding City Manager oversight and approval of purchases over \$30,000.

B. PRE-PURCHASE REVIEW

Prior to commencing any Purchase classified as Formal or High Value Procurement, the proposed Purchase shall be first reviewed by the Purchasing Manager. High Value Procurement shall also be reviewed by the City Manager in the event that the City Manager has designated another person to serve as the Purchasing Manager.

C. PURCHASING PROCESSES

The following purchasing processes shall be followed depending on the Procurement Classification as set forth in this policy:

1. **Simple Procurement.** Simple Procurement is accomplished through simple purchase activities that are sound and appropriate as determined by Department Director, considering the price of the service or good sought to be purchased. A reasonable and adequate number of price checks or quotes should be made by email, personal inspection, or discussions with Vendors to ensure a quality product or service is obtained and best value is determined. Appropriate written notation of price quotes for comparison should be made for costs ranging from \$5,000 to \$30,000.
 - a. **Quotations Solicitation (QS) Procedure.** This process requires the responsible person within a department, as assigned by the Department Director, to solicit at least three written competitive firm price quotes through informal negotiation which is documented with a firm price quote in writing and maintained on file. The Purchasing Manager shall determine whether a quotation solicitation (QS) should be issued in writing in order to obtain such competitive price and delivery quotes or whether verbal solicitation of written quotes is acceptable. Suppliers respond to the QS with firm quotations, and while price does not necessarily constitute the only consideration, as provided in the QS, generally the lowest-priced quotation is awarded the contract or order unless a demonstrable value is added by selection of another quotation.
 - b. **Letter of Proposal Procedure.** This process requires the responsible person within a department, as assigned by the Department Director, to obtain at least three written competitive letters of proposal outlining the scope of work, performance standards and structure of costs. The responsible person, in cooperation with the Purchasing Manager shall review the proposals based upon the predetermined review criteria. The standard City contract shall be fully executed and all necessary insurance documentation shall be provided prior to the commencement of any work related to the contract.



2. **Formal Procurement.** Formal Procurement is used for the procurement of goods and services between \$30,001 and the City Manager Approval Amount and shall be awarded through a **competitive sealed process** such as an Invitation for Bid (IFB), Reverse Auction or Request for Proposal (RFP) process as approved by the Purchasing Manager and/or the City Manager through the pre-purchase review as outlined in Pre-Purchase Review section of this policy.

Formal Procurement Methods:

- a. **Invitation for Bid (IFB).** The Invitation for Bid is a method of source selection in which the award is made to the responsive and responsible bidder submitting the lowest cost bid that complies with the detailed specifications and/or scope of work contained in the Soliciting Document. The Soliciting Document details the scope, qualifications, specifications and/or scope of work, and terms and conditions of the proposed contract or acquisition, including, if applicable, in the City's discretion, any bonds or security required to secure any bid or performance. Bids are sealed and opened in public at the time and place as set forth in the Soliciting Document, unless all bidders or proposers have been previously notified by the City of a change in the time or place by written addendum to the Soliciting Document. A tabulation of all received and opened bids shall be formulated and made available for public inspection.
 - i. **Pre-Qualified Bidders.** The City may choose to advertise openly or, in the case of construction or other large projects, including service contracts, to submit the Soliciting Document only to Pre-Qualified Bidders that it has previously identified. In determining whether to issue a Soliciting Document only to Pre-Qualified Bidders, the City Manager shall consider the best interests of the City and whether a particular project or contract:
 1. requires complex or unusual expertise or techniques;
 2. involves a particularly tight time frame; or
 3. involves experience in a very specific field; or
 4. has a projected budget of \$500,000 or more.

If the City chooses to issue the Soliciting Document only to Pre-Qualified Bidders, it may identify Pre-Qualified Bidders as an initial step and issue the Soliciting Document only to Pre-Qualified Bidders. When possible, the City will endeavor to identify and submit the Soliciting Document to three (3) Pre-Qualified Bidders when it chooses to issue the Soliciting Document only to Pre-Qualified Bidders.

- ii. **Multi-Step Bid Procedure.** Due to complexity of the services or products sought to be acquired, the City may choose to engage in a multi-step sealed bid procedure. The multi-step sealed bid procedure may include issuance of an initial



Soliciting Document for the purpose of pre-qualifying a product or service based on specifications or experience prior to the submission of cost proposals. After pre-qualification, only the providers of products or services that meet the specifications or experience will be permitted to submit cost proposals.

- b. **Reverse Auction.** Reverse Auction is an alternative competitive procurement method. This method is an electronic bidding process in which suppliers competitively bid for a defined product or service over a period of time. Bids are “sealed”, therefore, bidders know only their position during the auction and are permitted to re-bid until the process closes.
 - c. **Request for Proposal (RFP).** The Request for Proposal process is used when it is considered impractical or not advantageous to use the Invitation for Bid method. Award is based on an evaluation of specified criteria which may or may not include price, and is made to the proposer whose proposal is determined to provide the best value for the City. Sealed proposals shall be submitted at the time and place as set forth in the Soliciting Document. Only the names of the proposer will be read in public at the time proposals are due. Proposals will be evaluated by a selection committee in accordance with previously established evaluation criteria. This process may include discussions and negotiation between the City and proposer.
 - d. **Cancellation.** Any RFP, IFB or other solicitation may be cancelled and proposals or bids rejected in whole or in part when the City Manager deems such cancellation or rejection in the best interest of the City. The City shall issue notice of cancellation to all proposers or bidders solicited.
3. **High Value Procurement.** High Value Procurement covers all purchases that are in excess of the City Manager Approval Amount and follows the same guidelines as Formal Procurement. **Award must be approved by City Council resolution.**
- a. **Recommendation to City Council.** After review and tabulation of the proposals or bids, the City Manager or other evaluation committee shall make an analysis, report and recommendation to the City Council. Nothing contained herein shall limit the ability of the City Manager or the evaluation committee to recommend to City Council that all bids be rejected if City Council deems such action to be in the best interest of the public.

In recommending award of a contract or purchasing authorization to a competitive proposer or bidder, price and quality considerations shall be given such weight as the City may set forth in the Soliciting Document. Unless otherwise provided in the Soliciting Documents, awards shall be made to the lowest responsive, responsible, and qualified bidder as determined by the City and may involve considerations of:



- i. price,
- ii. qualifications, skill ability and capacity, including financial resources, to perform the services or furnish the materials, equipment or supplies,
- iii. character, reputation, integrity, judgment, experience and efficiency,
- iv. responsiveness to the requirements of the RFP,
- v. number and nature of any conditions attached to the bid or proposal,
- vi. completeness of proposal or bid,
- vii. responses to background inquiries,
- viii. past performance with the City, or
- ix. other factors or criteria deemed relevant to the City.

b. **Award Subject to Successful Negotiation of Agreement.** City Council shall consider the recommendation of the City Manager or evaluation committee and make an award of the acquisition of product or services subject to successful negotiation of an agreement or other form of purchase order as set forth in the Soliciting Document. The agreement shall reflect all material requirements of the Soliciting Document as addressed in the proposal or bid which receives the conditional approval of City Council.

D. PREPAYMENT OF CONTRACTS & PURCHASES

Prepayment of purchases and contracts is discouraged. Prepayment is acceptable, however, for:

1. Purchases (less than \$5,000), where prepayment is required by the supplier.
2. Large purchases (over \$5,000), under special circumstances, with the approval of the City Manager.
3. Subscriptions, where usual business practices require payment in advance, but not to exceed one (1) year.
4. Memberships in professional associations, where such memberships have demonstrated value to the City.
5. Equipment maintenance services or agreements, where such services are performed within the budget period.

E. LOCAL PREFERENCE

Staff is encouraged to use businesses located in Centennial whenever the procurement is less than the Small-Dollar Exempt amount. Centennial businesses are encouraged to submit bids or proposals whenever there is an open bid or proposal or when they receive an invitation to do so. Where all award factors are equal, a preference for bid awards will be given to a bidder with its principal place of business located in the City of Centennial.



F. ETHICS AND PROFESSIONAL CONDUCT

The City will maintain the highest standards of integrity and professionalism, affording maximum objectivity and fair treatment in all business relationships. Any situation which limits fair and open competition should be avoided. Any Public Servant involved in the negotiation of City Contracts shall act in good faith, and shall not accept any gifts, gratuities or other things of value from Vendors which might influence or appear to influence purchasing decisions.

G. CONFLICT OF INTEREST

The Public Servant shall not make, participate in, or attempt to influence any decision if they know or have reason to know that he/she has a financial interest in the outcome of that decision.

H. PROTEST POLICY AND PROCEDURE

Any actual or prospective bidder, contractor, or Vendor who is aggrieved in connection with the solicitation or award of a contract may submit a letter of objection to the City Manager providing specific reasons for the protest. The City Manager will render a response within 10 days of receiving the letter.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



FINANCIAL POLICIES

CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-02

REVENUE POLICY

I. AUTHORITY:

Article XI of the City's Home Rule Charter ("Charter"), as adopted in 2008, identifies the City's Revenue sources and the applicable limitations to those Revenues as a component of the City's overall financial management. Specifically Section 11.1 of the Charter establishes City Council's powers to raise Revenue including taxes, rates, Fees, licenses, tolls, penalties, and charges in accordance with applicable limitations in the Colorado Constitution, including the limitations of the Taxpayer Bill of Rights (TABOR).

In addition, Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides further authority to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of such policies by the City Council.

II. PURPOSE OF POLICY:

The City's Revenue policy provides the framework for the overall Revenue management, including general structure and limitations. The Revenue policy is reviewed and approved each year as part of the annual Budget.

III. SCOPE:

This policy applies to all City Revenues. This policy does not apply to or govern revenues generated by City-owned general improvement districts.

IV. DEFINITIONS:

Budget – An annual financial plan of operation that identifies Revenues, types and levels of services to be provided, and the amount of funds that can be spent. The City's Budget encompasses one calendar year. In practice, the term "Budget" is used two ways: it designates the financial plan presented for adoption ("proposed"), or the final plan approved by City Council ("adopted").

Cost Allocation – A method used to charge costs to other funds.

Section 2-2-130(b)(6) of the Municipal Code (adopted by Ordinance No. 2010-O-06) authorizes the City Manager to promulgate administrative policies. Although these policies shall be effective upon the approval by the City Manager, such approval is subject to ratification by City Council. Any modifications made by City Council to these policies will be updated on the City's Web site.



Fee – A general term used for any charge levied for providing a service or performing an activity.

Fines – Monies received by the City that are paid by citizens who have violated City and/or state laws.

Grant – Contributions of cash or other assets from a governmental agency or other organization to be used or expended for a specific purpose, activity, or facility.

Intergovernmental Revenue – Revenues levied by one government but shared on a predetermined basis with another government or class of governments.

Revenue – Funds received from the collection of taxes, Fees, Fines, permits, licenses, interest, Grants, and other sources during the fiscal year.

V. POLICY:

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 shall 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 shall 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 shall be the only amount collected for these Fee types.

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



In accordance with the Charter, City Council shall 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 shall 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.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY

No. 2010-AP-03

EXPENDITURE POLICY

I. AUTHORITY:

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification by the City Council.

II. PURPOSE OF POLICY:

The City's Expenditure policy provides the framework for the overall classification and management of City Expenditures. The Expenditure policy is reviewed and approved each year with the annual Budget.

III. SCOPE:

This policy applies to each annual Budget.

IV. DEFINITIONS:

Budget – An annual financial plan of operation that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. The City's Budget encompasses one calendar year. In practice, the term "Budget" is used two ways: it designates the financial plan presented for adoption ("proposed"), or the final plan approved by City Council ("adopted").

Capital Improvement Fund – Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital infrastructure.

Capital Projects – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

Division – An organizational sub-unit of a Department. Each Division has a unique set of goals and objectives functioning within the Department.



Department – A Department is a component of the overall City organization. Often including multiple Divisions, it is headed by a director and has established a specific and unique set of goals and objectives to provide services to the citizens and organization (e.g. Public Safety, Public Works, etc.).

Expenditure – The actual spending of funds set aside by appropriation for identified goods and/or services.

Fund – A set of inter-related accounts to record revenues and Expenditures associated with a specific purpose.

General Fund – The primary Fund used by the City for which revenues and Expenditures are not legally restricted for use. Examples of Departments operating within the General Fund include Public Safety and Finance.

Special Revenue Funds – Special Revenue Funds account for revenues sources that are legally restricted for specific purposes.

V. **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 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.

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 shall be considered.

Management

Monthly, the Finance Department shall review and distribute 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 shall prepare and distribute regular reports to the City Council outlining the current financial position of the City; these reports shall include Fund financial statements including monthly and year to date actual and budgetary revenues and Expenditures, in addition to an overall analysis report.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-04

BUDGET POLICY

I. AUTHORITY:

The City's Home Rule Charter ("Charter"), as adopted in 2008, requires the City to prepare an annual Budget. The Charter specifically addresses the Proposed Annual Budget (Section 11.5), Budget Hearing (Section 11.6), Scope of Annual Budget (Section 11.7), Contingencies (Section 11.10), Adoption of Budget and Appropriation (Section 11.12), and Amendments and Appropriations (Section 11.13).

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council.

II. PURPOSE OF POLICY:

The City's Budget policy provides the framework for the overall fiscal management of the City. The policy provides the necessary information for City Council and each functional area of the City to make sound fiscal decisions, and is the guideline for evaluating both current activities and potential new activities. The Budget policy also reflects the principles and practices that have allowed the City to maintain financial stability through economic downturns and uncertainties.

III. SCOPE:

This policy applies to each annual Budget.

IV. DEFINITIONS:

Adopted – The Budget as approved by the City Council.

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.

Balanced Budget – A Budget in which planned Expenditures do not exceed forecasted Revenues plus Fund Balance, including surpluses.



Budget – An annual financial plan of operation that identifies Revenues, types and levels of services to be provided, and the amount of funds that can be spent. The City’s budget encompasses one calendar year. In practice, the term “budget” is used two ways: it designates the financial plan presented for adoption (“Proposed”), or the final plan approved by City Council (“Adopted”).

Capital Improvement Fund – Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital Infrastructure.

Capital Improvement Program – A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and sidewalks. The Capital Improvement Program is comprised of projects included in the following Funds: Capital Improvement, Open Space, and Conservation Trust Funds.

Contingency – An Appropriation of funds to cover unforeseen events that occur during the Fiscal Year, such as federal mandates, shortfalls in Revenue, and similar eventualities.

Expenditure – The actual spending of funds set aside by Appropriation for identified goods and/or services.

Fiscal Year – A twelve-month period of time designated as the budget year. The City’s Fiscal Year is the calendar year January 1 through December 31.

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

Fund Balance – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

General Fund – The primary Fund used by the City for which Revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

General Improvement District (GID) – A public entity created according to Colorado Revised Statutes that provides specific services to a limited geographic area.

Infrastructure – Facilities and structures that support the daily life and growth of the City, including streets, traffic signals, bridges, and curb/gutters.

Modified Accrual Basis of Accounting - The basis of accounting by which Revenues are recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.

Operating Budget – The annual Appropriation of funds for program costs, which include salaries, benefits, maintenance, operations, and capital outlay items.

Proposed – The Budget presented to City Council prior to their adoption of the Budget document.



Reserve – An account which sets aside a portion of a Fund's balance for some future use. These funds are not available for Appropriation or Expenditure except when qualifying events occur.

Revenue – Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the Fiscal Year.

Special Revenue Funds – Special Revenue Funds account for Revenue sources that are legally restricted for specific purposes.

V. **POLICY:**

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 unbudgeted 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 Fund, 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 by the Charter 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.

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 shall 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 shall 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 shall 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 by 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

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.

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

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-05

DEBT POLICY

I. AUTHORITY:

Article XII of the City's Home Rule Charter ("Charter"), Bond Indebtedness, as adopted in 2008, permits the City to borrow money or enter into other obligations and issue securities or other evidences of such obligations in such form and manner as determined by the City Council to be in the best interests of the City. The Charter states that such borrowings are subject to the applicable limitations in the Colorado Constitution, including limitations as set forth in the Taxpayer's Bill of Rights ("TABOR").

As a home rule municipality, the City is not subject to state statutory percentage limitations on outstanding general Debt. Article XII of the City's Charter does not place a limit on bonded indebtedness; rather, it is left to the discretion of the City Council subject to the constitutional requirements of TABOR or other constitutional provisions.

According to Article X, Section 20 of the Colorado Constitution, TABOR requires voter approval in advance for the "creation of any multiple fiscal year direct or indirect district Debt or other financial obligation whatsoever" [TABOR(4)(b)]. The exceptions to this provision are:

1. refinancing district bonded Debt at a lower interest rate
2. adding new employees to the district's pension plan
3. pledging adequate present cash reserves irrevocably, to be held for payment in all future fiscal years

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws without prior approval from City Council.

II. PURPOSE OF POLICY:

The City's Debt policy provides a functional tool for Debt management and capital planning in a conservative and prudent manner. The policy establishes conditions for the use of Debt and provides the framework for minimizing the City's Debt service and issuance costs, retaining the highest possible credit rating, and maintaining full and



complete financial disclosure and reporting. The Debt policy may also ensure the most adequate use of the City's resources to meet its commitments to provide needed services and capital assets to the citizens of the City, and to maintain sound financial management practices.

III. SCOPE:

This policy applies to all general obligation Debt issued by the City, and any other form of obligation of indebtedness.

IV. DEFINITIONS:

Backloading – The deferral of principal and/or interest payments to a later period.

Capital Outlay – Equipment and infrastructure with a value of \$5,000 or more and an estimated useful life of more than one year, such as automobiles and traffic signals.

Capital Projects – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

Debt - An amount owed to a person or organization for funds borrowed. Debt can be represented by a loan note, bond, mortgage or other form stating repayment terms and, if applicable, interest requirements. These different forms all imply intent to pay back an amount owed by a specific date, which is set forth in the repayment terms.

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

Infrastructure – Facilities and structures that support the daily life and growth of the City, including streets, traffic signals, bridges, and curb/gutters.

Interfund – A transaction that occurs between Funds for a specific purpose as approved by the appropriate authority.

Taxpayer's Bill of Rights (TABOR) – Colorado voters approved an amendment to the Colorado Constitution that place limits on revenue and expenditures of the State and all local governments in 1992.

V. 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 shall not be 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 shall 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 shall generally be 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 shall be 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 shall structure 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 shall design the repayment of its overall Debt so as to recapture its Debt capacity for future use.

The City may issue Debt that pay 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 shall be 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 covenant 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 shall 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 shall 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 shall 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 shall 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 shall have 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 shall 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 shall 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 the at 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 shall 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 shall 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 shall be approved by the City Council.

Financial Disclosures

The City shall 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 shall meet secondary disclosure requirements on a timely and comprehensive basis. The Finance Department shall be responsible for ongoing disclosure to established nation 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 shall maintain 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.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-06

FUND BALANCE & RESERVE POLICY

I. AUTHORITY:

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of such policies by the City Council.

II. PURPOSE OF POLICY:

The Fund Balance and Reserve policy of the City provides the framework for the overall fiscal management of the City. Revenue projections are conservative and authorized Expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to Revenue collections higher than actual Expenditures. The accumulation of these Reserves protects the City from uncontrollable increases in Expenditures or unforeseen reductions in Revenue, or a combination of the two. This allows for the prudent financing of capital construction and replacement projects.

III. SCOPE:

This policy applies to all City Fund Balances and Reserves.

IV. DEFINITIONS:

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.

Expenditure – The actual spending of funds set aside by Appropriation for identified goods and/or services.

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

Fund Balance – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.



Reappropriation – A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subsequent year; also known as a carryover expenditure.

Reserve – An account which sets aside a portion of a Fund's balance for some future use. These Funds are not available for Appropriation or Expenditure except when qualifying events occur.

Revenue – Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

V. **POLICY:**

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 shall be in addition to, or in consideration of, legal and regulatory requirements.

Fund Balances

The overall Fund Balance of the General Fund shall equal 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 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, shall equal at least ten percent (10%) of fiscal year spending for operating Reserves. Fiscal year spending shall include 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.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-07

CAPITAL IMPROVEMENT PROGRAM POLICY

I. AUTHORITY:

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council. In addition, Section 11.15 the City's Home Rule Charter states the City Manager shall prepare and submit to the City Council a multi-year capital program no later than the date of submission of the proposed annual Budget.

II. PURPOSE OF POLICY:

The City has a significant financial investment in streets, public facilities, and other capital assets and improvements. In past years, the City Council voiced a firm commitment to, and investment in the City's capital assets. As a result, a Five Year Capital Plan is prepared annually.

III. SCOPE:

This policy applies to the City's Capital Improvement Program.

IV. DEFINITIONS:

Adopted – The Budget as approved by the City Council.

Budget – An annual financial plan of operation that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. The City's Budget encompasses one calendar year. In practice, the term "Budget" is used two ways: it designates the financial plan presented for adoption ("proposed"), or the final plan approved by City Council ("Adopted").

Capital Improvement Fund – Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital Infrastructure.

Capital Improvement Program – A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and



sidewalks. The Capital Improvement Program is comprised of projects included in the following Funds: Capital Improvement, Open Space, and Conservation Trust Funds.

Capital Projects – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

Conservation Trust Fund – Accounts for lottery proceeds received from the State of Colorado. Spending is restricted and the City's share is determined by population data and the existence of special recreations districts.

Expenditure – The actual spending of funds set aside by appropriation for identified goods and/or services.

Fund – A set of inter-related accounts to record revenues and Expenditures associated with a specific purpose.

General Fund – The primary Fund used by the City for which revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

Infrastructure – Facilities and structures that support the daily life and growth of the City, including streets, traffic signals, bridges, and curb/gutters.

V. POLICY:

Funding Overview

Annually, a multi-year capital program Budget will be 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 shall be based on present value, and funding sources for each project shall be identified. Any contingent funding source shall not be 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 shall not be 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, will be 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 ensuring, 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

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.



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City of Centennial

13133 EAST ARAPAHOE ROAD | CENTENNIAL, COLORADO 80112
WWW.CENTENNIALCOLORADO.COM | (303) 325-8000

CITY OF CENTENNIAL EAST

MONUMENTATION TO ANNOUNCE PARK FROM EAST ARAPAHOE ROAD