



Centennial



2013

Annual Budget
2012 Revised / 2013 Adopted
Centennial, Colorado





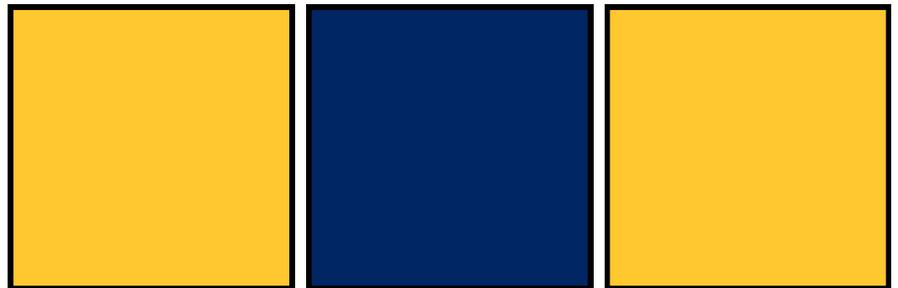
City of Centennial

CITY OF CENTENNIAL

2013 ANNUAL BUDGET

2012 REVISED / 2013 ADOPTED BUDGET

NOVEMBER 5, 2012





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Centennial
Colorado**

For the Fiscal Year Beginning

January 1, 2012

Linda C. Danson *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Centennial, Colorado for its annual budget for the fiscal year beginning January 1, 2012. 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.



2013 Annual Budget

2012 Revised / 2013 Adopted Budget

Elected Officials

Mayor Cathy Noon
Vorry Moon - Council District 1
Rick Dindinger - Council District 1
Sue Bosier - Council District 2
Mayor Pro Tem Keith Gardner - Council District 2
Rebecca McClellan - Council District 3
Ken Lucas - Council District 3
Ron Weidmann - Council District 4
Stephanie Piko - Council District 4

Centennial Budget Committee

Mayor Cathy Noon • Councilmember Ken Lucas •
C.J. Whelan, Citizen • Shawn Hallinan, Citizen • Curtis Winar, Citizen
John Danielson, City Manager • Dawn Priday, Finance Director

City Staff/Contracted Program Managers

John Danielson, City Manager
David S. Zelenok, Director of the Office of Innovation • Grayson Robinson, Sheriff
Ann Crossey, Interim Human Resources Director • Dawn Priday, Finance Director
Brenda Madison, City Clerk • Kimber Liss, Court Administrator • Bob Widner, City Attorney
Wayne Reed, Director of Community Development and Public Works
Corri Spiegel, Economic Development Manager • Karen Stickland, Revenue Manager
Allison Wittern, Public Information & Special Events Manager
Mike Connor, Deputy Public Works Director • Craig Faessler, Public Works Program Director
Elisha Thomas, Assistant City Manager / Director of Administrative Services

Contents and Production

Dawn Priday, Amanda Fladland, Corri Spiegel, Elisha Thomas, Allison Wittern

Cover by Corri Spiegel



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Budget Guide

BUDGET GUIDE





BUDGET GUIDE

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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 2012 Revised and 2013 Adopted Budgets. This budget document includes 2011 Actual, 2012 Adopted, 2012 Revised, and 2013 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, 2011 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 2012 Adopted Budget and the 2013 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, Introduction, Strategic Plan, 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 reader 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.

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
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 - Adoption and Appropriation of Funds
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 - Lapsed Appropriations
 - Fund Accounting
 - City Fund Types
 - Strategic Plan
 - Budget Preparation and Schedule
- Other Financial Policies
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 - Expenditure Policy
 - Fund Balance and Reserve Policy
 - Investment Policy
 - Asset Inventory
 - Risk Management
 - Capital Improvement Program Fund Policy
 - Debt Policy
 - TABOR

Strategic Plan

The Strategic Plan provides readers with an overview of the City's long term and short term goals, and how the goals relate within the overall City plan. Readers may also view historic and forecasted financial sources and uses within all funds.

Executive Summary

The Executive Summary provides readers with a brief, but detailed, overview of the changes between the 2012 and 2013 Adopted Budgets.

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 organizational chart, staffing levels, overview, prior year accomplishments, performance measures for some departments, current year goals and objectives, and budget summary by budget category.

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
- Administration
 - Human Resources
 - Information Technology
 - Communications
- Financial
 - Finance
 - Nondepartmental
 - Central Services
- Public Works
 - Field Services
 - Traffic and Transportation
 - Administration and Management
 - Engineering Services
 - Facilities & Fleet
- 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
 - Building

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 acquisition and preservation of open space and are received from a 1/4 cent County sales tax that is distributed to municipalities based on population. Conservation Trust Funds are generated from 40 percent 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 2011 Actual, 2012 Revised, and 2013 Adopted 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.

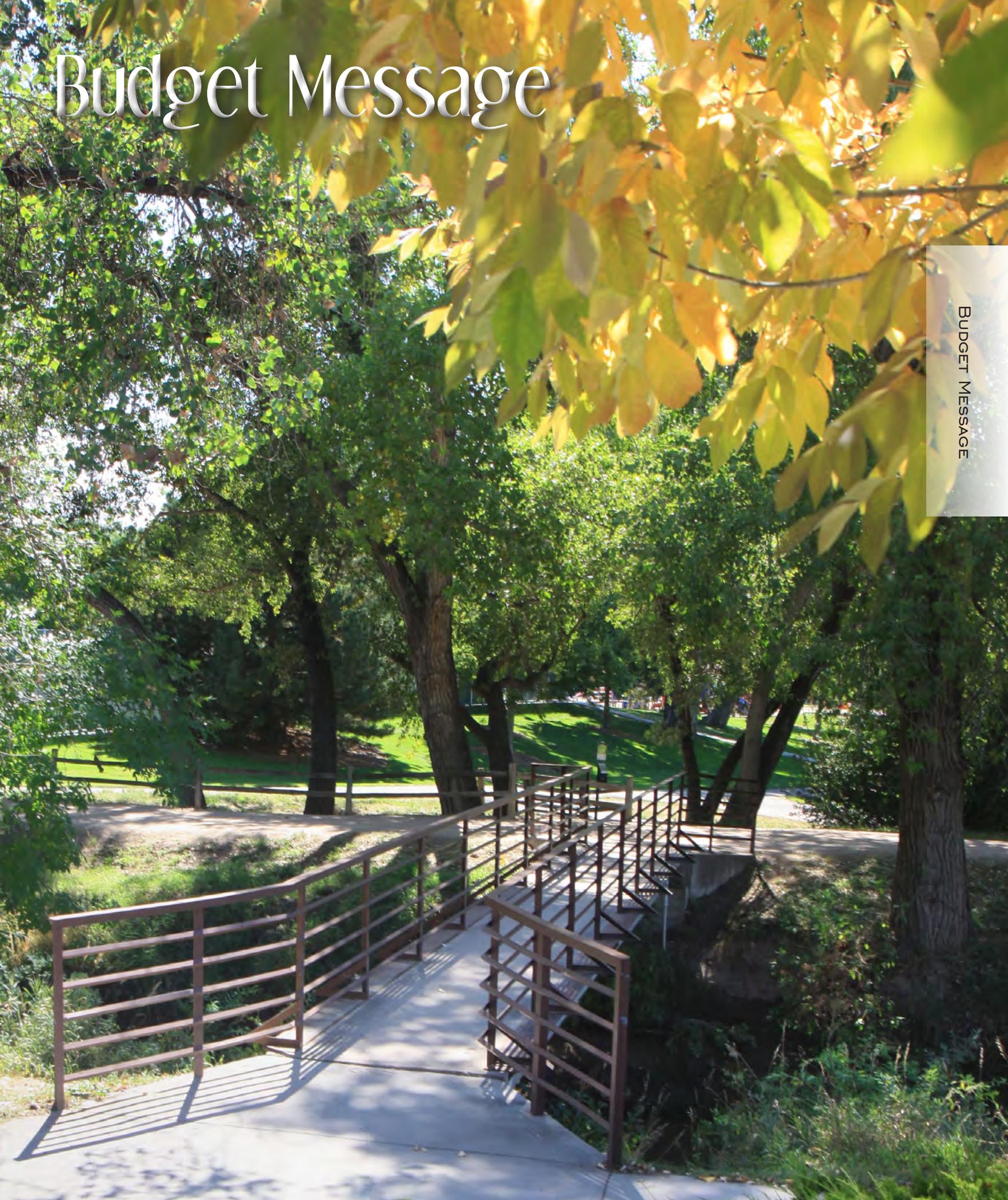
Other information is included in this section to provide the reader with more detail regarding Financial and Purchasing Policies and Resolutions adopting the Annual Budget and Certification of the Mill Levies.



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Budget Message

BUDGET MESSAGE



November 5, 2012

Mayor Noon and Members of City Council:

I am pleased to submit for your consideration the 2012 Revised and 2013 Annual Budgets. Each Fund in the 2012 Revised and 2013 Annual Budgets is balanced, as required by the Centennial Home Rule Charter and the Colorado Local Government Budget Law.

This document constitutes the legal authority of the City to appropriate and expend public funds. It also serves as a communications and operations guide for the City by detailing service levels, projects, and programs that are in line with policy direction from City Council. The focus of this document is the continual improvement upon the City's goal of operating as effectively and efficiently as possible.

The 2012 Revised / 2013 Annual Budgets Process

The budget process is an ongoing effort of strategic planning, monitoring of revenues and expenditures, Budget Committee review, and Council allocation of resources that concludes with Council's adoption of the current year revised and upcoming year budgets. This process matches desired service levels and anticipated expenditures with projected revenues.

Throughout the year, Staff monitors expenditures and revenues to identify needed amendments or changes from the adopted budget. We work with Council through workshops, supplemental budget appropriations, policy dialogues, and Budget Committee meetings to provide the City opportunities to revise the adopted budget as the need arises.

Strategic Planning

The 2012 Revised / 2013 Annual Budgets reflect priorities articulated at the January and April strategic and budget planning workshops. Council priorities developed at the workshops and considered in the 2012 Revised / 2013 Annual Budgets include:

- Increased service levels through process efficiencies, unanticipated revenues, and audit results,
- Development of a special events program at Centennial Center Park,
- A ballot question to exempt all existing and future City revenues from TABOR requirements, and
- Changes in the compensation and benefits structure for full- and part-time City employees.

Sales tax, use tax, and property tax revenues were previously and permanently exempted from TABOR limitations by voters in 2001. All other sources of revenue were temporarily exempted by voters in 2006 – an exemption that will sunset in 2013. As a result, Council voted to refer a TABOR issue to voters for the November 6th, 2012 election, requesting approval to permanently exempt all existing and future

revenues (excluding revenues permanently exempted in 2001) from the revenue and spending limitations. The result of this ballot question is anticipated to impact City revenues in future budget years.

Without voter approval to make this exemption permanent, the exemption sunset would require the City to once again include revenues such as, franchise fees, specific ownership tax, motor vehicle registration fees, HUTF/FASTER funding, and Arapahoe County Open Space funding, amongst others, back under the revenue and spending limitations. Several of the aforementioned funding sources are restricted for a particular use; therefore, these revenues are generally not authorized for use on TABOR-required refunds. Even if these restricted revenues triggered the requirements of a TABOR refund, funding would have to come from the General Fund. The General Fund is the primary source of funding for Law Enforcement, Public Works, and street maintenance and improvements, potentially impacting the City's ability to provide these services at current levels.

In addition to the Council strategic priorities included in this document, I have worked and will continue to work with Staff and Council on examining and improving our core competencies and business programs. The City's core services remain intact, albeit with a renewed focus on innovation and customer service. Certain positions have been eliminated or re-classified through a strategic reduction in force. The responsibilities of the eliminated positions will be fulfilled through current staff or through the use of contracted resources.

Centennial Budget Committee

The Centennial Budget Committee (CBC) is comprised of the Mayor, one Councilmember, three citizen representatives, the City Manager, and the Finance Director. The CBC convenes several times during the year to review the City's finances, revenue projections, departmental budget variances, and proposed decision packages for the current and upcoming years. As a result of these meetings, the CBC provides recommendations to Council. Recommendations provided by the CBC at the September budget workshop included:

- Examine service levels provided under the 2012 Revised / 2013 Annual Budgets, and determine whether these service levels are satisfactory and appropriate,
- Further consider cooperative purchasing with other municipalities for certain materials and services,
- Consider compensation and benefits offered to City Staff as a comprehensive package rather than piecemeal components when evaluating changes to employee compensation, and
- Examine proposed capital projects and determine if the prioritization is appropriate given the costs and potential benefits.

Decision Packages

In September, the City Manager's Proposed Budgets were presented with decision packages for Council consideration and reflected the results of the strategic planning process, operational adjustments suggested by Staff, and contract-required changes. Council provided concurrence on the inclusion of the following major items in the 2012 Revised / 2013 Annual Budgets, among others.

General Fund:

- Economic Development business improvement placeholder,
- Additional funding to enhance community events,
- Merit-based raises for Staff,
- Funding for potential changes to the Public Works contract, as well as a transition contingency,
- Evaluation of the potential acquisition of the City's street light system,
- Maintenance of the current level of service from the City's law enforcement provider, Arapahoe County Sheriff's Office, and

Open Space Fund:

- Lone Tree Creek Trail, connecting Centennial Center Park with Cherry Creek State Park,
- Phase III of the Centennial Link Trail,
- Various neighborhood trail connections, and
- Various neighborhood park improvements, City-wide.

Conservation Trust Fund:

- Potomac Site improvements,
- Potential City-wide acquisition or improvements to regional parks and open space, and
- Ongoing maintenance of the Centennial Center Park and the Potomac site.

The 2012 Revised / 2013 Annual Budgets

2012 Revenues

Revenues have been revised to \$75.7 million, an increase of \$13.9 million (22.6 percent) overall from the 2012 Adopted Budget. This increase is largely due to better-than-anticipated sales tax revenue and additional federal, state, and local grant revenue. The City also received higher-than-projected revenues from franchise fees, property taxes, and the highway users tax fund.

2012 Expenditures

Expenditures have been revised to \$84.6 million, an increase of \$20.8 million (32.6 percent) from the 2012 Adopted Budget. While this increase seems significant, it is important to consider that the budget has remained balanced. The increase is largely due to appropriated capital improvement funds (\$16.2 million, or 77.9 percent of the increase) and culture & recreation funds (\$3.7 million or 17.8 percent of the increase). The increase in the capital improvement budget is due to projects carried forward from 2011, significant increases in the major project capital reserve and street rehabilitation programs, purchase of a public works facility and grant-funded projects.

2013 Revenues

Revenues are expected to increase \$8.2 million (13.3 percent) from the 2012 Adopted Budget. Sales tax revenues have trended upwards, largely due to the increased sales at The Streets at SouthGlenn, Centennial Promenade, and IKEA, as well as sales tax compliance and vendor licensing efforts.

Additional business development efforts in 2013 should further strengthen sales tax revenues. Slight decreases were seen in Municipal Court revenues, among others. No increases in tax rates were proposed or adopted during this budget cycle.

2013 Expenditures

2013 expenditures increased \$6.4 million (10.0 percent) from the 2012 Adopted Budget. The primary increases in expenditures are due to contractual obligations for Public Works services, capital improvement projects, and incentive agreements for public improvements. Certain changes, discussed above as decision packages, also affect expenditures. Further detail for expenditure changes is provided in the Executive Summary section of this document.

Staffing and Benefits

There are significant staffing changes included in the 2013 Annual Budget. The City implemented a strategic reduction in force, reducing the net number of full-time equivalent (FTEs) positions from 58.0 (FY2012 Adopted Budget) to 50.75 (FY2012 Revised / 2013 Annual Budgets). The reduction in force was the result of a thorough analysis by my executive team of the City's core competencies, business strategies, and the role of each position in the organization. Affected functions include Facilities, Information Technology, Engineering, and Community Development. As a result, organizational changes were implemented, including consolidating and reclassifying certain functions, and contracting others to external providers.

For additional information regarding staffing changes, please see the Organizational Chart (page 7) and the Staff Resources Summary by Position chart (pages 288-290), both in this document.

As the result of an analysis conducted earlier this year, certain changes to employee compensation and benefits are included in these budgets. These changes include the implementation of a market-competitive merit-based compensation plan and implementation of a paid-time-off (PTO) program. The City found that its salary schedule and position classifications are generally competitive across the region. Future salary increases will be contingent upon performance. PTO is designed to replace sick and vacation leave, and implementing PTO is consistent with the City's desire to remain a competitive employer.

Capital Improvement Projects

In addition to the changes in operating expenditures highlighted above, I would like to bring attention to several major capital projects included in the 2012 Revised / 2013 Annual Budgets.

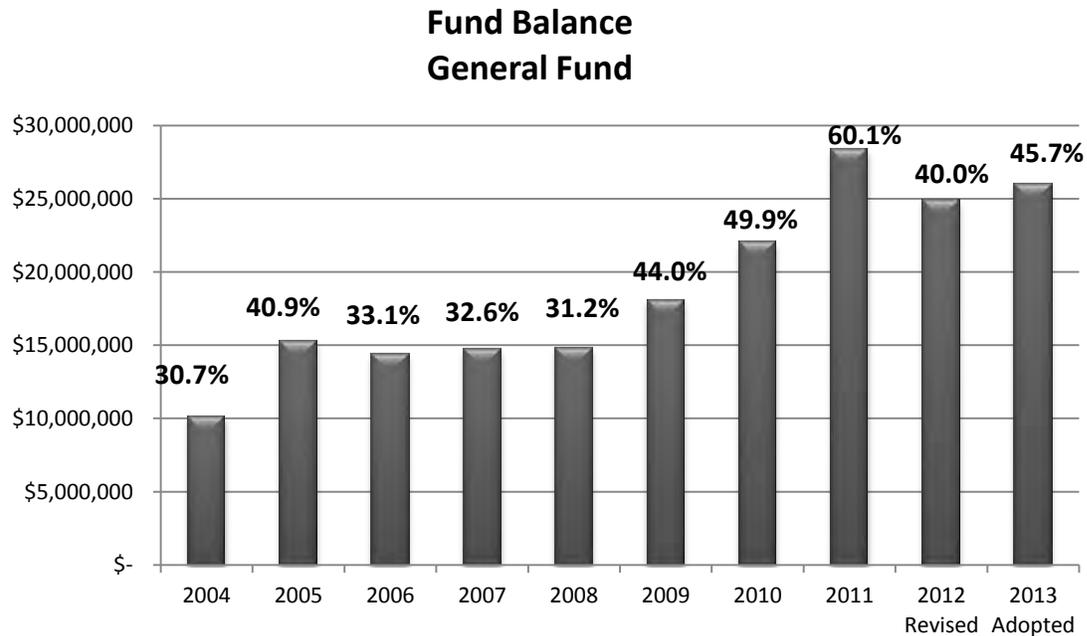
- *Street Rehabilitation Program:* Council has increased funding for the concrete replacement, street rehabilitation, and street surface treatment programs for both the 2012 Revised and 2013 Annual Budgets. This increase is needed in order to maintain the City's streets at the best possible condition.
- *Purchase of Public Works Facility:* Council approve the acquisition of property located at 7272 S. Eagle Street consisting of 9.12 fully improved acres with three existing structures totaling more than 38 thousand square feet. This acquisition has offsetting contractual obligations and is believed to be an excellent way to manage long term public works facility costs.

- *Peoria Reconstruction & Intersection Improvements:* The reconstruction of the Peakview Avenue and Peoria Street intersection includes a roundabout which will improve traffic flow, significant drainage improvements, and the reconstruction of the road surface.
- *County Line Road Improvements:* Includes street paving and improvements along portions of County Line Road, in partnership with the City of Lone Tree.
- *Neighborhood Traffic Management Program:* Continued funding for the Neighborhood Traffic Management Program, an ongoing City effort to implement appropriate traffic calming strategies in residential neighborhoods.
- *Traffic Signal at Potomac and Briarwood:* This installation of the traffic signal is fully funded through state Hazard Elimination grant funding and a contribution from Dove Valley Metropolitan District.
- *Cherrywood Circle over Big Dry Creek Bridge:* Safety enhancements to the bridge and railing.
- *Major Capital Project Reserve:* Funding set-aside for future major capital projects.

These projects represent the strategic priorities of the City, including improving and maintaining infrastructure, improving safety and quality-of-life within our neighborhoods, and prudent fiscal management for future major capital projects.

Fund Balance

A significant part of the fiscal strength of the City is owed to the healthy balances of our Funds. It is the policy of the City to maintain a General Fund fund balance of at least 25 percent of General Fund expenditures and transfers. In the past, we have maintained a fund balance above that amount, and this year is no exception. The 2013 Annual Budget General Fund fund balance has increased by \$1,144,180 (4.6 percent) from the 2012 Revised Budget, for a total of \$26,005,123, or 45.7 percent of the General Fund expenditures and transfers. The General Fund fund balance trend is shown in the chart below:



Conclusion

I would like to extend my thanks to the Mayor and City Councilmembers who worked tirelessly in providing policy direction in the development of this document. I would also like to express my gratitude to the members of the Centennial Budget Committee for volunteering their time to serve the City of Centennial. Finally, my thanks to all the Staff members and City partners who assisted with the development and preparation of the 2012 Revised / 2013 Annual Budgets.

The 2012 Revised / 2013 Annual Budgets reflect the alignment of City operations with the strategic goals of our citizens and the City Council. Staff will continue to examine business strategies and core competencies to ensure the City is managed in the most effective and efficient manner possible.

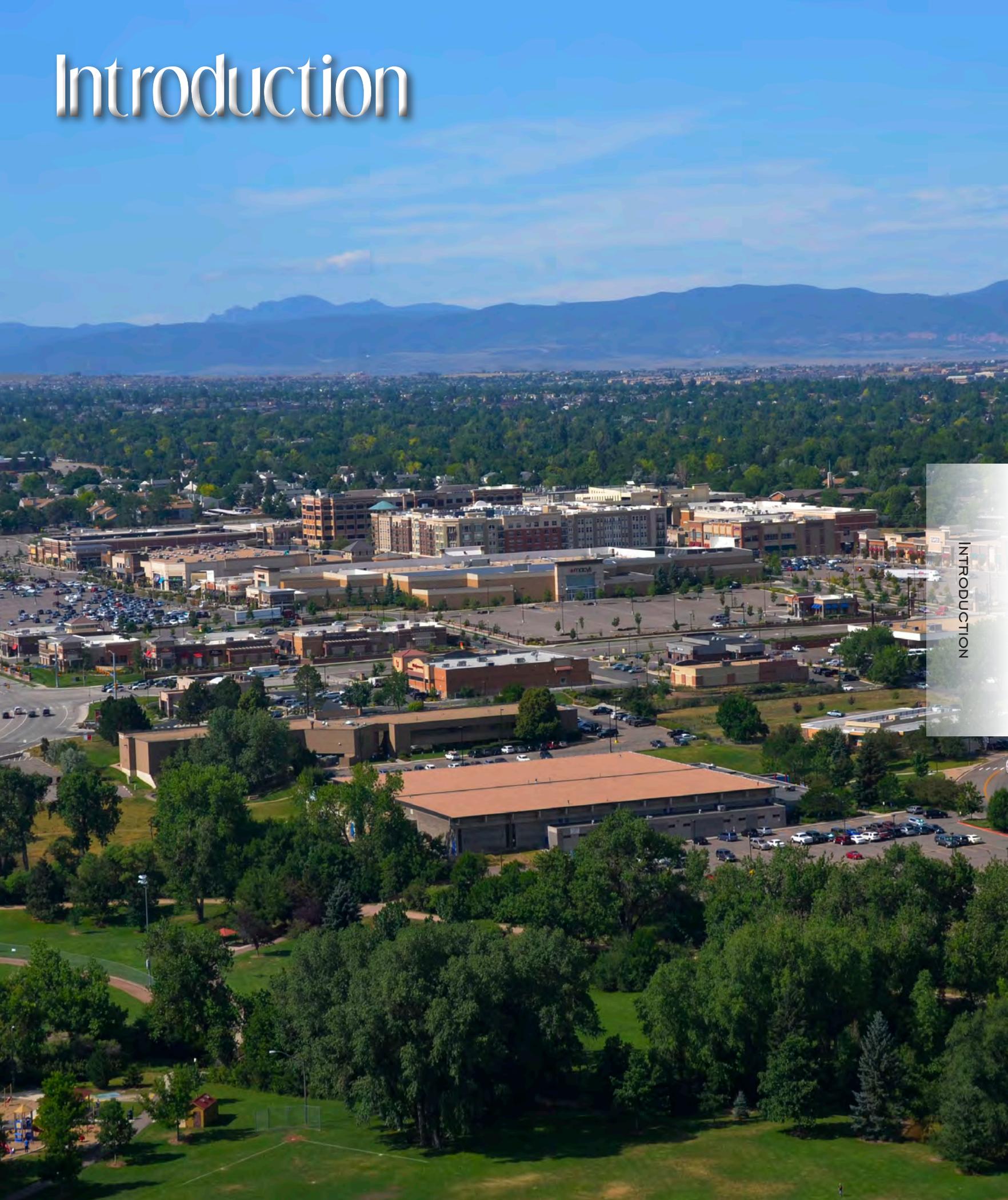
The success of our City is no accident, and this document reflects the deliberate planning and action that guides our operations. I am pleased to recommend the adoption of the 2012 Revised / 2013 Annual Budgets by the City Council.

Respectfully Submitted,

John H. Danielson

John H. Danielson
City Manager

Introduction

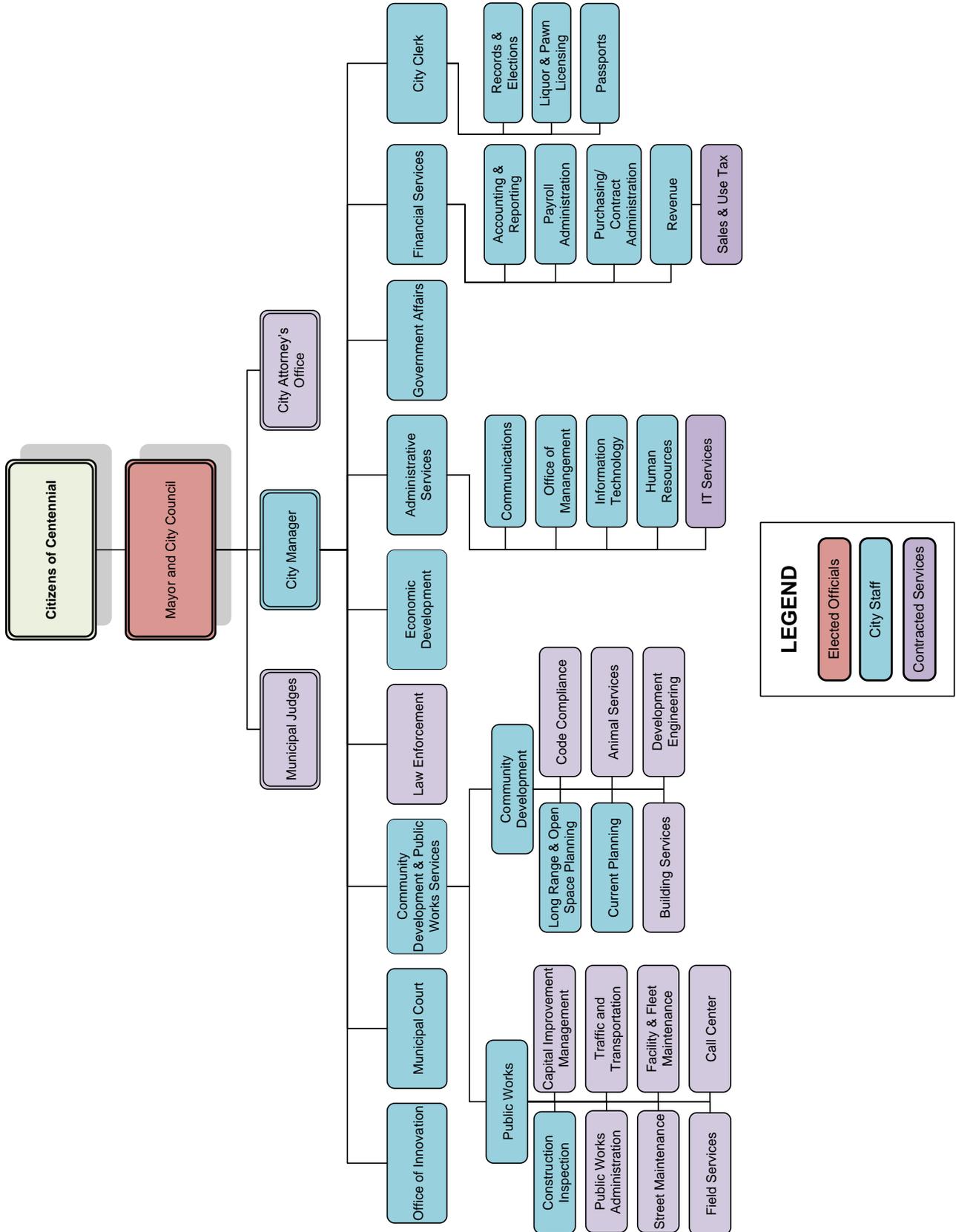


INTRODUCTION



INTRODUCTION

City of Centennial Organization Chart by Service Area



LEGEND

- Elected Officials
- City Staff
- Contracted Services



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

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 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 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 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.

In accordance with 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 execute the laws and administer the City Government. 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 2016

Council District 2



Sue Bosier
January 2014



Keith Gardner, Mayor Pro Tem (2012)
January 2016



Elected Officials and Term of Office (Continued):

Council District 3



Rebecca McClellan
January 2014



Ken Lucas
January 2016

Council District 4

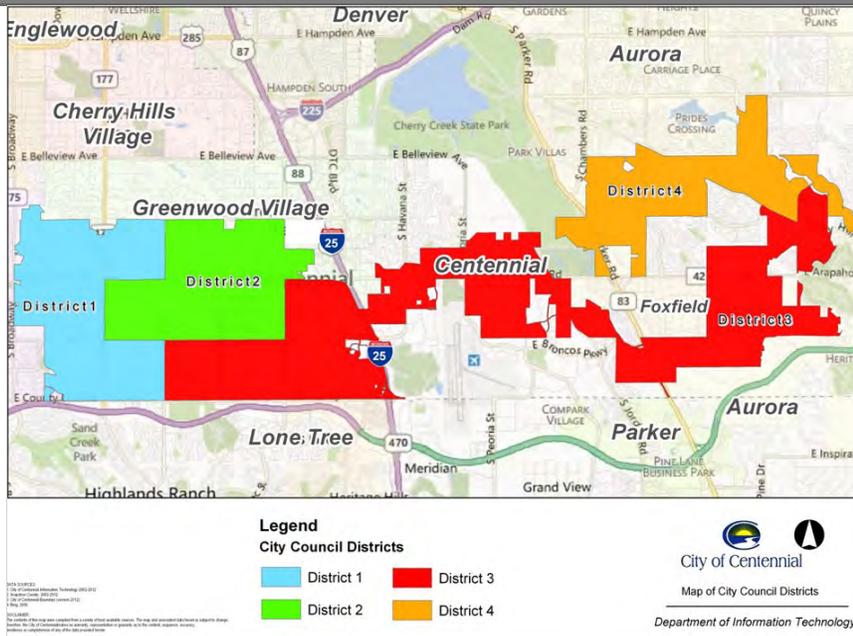


Ron Weidmann
January 2014



Stephanie Piko
January 2016

District Map





Government Structure (Continued)

City Employees & Benefits

The City has 50.75 authorized full-time equivalent (FTE) positions (exempt and non-exempt in the 2013 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. Beginning January 1, 2013, vacation and sick leave benefits will be replaced with the paid time off leave benefit.

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 24 hour, seven day 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

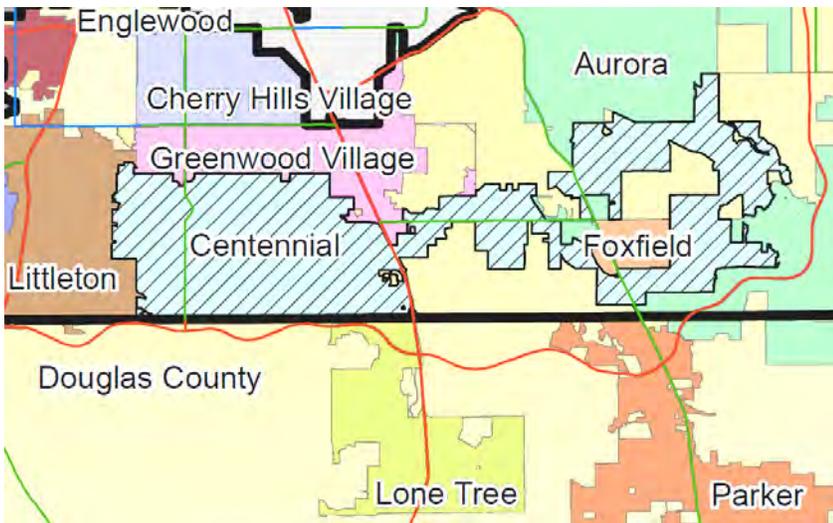
Community Vision

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 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

28.91 Square Miles
18,502.4 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 of the voters, and the 100,000+ person population of the area made it the largest incorporation in U.S. history at the time.

Demographic Profile *

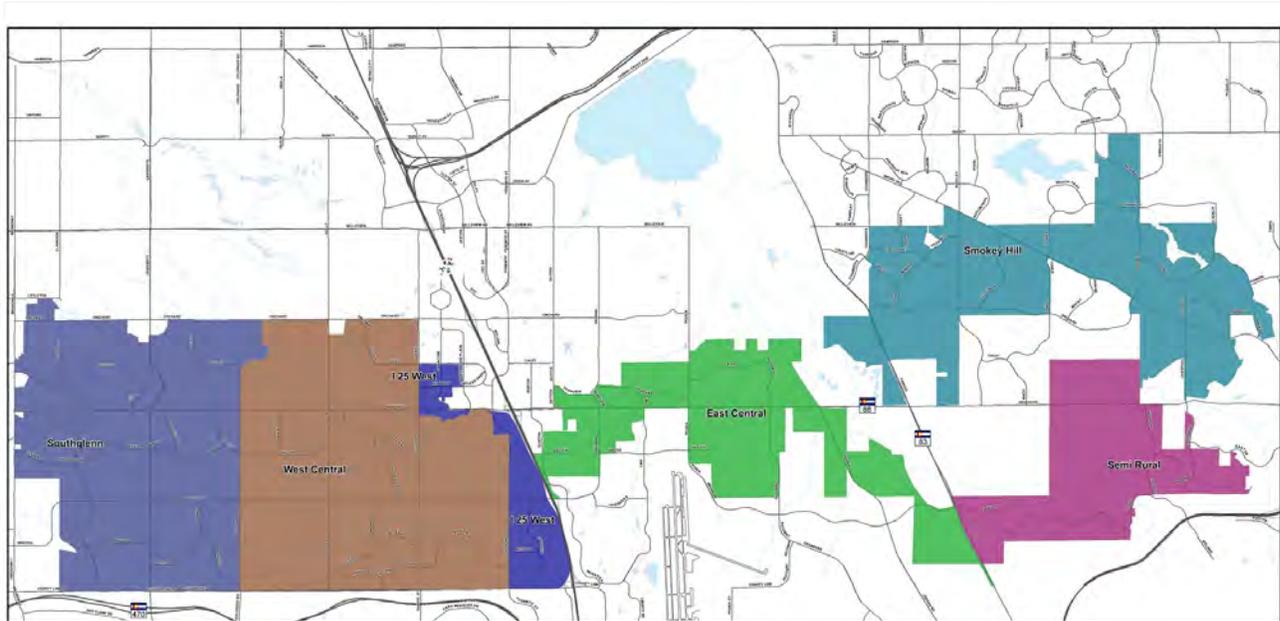
Population	100,377
Households	37,449
Families	28,061
Labor Force	55,166
Median Age	41.1
Median Household Income	\$83,110
Average Household Income	\$100,352

* United States Census Bureau 2010 Census and 2009 American Community Survey Estimates



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.



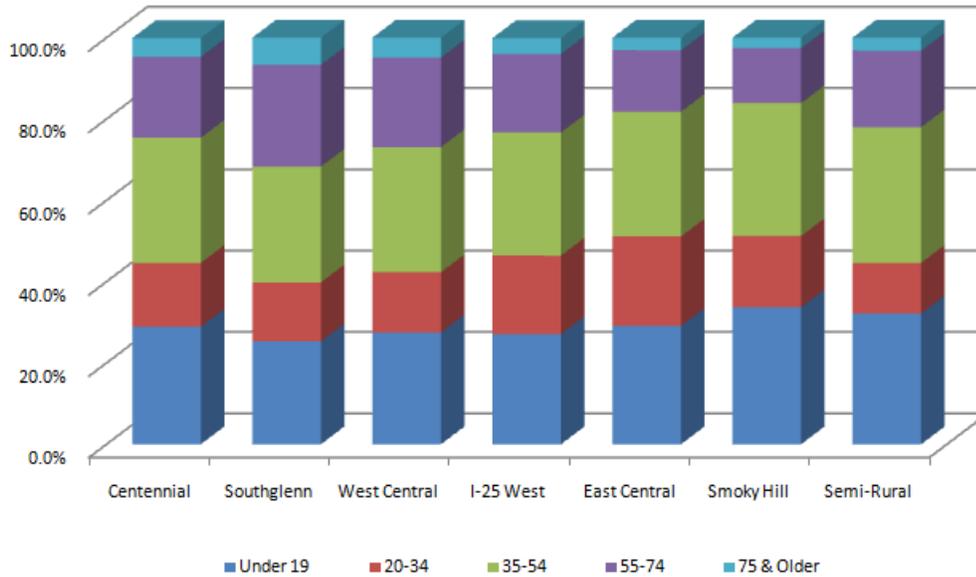
2010	Centennial	Southglenn	West Central	I-25 West	East Central	Smoky Hill	Semi-Rural
Population	100,377	29,413	34,642	2,610	4,599	30,290	6,122
Households	37,449	10,982	12,480	1,029	1,392	9,045	1,840
Families	28,061	7,575	8,924	617	967	7,531	1,568
Average HH Size	2.63	3.36	2.75	2.53	2.81	3.35	3.33
Median Age	41.1	42.2	39.9	37.3	34.1	33.7	38.2
Median HHI	\$83,110	\$77,057	\$95,950	\$83,309	\$113,611	\$99,249	\$146,407
Average HHI	\$100,352	\$92,561	\$115,453	\$93,568	\$140,301	\$111,642	\$167,566
Med. Disposable Income	\$73,863	\$61,745	\$75,049	\$66,012	\$88,978	\$77,591	\$112,731
College Degree	37,789	10,079	13,399	1,025	1,506	9,441	2,436
Potential Labor Force (16+)	82,341	23,453	27,021	2,033	3,610	21,877	4,556
Daytime Employees	52,584	6,965	12,319	12,207	15,777	4,536	987
Avg. Time to Work (1W)	23.6	22.1	21.5	19.9	20.0	28.8	23.7

Note: Calculations of the six sub-areas may not result in the exact number listed for Centennial. A data error of two-three percent 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 (2010)

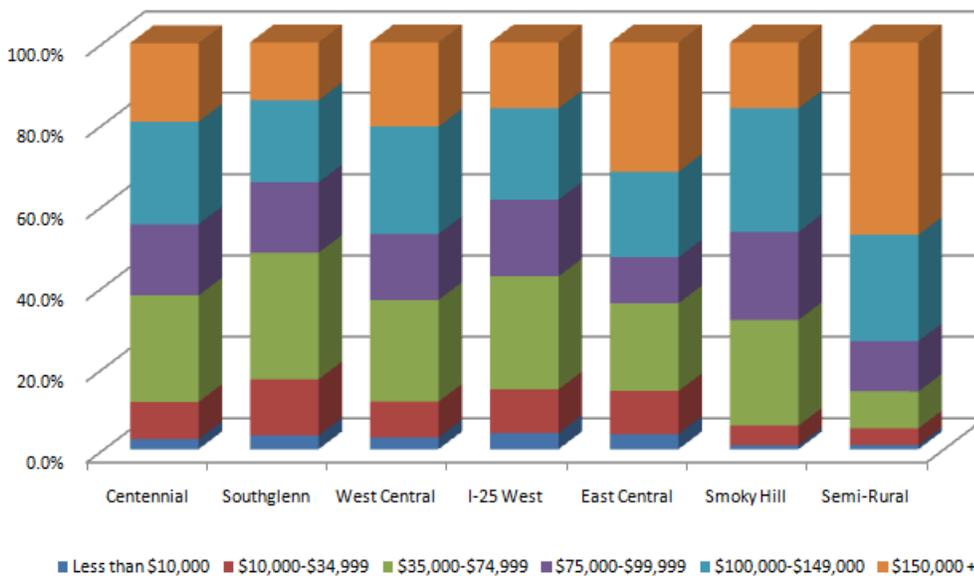


The 35-54 age range represents the largest portion of the City's total population, which includes nearly 31,000 residents.

It is the dominant age range in all the sub areas exclusive of Smoky Hill, where the under 19 age range is the largest.

Above: While the 35–54 range represents the largest portion of the population, the under 19 age group tends to closely mirror it in size across most the sub areas. This correlation is reflective of the average family with a householder in the 35-54 age group having two children.

Centennial Sub Areas - Household Income Distribution (2010)*



The dominant household income bracket in the City is \$35,000 to \$74,999 representing 26 percent of households in the City. It is followed closely by the \$100,000 to \$149,999 bracket, which represents 25 percent of City households.

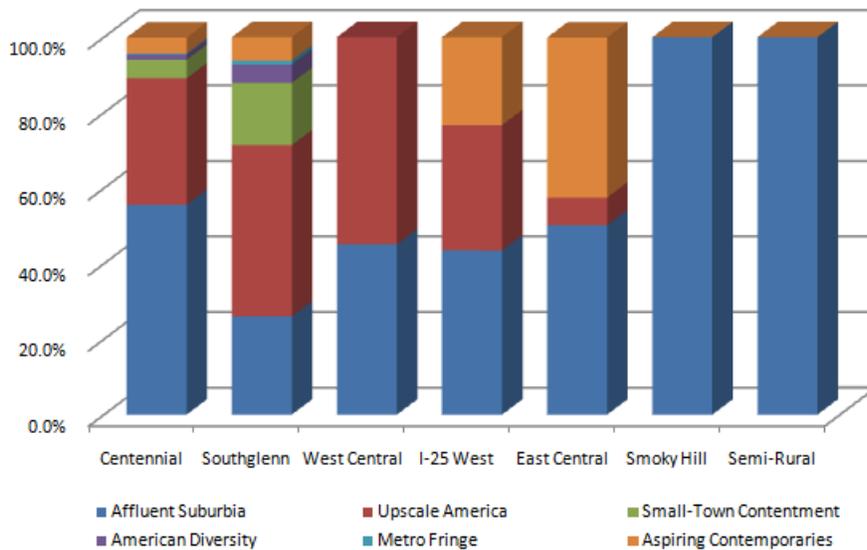
Nearly half of the households in the Semi-Rural sub area have incomes over \$150,000.

*Sub area information based on Experian Business Strategies MOSAIC USA estimates.



Psychographic Profile

Centennial Sub Areas - MOSAIC USA Groups (2010)



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 more than 89 percent of the City's population. The Southglenn sub-area has the most diverse typology with population in six 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 – 55.6 percent

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 – 33.5 percent

For more information about Experian Business Strategies MOSAIC USA:
<http://www.experian.com/assets/marketing-services/product-sheets/mosaic-usa.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 Road (State Highway 88), Parker Road (State Highway 83), University Boulevard (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 Technological Center (DTC), and Fitzsimons Life Science District, and Anschutz Medical Campus.

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

OppenheimerFunds
United Launch Alliance
Pearson/e-College
Comcast & Comcast Media Center
US Foodservice
IKEA
Jones International University
United Healthcare Services
King Soopers
Saunders Construction
National CineMedia
The Shaw Group
Raytheon Polar Services Co.
Cisco Systems
Nordstrom FSB
AlloSource
Standard & Poor's Financial Services
Walmart
Cochlear Americas
Seakr Engineering
Sierra Nevada Corporation
Haselden Construction
Go Toyota Scion
Kuni Honda
Supplemental Health Care
Kaiser Permanente
Safeway
Epicurean Catering
Colorado Causality Insurance

Whole Foods Market
Castle Rock Construction of Colorado
Coram Specialty Infusion Services
Black & Veatch Corp.
Western States Fire Protection
Conmed Electrosurgery
Outback Steakhouse
Stanley Consultants
Holly Creek
Labs Inc.
Western Stone & Metal (Shane Co.)
Thyssenkrupp Elevator
Time Warner Cable
Tagawa Garden Center
Colorado Farm Bureau Mutual Insurance
Centennial Medical Plaza
Town & Country Foods, Inc.
Aspen Healthcare Metrics
NetStructures
National Cattlemen's Beef Association
Orchard Park Healthcare Center
Embassy Suites DTC
Laser Technology
Tony's Market
Go Nissan Arapahoe
National Network Services
Slimgenics Weight Control Centers
Felsburg Holt & Ullevig
Nolte Associates



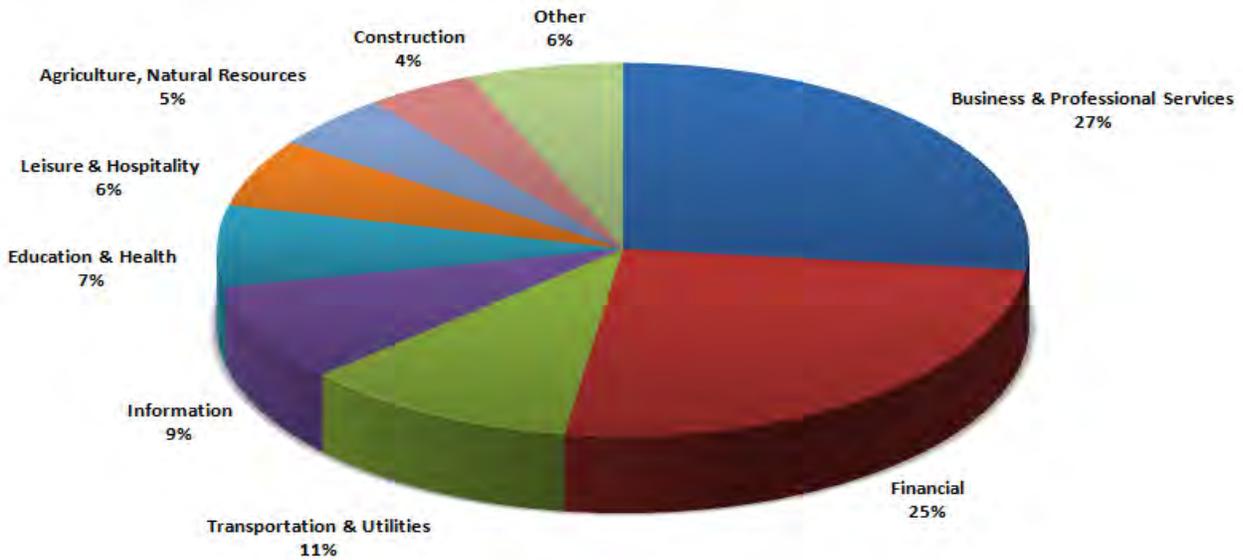
Jones International University



Employment & Industry Composition

Centennial has a diverse economy with its two largest categories representing high paying industries. Business/Professional Services is the City’s largest employment category with nearly 43,000 jobs, with Financial following closely with more than 40,000. These two leading industries represent more than half the City’s employment base, with the Business/Professional Services sector experiencing steady growth over the past five years.

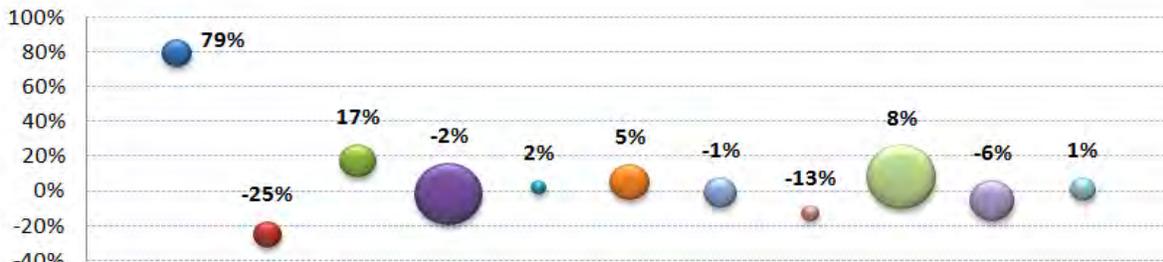
Industry Employment Percent (2011)*



Highlights*

- 4,366 jobs have been added in Centennial since 2006, a three percent increase leading to a total of 158,643 jobs.
- The Agriculture, Natural Resources, and Mining sector experienced the highest growth percentage at 79 percent, adding 3,329 new jobs over the course of five years.
- The Business & Professional Services sector grew eight percent, causing it to surpass the Financial sector, which was previously the largest sector in the City.

Industry Growth Change Percent 2011 vs. 2006*



Note: The size of each circle is relative to the overall industry size

- | | |
|--|--|
| ● 79% Agriculture, Natural Resources, Mining | ● -25% Construction |
| ● 17% Education & Health Services | ● -2% Financial Activities |
| ● 2% Government | ● 5% Information |
| ● -1% Leisure & Hospitality | ● -13% Manufacturing |
| ● 8% Professional & Business Services | ● -6% Trade, Transportation, Utilities |
| ● 1% Other Services | |

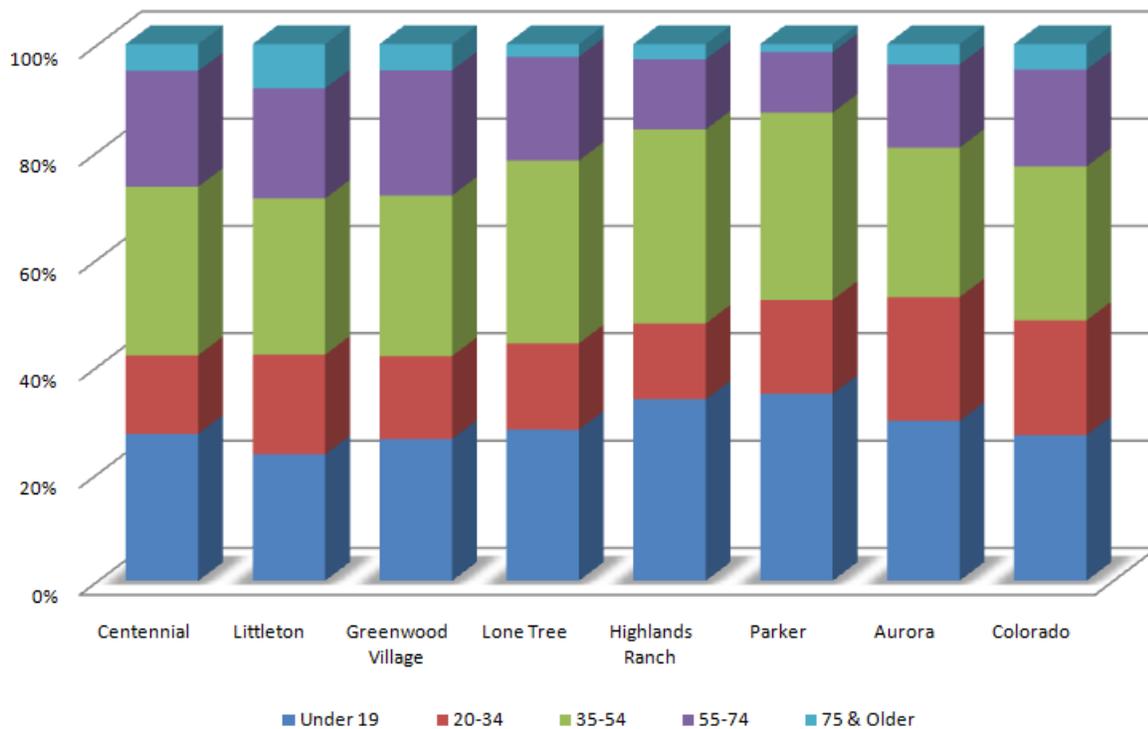
*Industry information based on Economic Modeling Specialists, Inc. ZIP code estimates for 80111 and 80112.



Peer (Neighboring) City Comparison *

	Centennial	Littleton	Greenwood Village	Lone Tree	Highlands Ranch	Parker	Aurora	Colorado
Population	100,377	41,737	13,925	10,218	96,713	45,297	325,078	5,029,196
Households	37,449	18,312	5,769	4,023	34,054	15,917	121,901	1,972,868
Families	28,061	10,724	3,810	2,843	26,535	12,107	79,549	1,261,527
Labor Force	55,166	22,221	7,405	5,301	51,312	23,793	165,695	2,643,932
Median Age	41.1	41.3	42.1	39.5	36.3	33.6	33.2	36.1
Median HHI	\$83,110	\$46,403	\$114,460	\$104,787	\$104,375	\$87,098	\$49,626	\$56,222
Average HHI	\$100,352	\$78,847	\$199,831	\$145,057	\$119,935	\$97,133	\$60,654	\$74,525

Peer City Comparison - Age Distribution (2010)



Age distribution is relatively similar between Centennial and its neighboring cities. The 35-54 age bracket is the highest population segment in all of the surrounding peer cities, with the exception of Aurora, where the under 19 bracket has the largest proportional share.

Littleton has the greatest share of population age 55+, 28.7 percent, followed by Greenwood Village, 28.2 percent, and Centennial, 26.5 percent. Aurora and Parker represent the largest share of the population under 35 at 52.8 percent and 52.4 percent, respectively.

* United States Census Bureau 2010 Census and 2009 American Community Survey Estimates



Peer City Comparison - Household Income Distribution (2009)



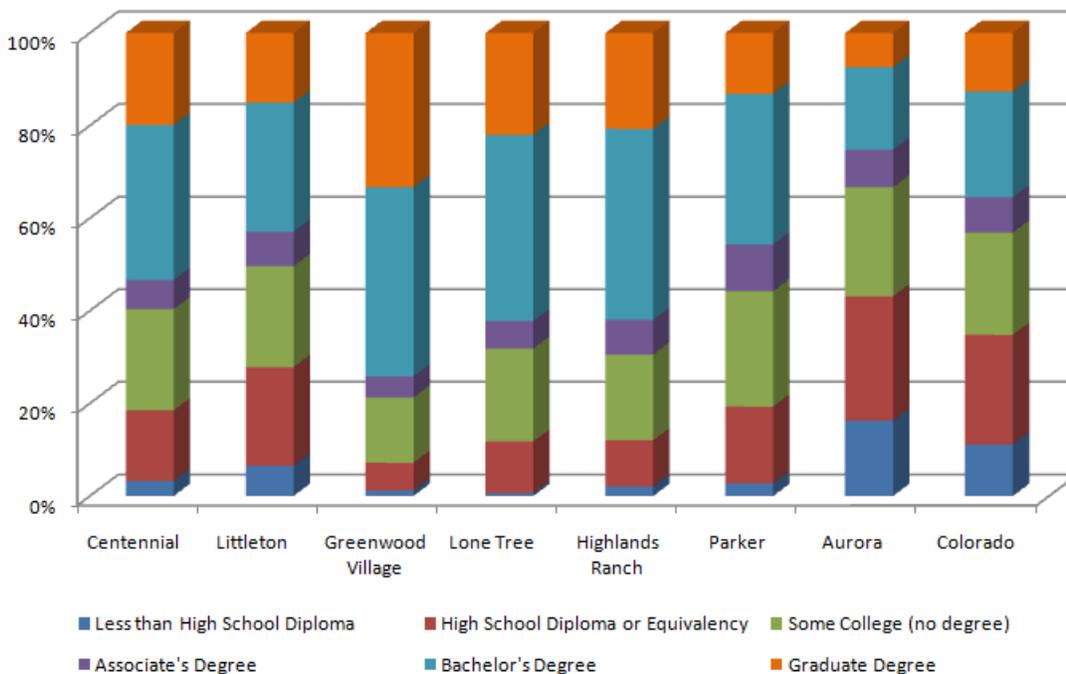
Percentage of Households with Incomes more than \$100,000

Centennial	40.4
Littleton	24.9
Grnwd Village	59.0
Lone Tree	52.4
Parker	39.6
H. Ranch	53.7
Aurora	15.7

Greenwood Village has the largest share of households with incomes \$150,000+ (39 percent), followed by Lone Tree (33 percent).

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 - Educational Achievement (2009)



Centennial and most of the south metro region consistently maintain a level of educational achievement above the state average.

Greenwood Village has the highest percentage with a Bachelor's Degree or higher, totaling almost 75 percent of the population.

Aurora most closely represents the ratio seen throughout the state, with 25.2 percent achieving more than an Associate's Degree (Colorado average is 35.5 percent).



Sales Tax Comparison

The City of Centennial continues to provide services on one of the lowest sales tax rates in the metropolitan area. Retail sales tax in Centennial is the largest source of revenue and represents approximately 52 percent of the total General Fund's 2013 Budget. Centennial produces less sales tax revenue on a per capita basis compared to other jurisdictions 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.

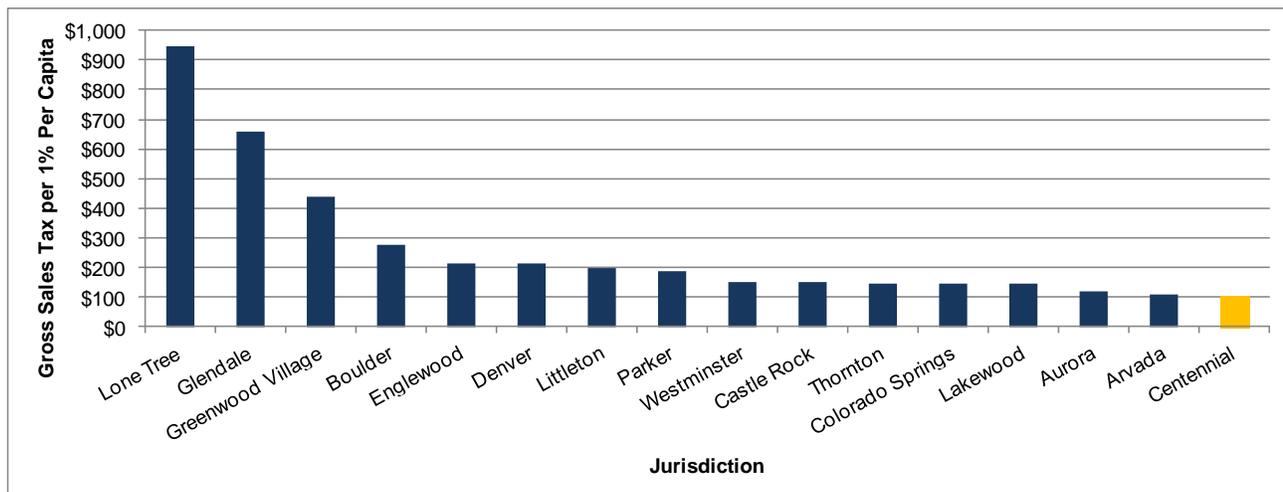
Sales Tax Collection by Jurisdiction for 2011
Sorted by Gross Sales Tax Per 1% Per Capita

City	Sales Tax Rate	Gross Sales Tax ¹	Population ²	Sales Per 1% per capita
Lone Tree	1.8125%	\$ 19,391,644	11,331	\$ 944
Glendale	3.75%	10,336,548	4,184	659
Greenwood Village	3.00%	18,631,608	14,237	436
Boulder	3.41%	92,721,000	98,889	275
Englewood	3.50%	23,372,970	30,930	216
Denver	3.62%	481,023,000	619,968	214
Littleton	3.00%	25,303,662	42,639	198
Parker	3.00%	26,341,878	46,363	189
Westminster	3.85%	63,058,586	107,967	152
Castle Rock	4.00%	29,350,586	49,355	149
Thornton	3.75%	67,476,006	121,435	148
Colorado Springs	2.50%	155,546,936	426,388	146
Lakewood	3.00%	62,522,192	144,406	144
Aurora	3.75%	150,088,205	332,354	120
Arvada	3.46%	41,239,491	107,541	111
Centennial	2.50%	\$ 26,726,755	102,603	\$ 104

Average Tax Rate 3.24% Average Tax Collected \$ 263

¹Source: 2011 Comprehensive Annual Financial Report (CAFR) for each respective City (2010 data used for Glendale)

²Source: U.S. Census Bureau 2011 estimates





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 Parkway
Centennial, CO 80112
Emergency ONLY - 911
Non-Emergency Line - (303) 795-4711

CQ Press ranks Centennial as the safest city in Colorado with a population of more than 75,000. The City ranks 16th nationally. (CQ Press)

Fire Protection Services

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

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

Littleton Fire Department
2255 West Berry Avenue
Littleton, CO 80120
(303) 795-3800
<http://www.littletongov.org/fire>

South Metro Fire Rescue Authority
9195 East Mineral Avenue
Centennial, CO 80112
(720) 989-2000

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 South Crocker Street
Littleton, CO 80120
(303) 347-3300
www.littletonpublicschools.net

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



Education (Cont.)

Cherry Creek School District
 4700 South Yosemite Street
 Greenwood Village, CO 80111
 (303) 773-1184
 www.cherryparkschools.org

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

<http://www.schoolview.org>

School	City	Contact
Antelope Ridge Elementary (80015)	Aurora	(720) 886-3300
Aspen Crossing Elementary (80015)	Aurora	(720) 886-3700
Cottonwood Creek Elementary (80111)	Englewood	(720) 554-3200
Creekside Elementary (80016)	Centennial	(720) 886-3500
Dry Creek Elementary (80112)	Centennial	(720) 554-3300
Endeavor Academy (80112)	Centennial	(720) 886-3800
Heritage Elementary (80111)	Centennial	(720) 554-3500
High Plains Elementary (80111)	Englewood	(720) 554-3600
Homestead Elementary (80112)	Centennial	(720) 554-3700
Indian Ridge Elementary (80015)	Aurora	(720) 886-8400
Peakview Elementary (80015)	Centennial	(720) 886-3100
Red Hawk Ridge Elementary (80016)	Aurora	(720) 886-7200
Rolling Hills Elementary (80015)	Aurora	(720) 886-3400
Timberline Elementary (80015)	Centennial	(720) 886-3200
Trails West Elementary (80015)	Centennial	(720) 886-8500
Walnut Hills Elementary (80112)	Centennial	(720) 554-3800
Willow Creek Elementary (80112)	Centennial	(720) 554-3900
Falcon Creek Middle (80016)	Centennial	(720) 886-7714
Thunder Ridge Middle (80015)	Centennial	(720) 886-1500
Eaglecrest High (80015)	Centennial	(720) 886-1000
Cherry Creek High (80111)	Englewood	(720) 554-2285
Grandview High School (80016)	Aurora	(720) 886-6500

Arapahoe Community College
 www.arapahoe.edu

Arapahoe Community College (ACC) was founded in 1965, as the first community college in the Denver area. With over 21,000 spread across three campuses—Littleton, Parker, and Castle Rock—ACC offers over 100 degree and certificate programs. ACC is accredited by The Higher Learning Commission and a member of the North Central Association of Colleges and Schools.

Community College of Aurora
 www.ccaurora.edu

The Community College of Aurora (CCA) was established in 1983. CCA has over 7,000 students across two campuses—Aurora and the Lowry area. Offering more than 40 degrees and certificate programs, CCA has an open-door admissions policy, meaning all students are accepted to the college.



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 ten branch libraries, four of which are located within the City of Centennial:

Castlewood Library
6739 South Uinta Street (80112)
(303) 542-7279

Koelbel Library
5955 South Holly Street (80121)
(303) 542-7279

Smoky Hill Library
5430 South Biscay Circle (80015)
(303) 542-7279

Southglenn Library
6972 South 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 East Lake Avenue
Centennial, CO 80016
(303) 269-8400
www.aprd.org

The Arapahoe Park and Recreation District (APRD) was formed in 1982 by the Arapahoe County Commissioners. APRD encompasses 10.5 square miles and approximately 46,000 residents.

Recreation & Amenities Cont.

South Suburban Parks and Recreation District
6631 South University Boulevard
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)
1600 Blake Street
Denver, CO 80202
(303) 299-6000
www.rtd-denver.com

RTD provides service to 2.7 million people across 2,348 square miles, 40 municipalities and eight counties. Services 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.

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 9,146 mile highway system, including 3,447 bridges. Each year, this system handles 27.4 billion vehicle miles of travel. While the Interstate system accounts for roughly 10% of system miles, 40% of all travel miles take place on the Interstate system.

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



Healthcare

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

An affiliate of The Medical Center of Aurora, 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.

Kaiser Permanente
Arapahoe Medical Offices
5555 East Arapahoe Road
Centennial, CO 80122
303-338-4545
<https://www.kaiserpermanente.org>

Sky Ridge Medical Center
10101 RidgeGate Parkway
Lone Tree, CO 80124
720-225-1000
<http://www.skyridgemedcenter.com>

Littleton Adventist Hospital
7700 South Broadway
Littleton, Colorado 80122
(303) 730-8900
<http://www.mylittletonhospital.org>
231 licensed beds, including ten pediatric beds

Parker Adventist
9395 Crown Crest Boulevard
Parker, CO 80138
(303) 269-4000
<http://www.parkerhospital.org>
134 licensed beds, including six pediatric beds

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) 773-1605
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 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	(303) 986-1551
East Smoky Hill Metropolitan District #1	(303) 770-2700
East Valley Metropolitan District	(303) 841-3474
Greenwood South Metropolitan District	(303) 779-4550
Heritage Greens Metropolitan District	(303) 839-3800
Highland Park Metropolitan District	(303) 779-4525
Interstate South Metropolitan District	(303) 770-2700
Landmark Metropolitan District	(303) 779-4525
Liverpool Metropolitan District	(303) 779-5710
Panorama Metropolitan District	(303) 987-0835
Parker Jordan Metropolitan District	(303) 779-4525
Piney Creek Metropolitan District	(303) 946-2015
Piney Creek Village Metropolitan District	(303) 987-0835
Smoky Hill Metropolitan District	(303) 693-3414
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
Vermilion Creek Metropolitan District	(720) 291-8125
Sundance Hills Metropolitan District	(303) 482-1002
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 unbudgeted revenues
- organizes the budget so 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 change, 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 provided the following:

- all intrafund, or departmental transfers require notification to City Council on a monthly basis
- all transfers from personnel services budgets require notification to City Council on a monthly basis



- 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 (2012)	Action
January 30-31	City Council Strategic Planning Workshop
April 18	Budget Committee Meeting
April 30	City Council Budget Workshop
May 21	Budget Forms Distributed to Departments
May 30	Budget Committee Meeting
July 9	Budget Forms Due to Budget Team
September 5	Budget Committee Meeting
September 17	City Manager's 2012 Revised/2013 Adopted Budgets Presented to City Council
October 26	Budget Committee Meeting
November 5	Public Hearing for Adoption of 2012 Revised/2013 Adopted Budgets
December 10	Certification of Mill Levy
December 31	Submit Certified Copy of 2013 Annual Budget to the State
December 31	Submit 2013 Annual Budget to the Government Finance Officer's Association



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

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

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.

Interest

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.

Intergovernmental

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

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. In 2012, voters approved an initiative to waive the TABOR revenue limitations on all current and future revenue sources permanently, authorizing the City to use excess revenues for any governmental purpose.

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

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Revenue Change	9.7%	9.1%	-6.8%	3.5%	19.6%	14.2%	-7.5%	0.1%	2.1 %	-0.5%	0.8%

In 2012, revenues as revised are expected to increase from actual 2011 revenues by 14.2 percent, or \$9.4 million. The overall increase is due to the following:

- increase in sales tax of \$5.6 million
- increase in federal grant revenue of \$2.1 million
- increase in property tax of \$0.7 million
- increase in other grant revenue of \$0.5 million
- increase in licenses and permits of \$0.5 million
- increase in HUTF/FASTER revenues by \$0.3 million
- increase in all other revenues by \$0.1 million
- increase in automobile use tax by \$0.1 million

Revenue sources, as revised, that are expected to decrease include the following:

- decrease in building materials use tax by \$0.4 million
- decrease in court fines by \$0.1 million

All other revenue sources remained relatively flat as compared to 2011. As shown above, the City’s sales tax revenue is expected to increase by \$5.6 million. This expected increase is due to several factors including an increase of sales tax collections at The Streets at SouthGlenn, Centennial Promenade Retail Center, and IKEA. The City realized an increase in the number of Retail Sales Tax Licenses issued to retailers in and outside of the City and an increase in the collection of delinquent sales tax. In addition, the City received significant sales tax audit revenue during 2012. The \$2.1 million expected increase in federal grant revenue is primarily from several Denver Regional Council of Governments (DRCOG) grants, Colorado Department of Transportation (CDOT) grants, the Energy Efficiency and Conservation Block Grant

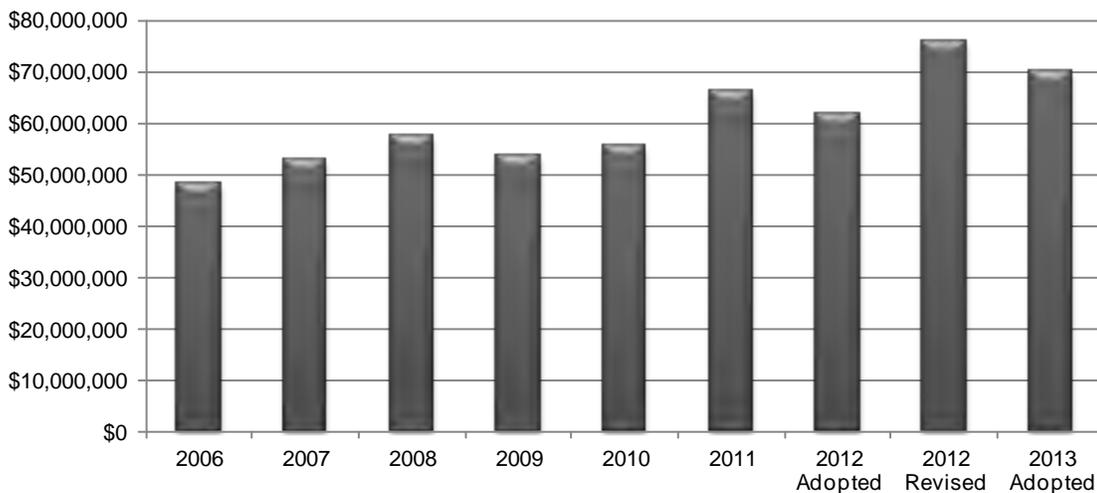


(EECBG) and the Community Development Block Grant (CDBG). Other grant revenue is expected to increase by \$0.5 million primarily as a result of Open Space grants through the Arapahoe County Open Space Grant Program and the Great Outdoors Colorado Trust Fund. The Centennial Urban Redevelopment Authority (CURA) is the collecting agent for overlapping districts within the SouthGlenn development area. As a result, property tax is expected to increase by \$0.8 million for CURA in addition to an increase in estimated incremental base valuation. The increase in the property tax collections for CURA is offset with a slight decrease expected (\$0.1 million) in the City's property tax collections.

Revenues for 2013, as compared to the 2012 Adopted Budget, are expected to increase by \$8.2 million. The overall change is due to anticipated increases in sales tax (\$6.2 million), Highway Users Tax Fund (\$0.8 million), property tax (\$0.6 million), automobile use tax (\$0.3 million), county sales tax (\$0.2 million), and all other revenues (\$0.2 million). The increase in sales tax is related to actual trends resulting from The Streets at SouthGlenn, properties at Centennial Promenade, and IKEA. Additionally, it is expected the City will realize greater compliance levels from current vendors and an increase in licensed vendors that are located outside of the City which will impact sales tax collections favorably. The volatility of recent market trends continues to make 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 six years of revenue data, the adopted and revised budget for the current year, and the estimated revenues for the 2013 Budget. The largest variance is from the 2012 Adopted Budget to the 2012 Revised Budget. This is partially due to sales tax collections at major retail centers such as Centennial Promenade and IKEA, sales tax compliance audits, and various grants. Overall, the City has a diverse revenue base where the proportion of each revenue source remains relatively constant from year to year.

Total Revenue



Following are descriptions of the City's revenue sources, associated forecasting assumptions, and revenue trends. Major revenues included in the All Fund Types section are included in the graph above.

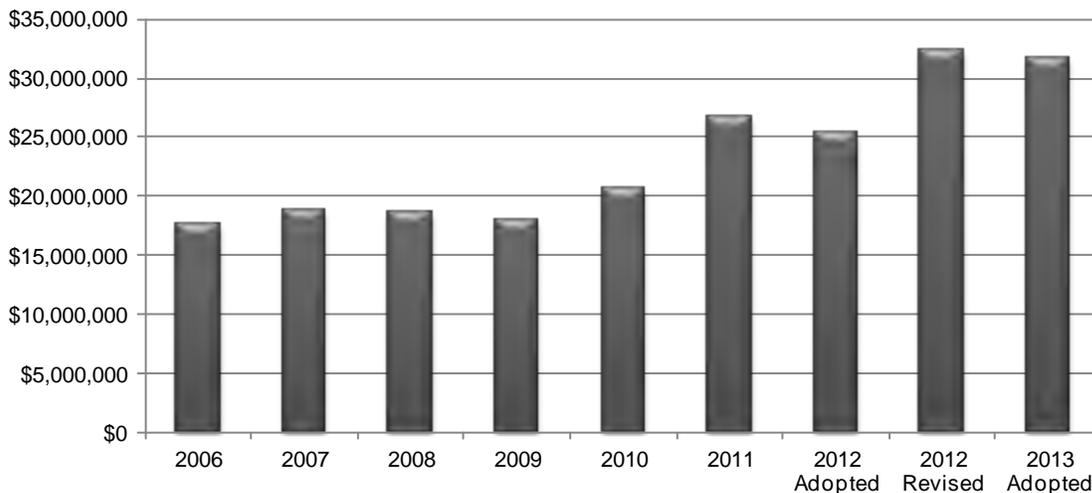
Sales Tax - The City collects a 2.5 percent (2.5%) tax on sales of tangible personal property and specific services. Sales taxes were collected by the retailer and reported directly to the State of Colorado on either a monthly, quarterly, or annual basis for years 2008 and prior. Beginning in 2009, the 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 1 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 50 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 45 percent (45%) 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 2012 revised sales tax revenue projection also includes additional analysis of sales tax revenue received to date, as well as revised economic projections. Projections for 2013 are primarily based upon historic trends; however certain adjustments have been made in consideration of the City's self-collection, compliance, and administration of the sales tax program due to Home Rule authority. Estimated revenues for 2013 are \$31,675,920.

Sales Tax Revenue



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).

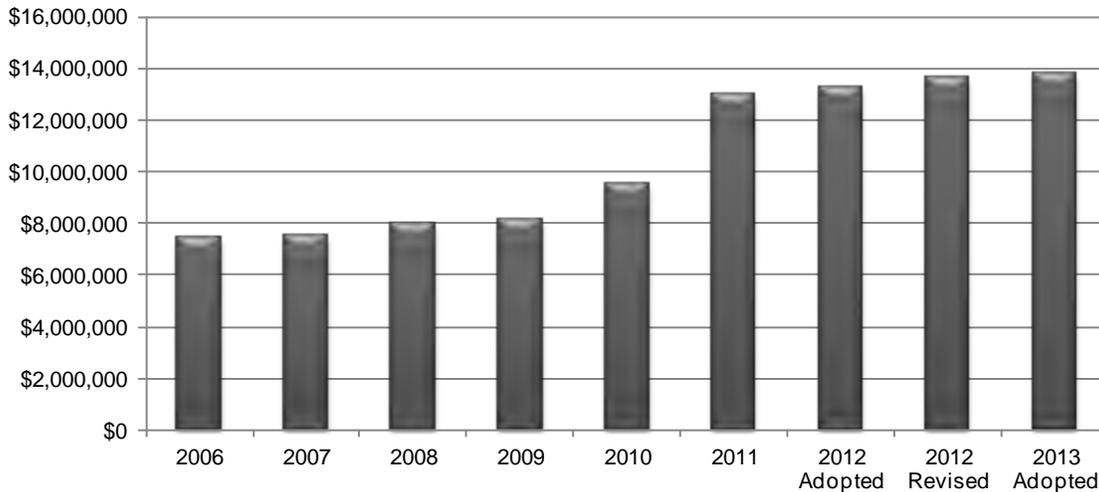
The City of Centennial's mill levy has been 4.982 since the City's incorporation in 2001, with the exception of the mill levy for 2008 which was temporarily decreased to 4.906 mills due to higher than anticipated residential property valuations. A mill is one-tenth of one cent. In other words, one mill 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.

Property tax represents approximately 20 percent (20%) of the City's total revenues. Property taxes are forecasted for 2012 and 2013 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. The City's estimated increase in property tax for 2013 is based on preliminary information provided by Arapahoe County. The housing market is anticipated to remain in a stagnant state for the next several years and property tax valuations are a reflection of that economic indication. 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 2013 are \$13,830,256.

Property Tax Revenue



Franchise Fees - The City receives franchise fees for cable television, gas, and electric services. Franchise fees represent approximately 7 percent (7%) of the City's total revenues. The City expects a decrease for 2012 as compared to 2011 and anticipates slightly higher levels for 2013.

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 5 percent (5%) of gross subscriber revenues.

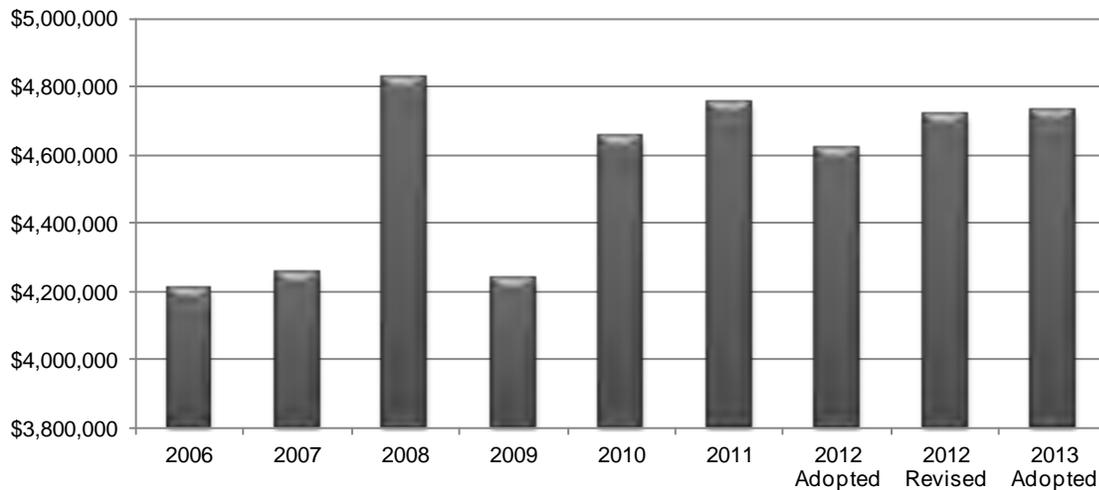
Cable television franchise fee revenues are forecasted based on cable television subscription rates and trend data. During 2011, cable subscription rates increased by approximately 3 percent (3%) which is a contributing factor to increased revenue trends year-over-year. Estimated revenues for 2013 are \$1,118,934.

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 3 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. The City estimated that revenues for 2012 would be slightly higher than the actual for 2011. The mild weather in 2012 has resulted in less gas franchise fee revenue than expected so the budget for 2012 gas franchise fees has been revised downward by \$0.1 million. The expectation of similar weather patterns and the probability of continuation of Xcel's tiered rate structure for electricity in the summer months have resulted in flat revenue projections for gas and electric for 2013. Estimated revenues for 2013 are \$3,609,362.



Franchise Fee Revenue

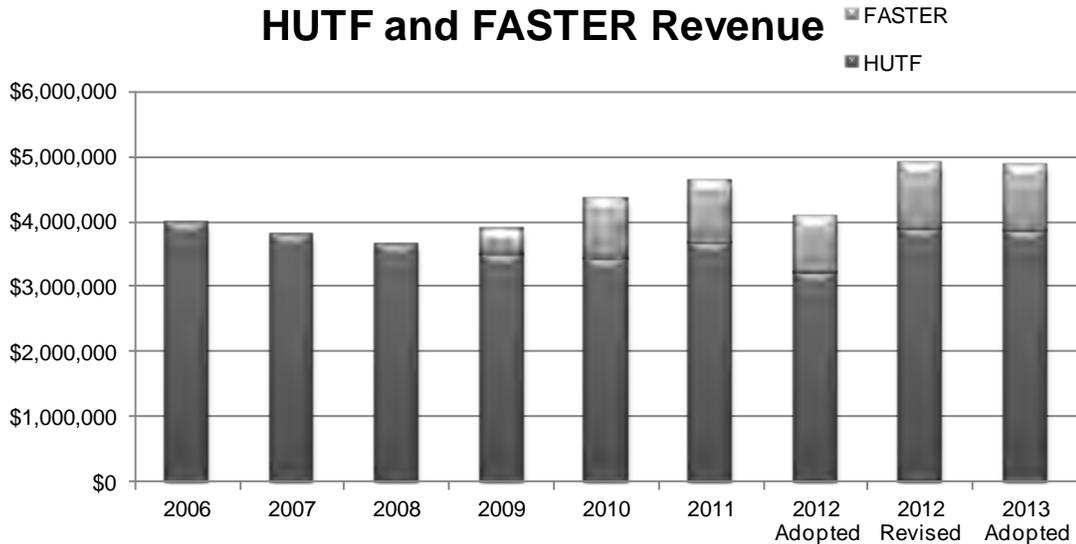


Highway Users Tax Fund - The Highway Users Tax Fund (HUTF) is a State collected locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses, and motor vehicle registration fees. The Highway Users Tax is distributed monthly 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 7 percent (7%) 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 sale prices have increased, it is unknown how this has affected, or will affect, total motor fuel sales. The City's distribution ratio that determines the amount of HUTF revenue received increased by 12.5 percent (12.5%) effective July 2011. Following the increase, the City's distribution ratio then decreased 1.5 percent (1.5%) effective July 2012. The 2012 Revised Budget and 2013 Adopted Budget take these changes into consideration. In the graph below, the FASTER revenue is recorded separately from the HUTF revenue to show the receipts of each. Total HUTF (including FASTER) revenues for 2013 are \$4,836,894.



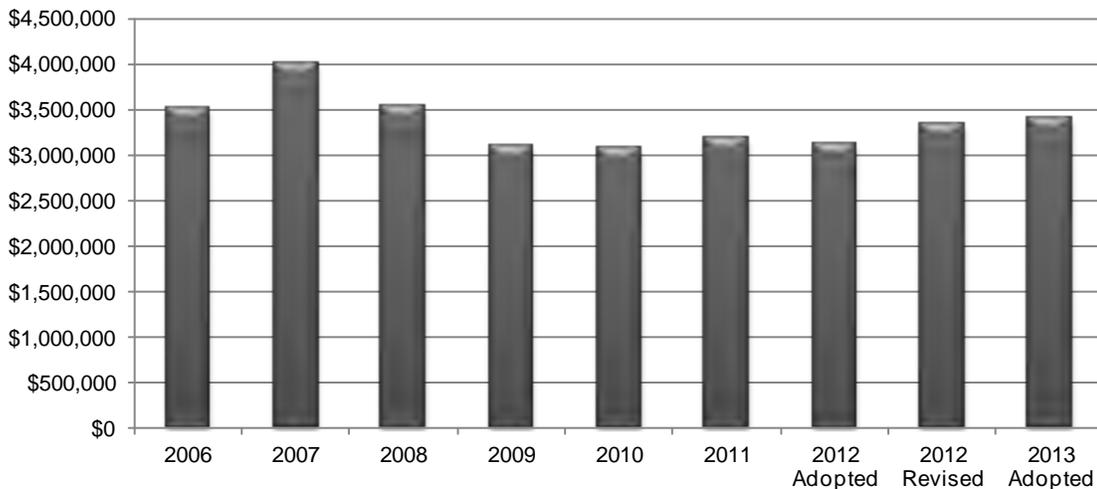
HUTF and FASTER Revenue



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 for which a 5 percent (5%) fee is paid to the County as the collecting agency. Vehicle sales made within the City to City residents are reported as sales tax collected by the County.

Automobile use tax represents approximately 5 percent (5%) of the City’s total revenues. Automobile use tax is forecasted using historic trends and industry indicators with regard to automobile sales. Automobile use tax is projected to increase slightly for 2012 based upon current automobile sales trends. A modest increase is expected in 2013 as the automobile industry is slated to recover slightly ahead of the balance of the economy. Estimated revenues for 2013 are \$3,387,936.

Automobile Use Tax Revenue





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 40 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 3 percent (3%) 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 increase in revenues for the 2012 revised estimates from adopted. Revenues for 2013 of \$2,369,181 represent no change compared to the current year's estimated actual revenues.

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 3 percent (3%) of the City's total revenues. For the most part, court fines and fee revenues have increased year-to-year; however, the past three budget cycles indicate small increases and decreases. For budgeting purposes more conservative projections are used due to the potentially erratic 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 2013 are \$2,004,210.

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. The City's Building Materials Use Tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a 1 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 2 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 2013 has not changed from the 2012 Revised Budget due to a stagnant construction economy. Estimated revenues for 2013 are \$1,300,000.

Licenses & Permits - Licenses & Permits are established by ordinance allowing the City to collect various license 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 4 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 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 2013 are \$230,000.

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. Several large commercial projects increased 2011 revenues. This upward trend is expected to continue into 2012 but is not expected to continue into 2013. Estimated revenues for 2013 are \$1,330,000.

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 1 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 2012 and 2013 compared to 2012 adopted revenues. This expectation is 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 2013 are \$516,325.

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 5 percent (5%) collection fee.

Motor vehicle registration fees represent approximately 1 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 2012 revised revenues. Estimated revenues for 2013 are \$489,020.

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 1 percent (1%) of the City's total revenues and is forecasted using trend data. Based upon current revenue trends for cigarette tax, 2013 projected cigarette tax revenues are expected to increase slightly from 2011 actual revenues and then remain flat compared to 2012 revised revenues. Estimated revenues for 2013 are \$256,781.



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 1 percent (1%) of the City's total revenues. Road and bridge shareback revenues are forecasted using historic trends and actual amounts received to date. There is a slight increase in 2012 revised revenues compared to 2011 actual. Estimated revenues for 2013 are expected to remain the same as 2012 revised revenues in the amount of \$615,631.

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 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 equals no less than twenty-five percent (25%) of annual expenditures, including transfers. Included in the total fund balance are amounts that are either Nonspendable, Restricted, Committed, Assigned, or Unassigned. These classifications comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints for the specific purposes amounts in those funds can be spent.

Nonspendable Fund Balance

Nonspendable amounts are those that cannot be spent because they are either not in spendable form, or legally or contractually required to be maintained intact. Examples are items that are not expected to be converted to cash, including inventories and prepaids.

Restricted Fund Balance

Restricted amounts are those that are restricted for specific purpose. The spending constraints placed on the use of fund balance amounts are externally imposed by creditors, grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation that are legally enforceable. For example, the Fund Balances of the Open Space and Conservation Trust Funds are reported as Restricted 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 Restricted 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 "Restricted". 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.

Committed Fund Balance

Committed amounts are those that can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council either by resolution or ordinance. The committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use by taking the same type of formal action it employed to previously commit those amounts. This classification also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.



Amounts included as Committed equal at least ten percent (10%) of fiscal year spending for operating reserves in the General Fund. Fiscal year spending shall include total expenditures, including transfers.

Assigned Fund Balance

Assigned amounts are those that are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. Intent is expressed by City Council through an informal action or Council can delegate the authority to express intent to a committee, the City Manager or other City official on a case by case basis.

All uses of Assigned Funds 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 as Assigned 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.

Unassigned Fund Balance

Unassigned amounts represent the remaining fund balance after amounts are set aside for other classifications. The General Fund is the only City Fund that can have an Unassigned Fund Balance.

Investment Policy

Investment Objectives

The City's and Districts' funds are invested in accordance with all applicable City policies and codes, Colorado statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

- Preservation of capital and protection of investment principal
- Maintenance of sufficient liquidity to meet anticipated cash flows
- Attainment of a market rate of return
- Diversification to avoid incurring unreasonable market risks

Delegation of Authority

The City Manager or Delegate:

- determines the appropriate proportion of the City's portfolio to be invested after considering comment and input from the Investment Committee;
- is vested with responsibility for managing the City's investment program and for implementing the Investment Policy;
- has the ability to further delegate the authority to conduct investment transactions and to manage the operation of the investment portfolio to other specifically authorized staff members. No person may engage in an investment transaction except as expressly provided under the terms of the Investment Policy;
- establishes procedures and internal controls for the operation of the City's investment program, designed to prevent loss of public funds due to fraud, error, misrepresentation, and imprudent actions;
- has the ability to engage the services of outside investment advisors with respect to its investment program in either a discretionary or non-discretionary capacity, so long as it can be demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources; and
- in the absence of outside investment advisors, routinely monitors the contents of the portfolio, the available markets, and the relative safety of competing instruments, and prices the portfolio monthly.



Prudence

The standard of prudence used for managing the City's investment program is the "prudent investor" standard applicable to a fiduciary, which states that a prudent investor "exercises the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital." (Colorado Revised Statutes 15-1-304, Standard for Investments.)

The City's overall investment program is designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally without risk and that its investment activities are a matter of public record. Accordingly, the City recognizes that occasional measured losses may occur in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the City.

The City Manager or Delegate and other authorized persons acting in accordance with established procedures and exercising due diligence are relieved of personal responsibility for an individual security's credit risk or market price changes, provided abnormal risk or credit events are reported to the City Council and appropriate action is taken to mitigate adverse developments.

Ethic and Conflicts of Interest

Officers and employees involved in the investment process:

- refrain from personal business activity that could conflict with proper execution and management of the City's investment program or that could impair their ability to make impartial investment decisions;
- disclose any material interests in financial institutions with which they conduct business;
- disclose any personal financial/investment positions that could be related to the performance of the investment portfolio; and
- refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the City.

Authorized Securities and Transactions

All investments are made in accordance with the Colorado Revised Statutes as follows: C.R.S. 11-10.5-101, et seq. Public Deposit Protection Act; C.R.S. 24-75-601, et. seq. Funds - Legal Investments; C.R.S. 24-75-603, Depositories; and C.R.S. 24-75-701, Local governments – authority to pool surplus funds. Any revisions or extensions of these sections of the statutes will be assumed to be part of the Investment Policy immediately upon being enacted.

The Investment Policy further restricts the investment of City and District funds to the following types of securities and transactions:

- U.S. Treasury Obligations: Treasury bills, Treasury notes, Treasury bonds, and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement.
- Federal Agency mortgage-backed securities and debentures with a final maturity not exceeding five years from the date of trade settlement.
- Federal Instrumentality Securities: Debentures, discount notes, callable securities, step-up securities, and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement.

If a Federal Instrumentality Security is rated in the highest rating category by each of the Nationally



Recognized Statistical Rating Organizations (NRSROs), then the security may be purchased with a final maturity not exceeding five years from the date of trade settlement.

If a Federal Instrumentality Security carries a rating lower than the highest category by any NRSRO, the security is eligible for purchase subject to any statutory limits regarding final maturity and rating as permitted by State law.

For securities authorized in this section, the City shall limit the combined total of investments to no more than 90 percent (90%) of the total portfolio and 30 percent (30%) per issuer.

- Corporate Debt with a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs, and rated not less by any NRSRO that rates it. The aggregate investment in corporate debt shall not exceed 25 percent (25%) of the City's investment portfolio, and no more than 5 percent (5%) of the City's investment portfolio may be invested in the obligations of any one issuer. In addition, AAA rated FDIC guaranteed corporate bonds are herein authorized, within the aforementioned diversification and maturity requirements. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50 percent (50%) of the City's total investment portfolio.
- Non-negotiable Certificates of Deposit with a maturity not exceeding one year from the date of trade settlement in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection Of Banks."
- Commercial Paper issued by domestic corporations with an original maturity of 270 days or less from the date of trade settlement that is rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the commercial paper. If the commercial paper issuer has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the issuer. The aggregate investment in commercial paper shall not exceed 25 percent (25%) of the City's investment portfolio, and no more than 5 percent (5%) of the City's investment portfolio may be invested in the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50 percent (50%) of the City's total investment portfolio.
- Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed above with a final maturity not exceeding ten years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the PSA Bond Market Trade Association Master Repurchase Agreement as modified by the City's Master Repurchase Agreement Annex. The purchased securities shall have a minimum market value including accrued interest of 102 percent (102%) of the dollar value of the transaction. Collateral shall be held in the City's third-party custodian bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.

Repurchase Agreements shall be entered into only with dealers that have executed a Master Repurchase Agreement with the City and are recognized as Primary Dealers by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure. Primary Dealers approved as Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by each service that rates the firm.



- Eligible Bankers' Acceptances with maturities not exceeding 180 days from the date of trade settlement, issued by FDIC insured state or national banks. Bankers' Acceptances shall be rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in bankers' acceptances shall not exceed 10 percent (10%) of the City's investment portfolio, and no more than 5 percent (5%) of the City's investment portfolio may be invested in the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50 percent (50%) of the City's total investment portfolio.
- Local Government Investment Pools authorized under C.R.S. 24-75-702 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the pool to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
- Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
- Interest Bearing Bank Accounts in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. §11-10.5-103. Amounts deposited that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of deposit, the bank shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks."

The foregoing list of authorized securities and transactions is strictly interpreted. Any deviation from this list must be pre-approved by the City Council.

The City may, from time to time issue bonds, the proceeds of which must be invested to meet specific cash flow requirements. In such circumstances and notwithstanding the paragraph above, the reinvestment of debt issuance or related reserve funds may, upon the advice of Bond Counsel or financial advisors, deviate from the provisions of the Investment Policy with the formal approval of the City Council.

Investment Diversification

In conformance with industry best practices and the City's stated investment objectives, the investment portfolio will be diversified with its investments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. At no time will the aggregate investment in corporate debt, commercial paper, and bankers' acceptances exceed 50 percent (50%) of the City's total investment portfolio. Nevertheless, the asset allocation in the investment portfolio should be flexible depending upon the outlook for the economy, the securities markets and the City's anticipated cash flow needs.

Investment Maturity and Liquidity

The investment portfolio will remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. To the extent possible, investments shall be matched with anticipated cash flows and known future liabilities. Investments are limited to maturities not exceeding five years from the date of trade settlement. The weighted average final maturity of the investment portfolio will not exceed three years.



Selection of Broker/Dealers

The City Manager or Delegate maintains a list of broker/dealers approved for investment purposes, and it is the policy of the City to purchase securities only from those authorized firms.

To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a Primary Dealer within its holding company structure
2. Report voluntarily to the Federal Reserve Bank of New York
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule)

The City Manager or Delegate selects broker/dealers on the basis of their expertise in public cash management and their ability to provide service to the City's account. Each authorized broker/dealer is required to submit and annually update a City approved Broker/Dealer Information Request form that includes the firm's most recent financial statements.

The City may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in item 6 of the Authorized Securities and Transactions section of this Policy.

Competitive Transactions

All investment transactions are executed competitively with authorized broker/dealers. At least three broker/dealers are contacted for each transaction and their bid or offering prices are recorded. If the City is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities are documented.

Selection of Banks

The City Manager or Delegate maintains a list of FDIC insured banks approved to provide depository and other banking services for the City. To be eligible, a bank will qualify as an eligible public depository as defined in C.R.S 11-10.5-103.

The City utilizes Highline Financial to perform credit analysis on banks seeking authorization. The analysis includes a composite rating, and individual ratings of liquidity, asset quality, profitability and capital adequacy. To be eligible for designation to provide depository and other banking services, a bank will have an average Highline Financial rating of at least 30 for the four most recent reporting quarters.

Safekeeping and Custody

The City Manager or Delegate has approved a financial institution to provide safekeeping and custodial services for the City. A City approved safekeeping agreement will be executed with each custodian bank. The City's safekeeping banks will qualify as eligible public depositories as defined in C.R.S. 11-10.5-103.

The purchase and sale of securities and repurchase agreement transactions are settled on a delivery versus payment basis. Ownership of all securities are perfected in the name of the City. Sufficient evidence to title is consistent with modern investment, banking and commercial practices.

All investment securities purchased by the City are delivered by either book entry or physical delivery and are held in third-party safekeeping by the City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

The City's custodian is required to furnish the City a list of holdings on at least a monthly basis and safekeeping receipts or customer confirmations are issued for each transaction.

Performance Benchmarks

The investment portfolio will be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and



cash flow requirements. The performance of the investment portfolio will be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it (excluding safekeeping fees) shall be included in the computation of its rate of return net of fees.

Reporting

The Investment Committee, consisting of the Mayor, the City Manager, the Finance Director, Staff member as appointed by the Finance Director, a City Council Member, and two Citizen Members, submits to the City Council, at least semi-annually, a report listing the investments held by the City, the current market value of the investments and performance results. The report includes a summary of investment earnings during the period.

Policy Revisions

The Investment Policy is reviewed at least annually by the Investment Committee and may be amended by the City Council as conditions warrant.

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 percent (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 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 review 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 (TIC) basis, 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 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.

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 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

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 revenue 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. In 2012, voters approved an initiative to waive the TABOR revenue limitations on all current and future revenue sources permanently, authorizing the City to use excess revenues for any governmental purpose.



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Strategic Plan



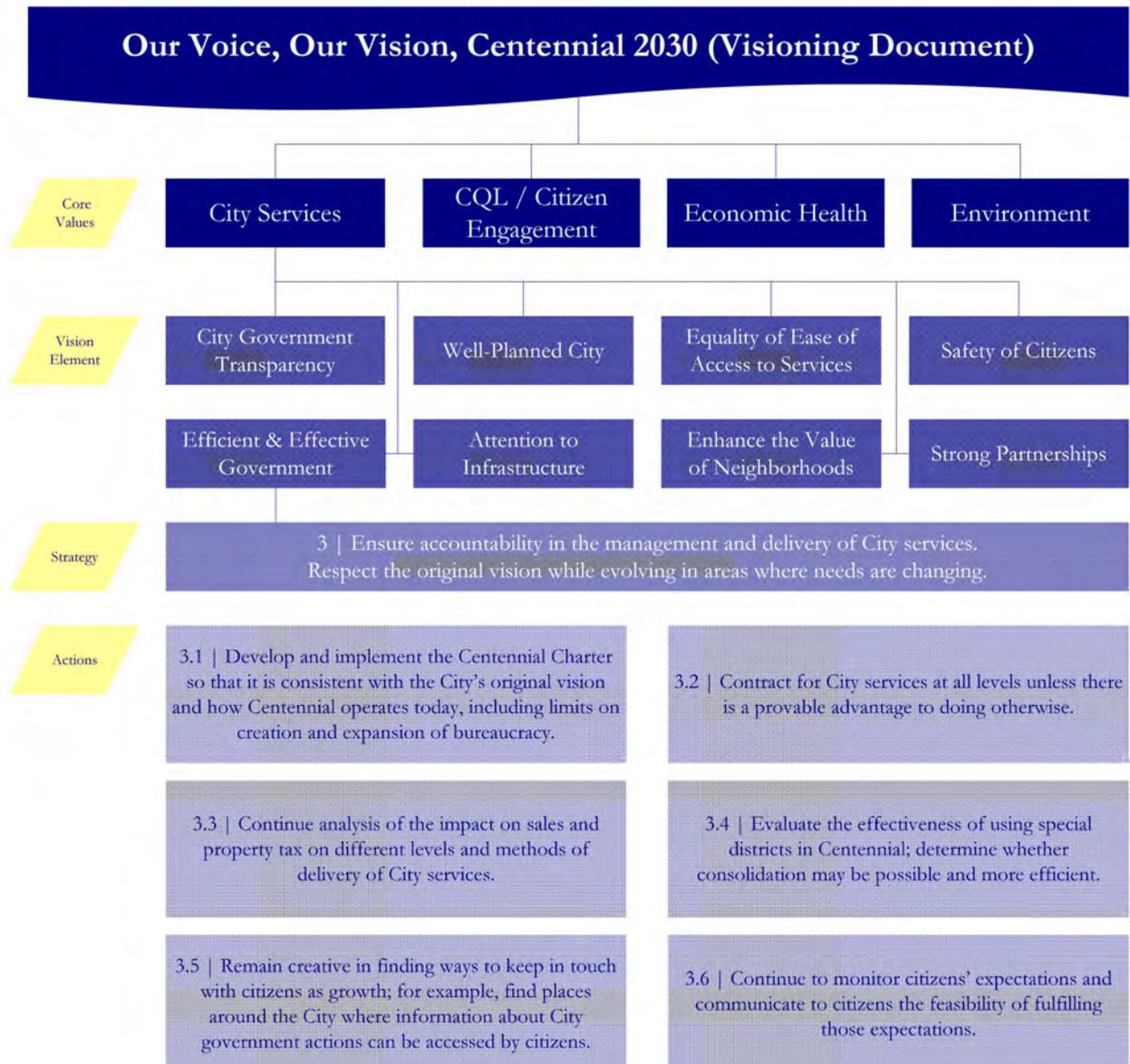


STRATEGIC PLAN

Strategic Plan Five-Year Financial Forecast

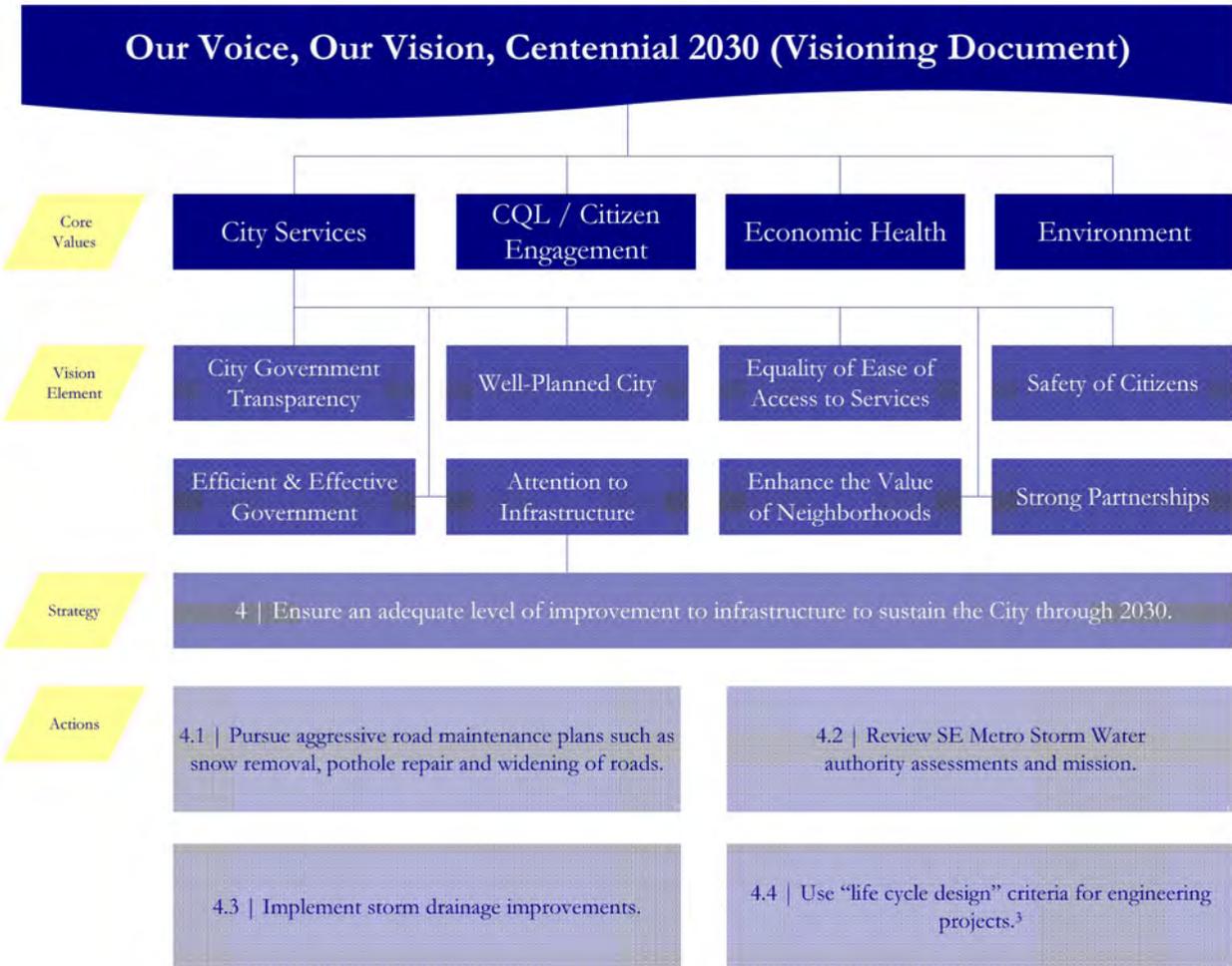
The Five-Year Financial Forecast is updated annually and submitted to City Council for review along with the annual budget. In preparation of the plan, staff refers to the goals and directions set forth by City Council. City Council looks to the City's visioning document, *Our Voice. Our Vision. Centennial 2030*, to prioritize 33 strategies. The charts on the following pages are the nine City Council prioritized strategies. These charts illustrate 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 among 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





City Services – Strategy 4

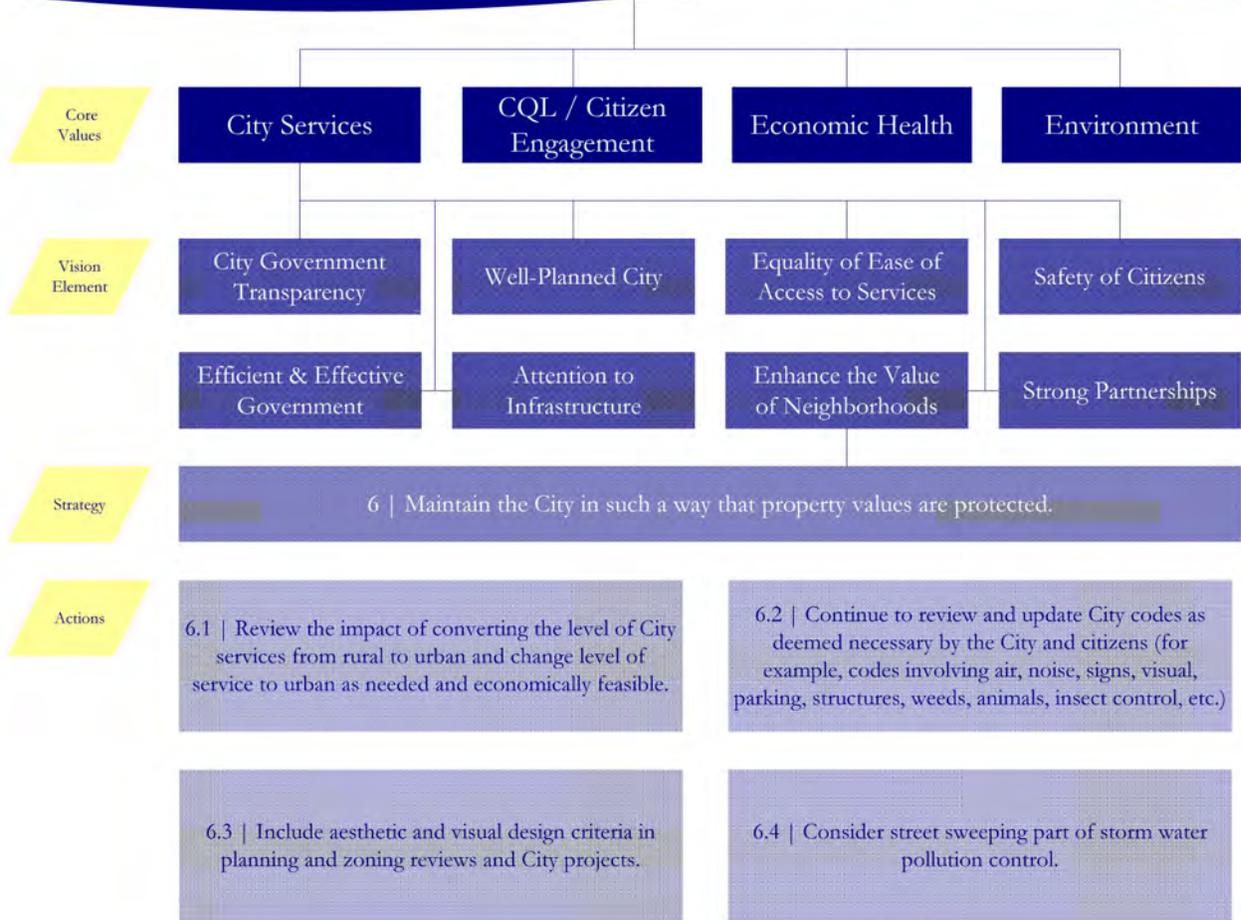


Footnote: “Life Cycle Design,” as used by the committee means taking into account the complete product life cycle, from initial product concept, through its operational period, and into replacement with newer equipment.



City Services – Strategy 6

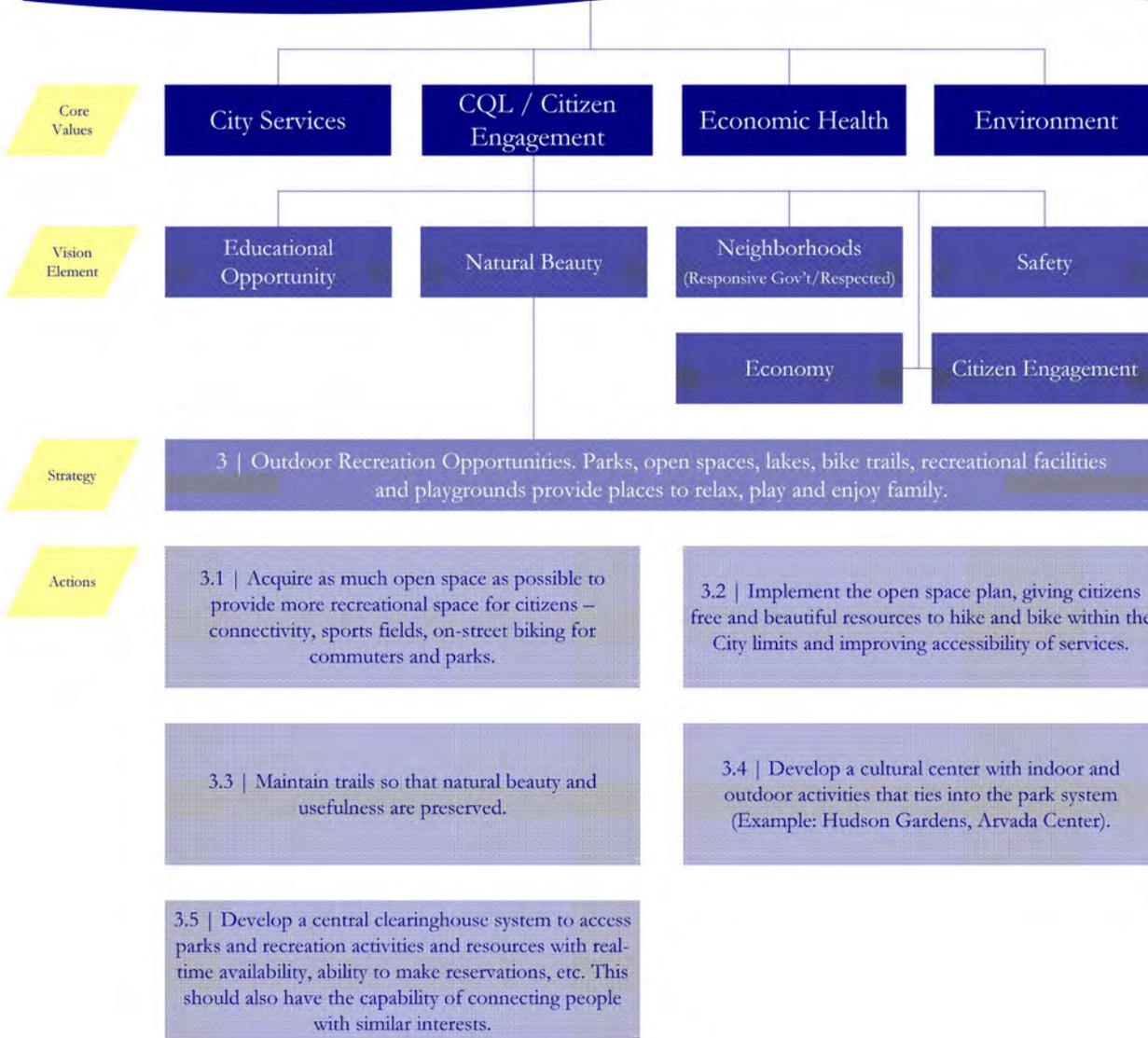
Our Voice, Our Vision, Centennial 2030 (Visioning Document)





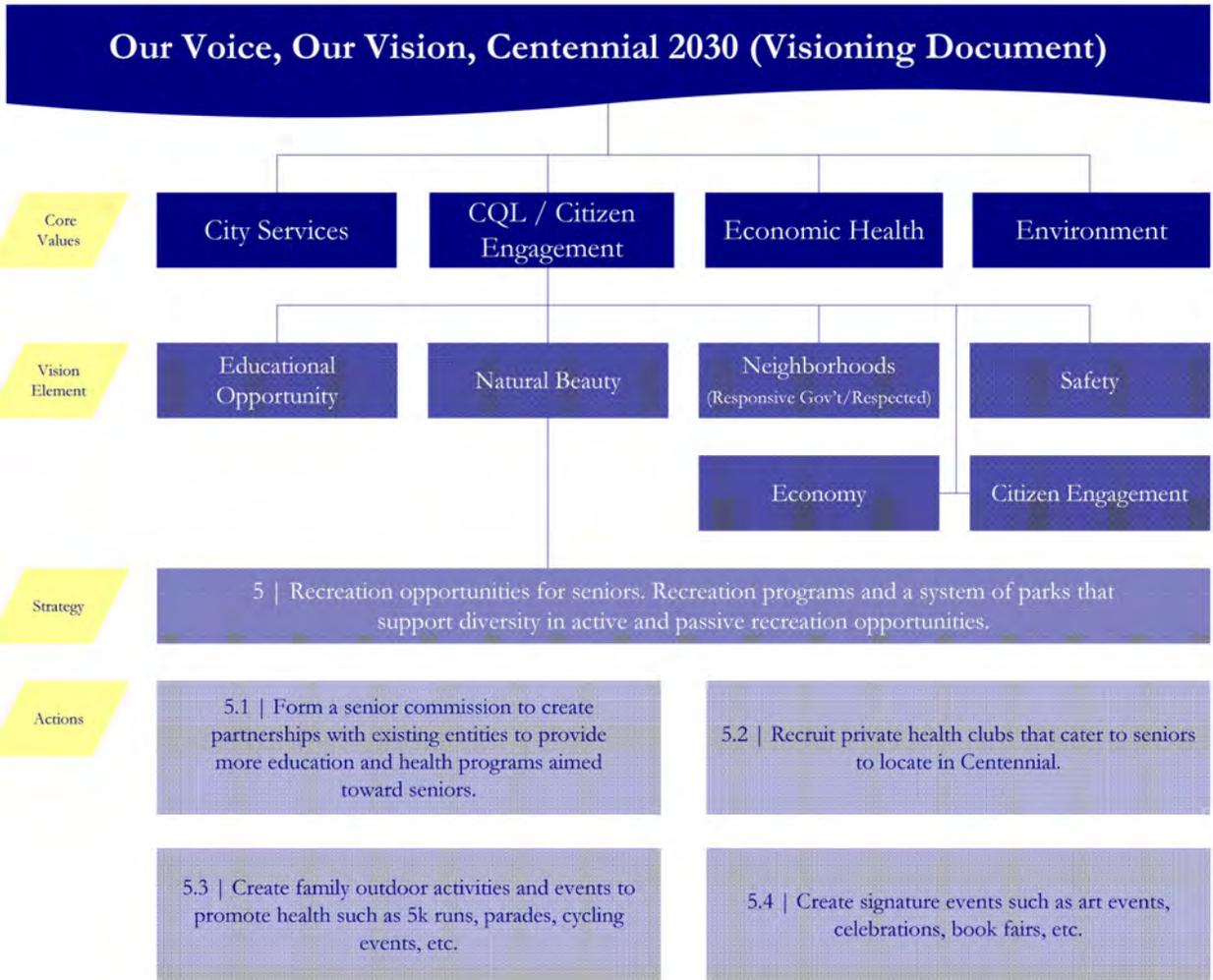
Community Quality of Life – Strategy 3

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



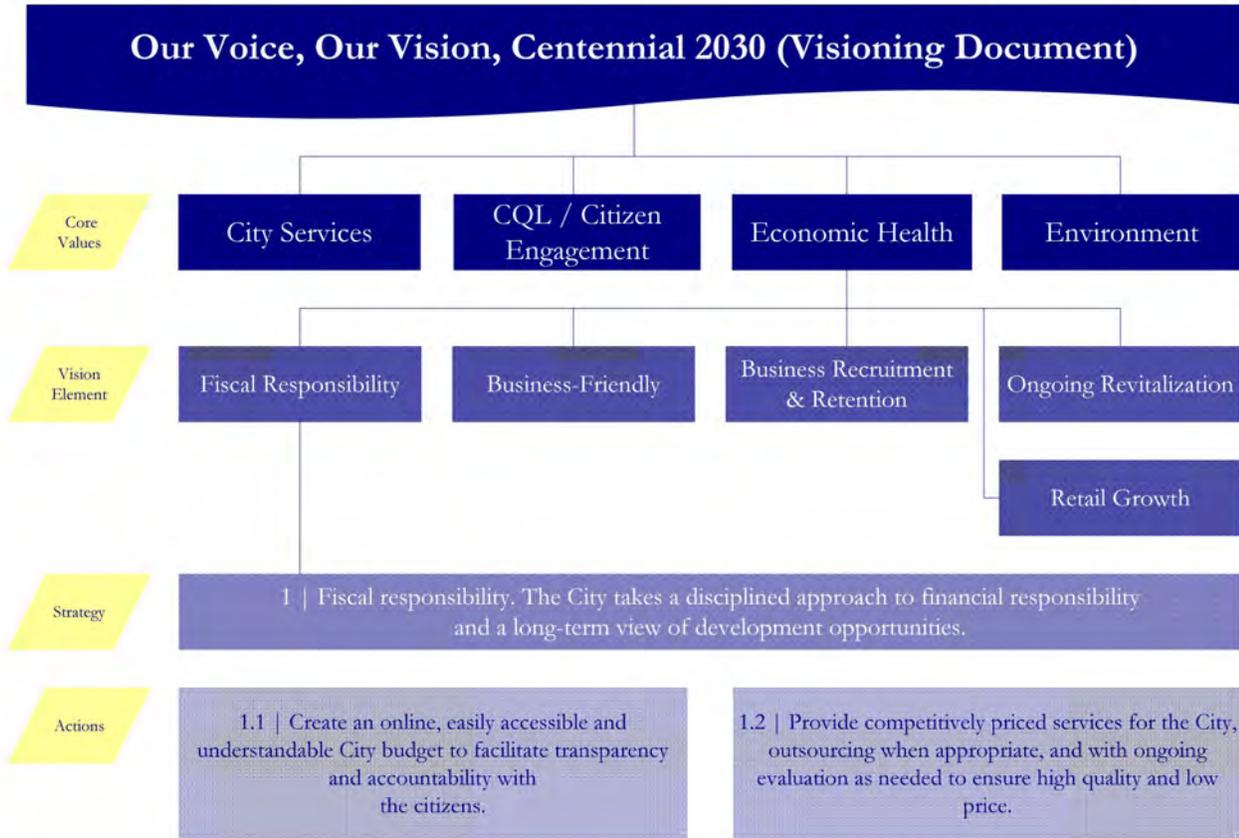


Community Quality of Life – Strategy 5



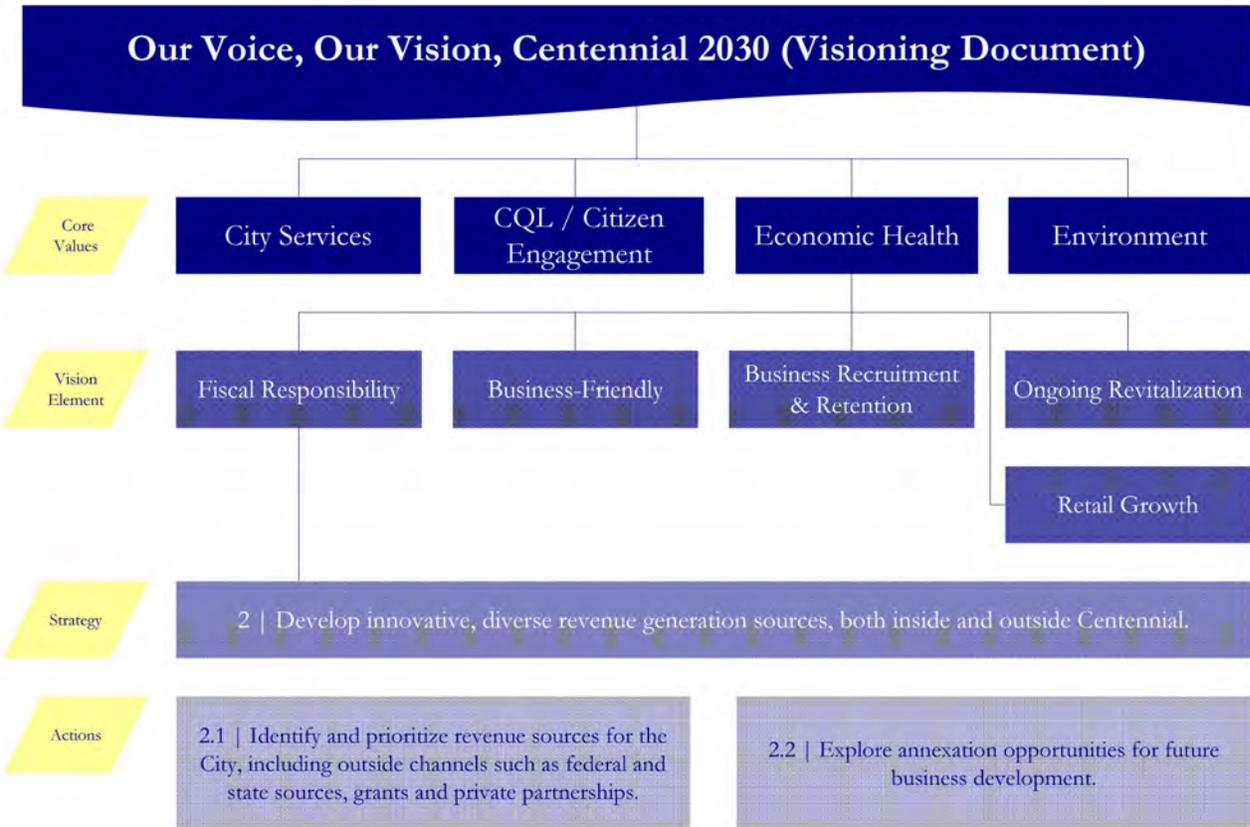


Economic Health – Strategy 1





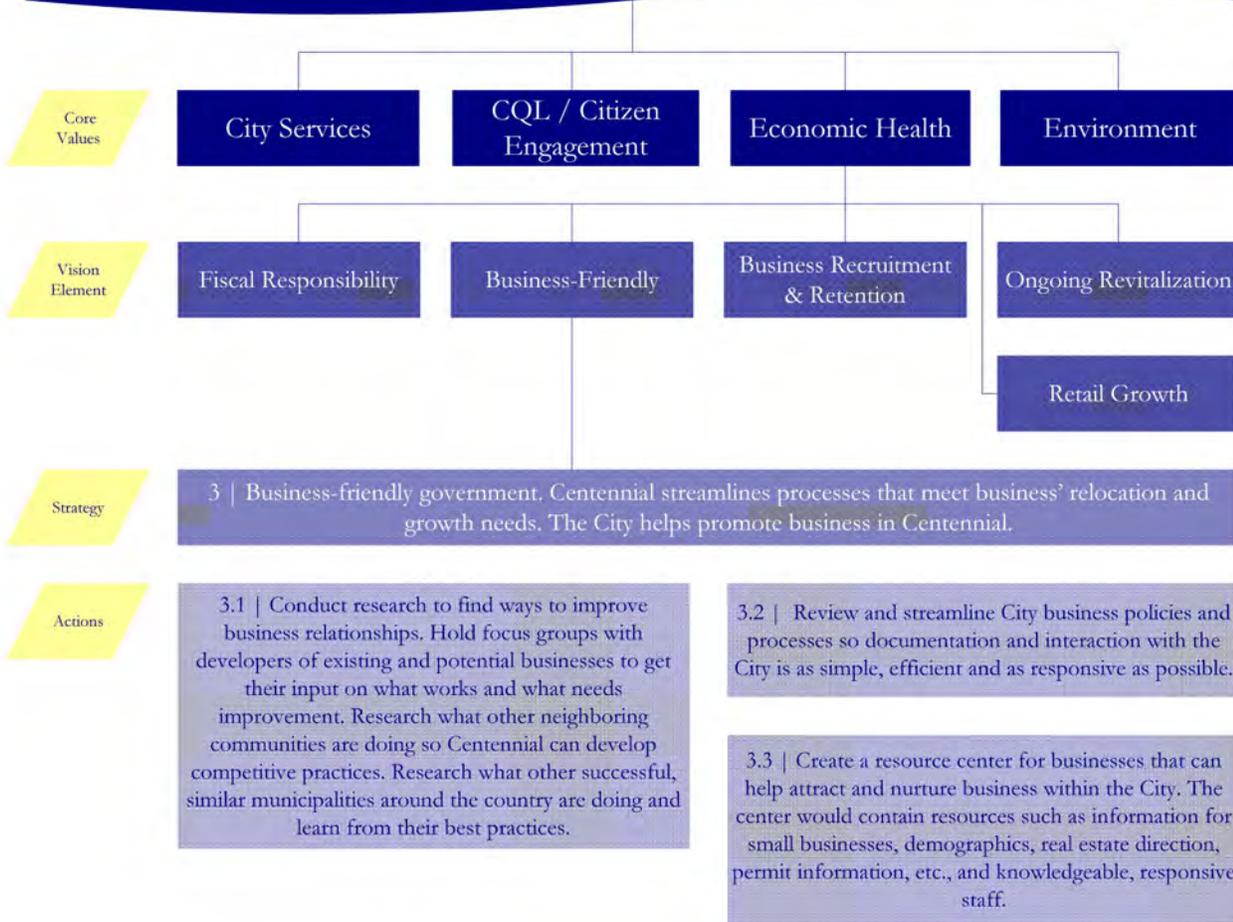
Economic Health – Strategy 2





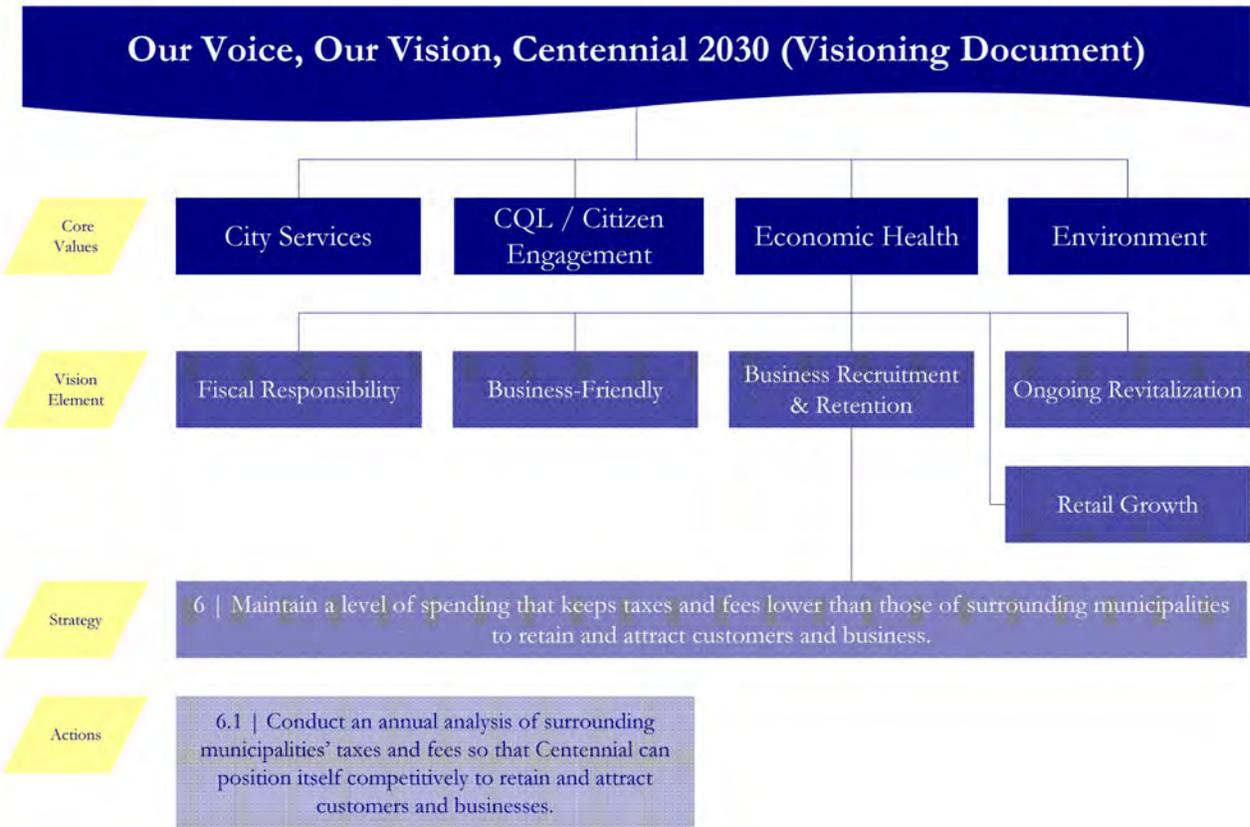
Economic Health – Strategy 3

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



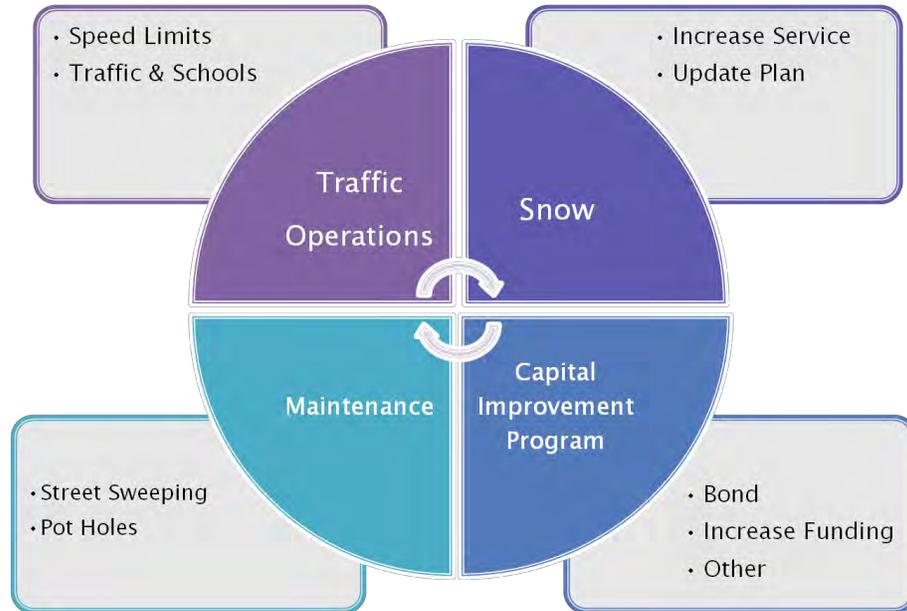


Economic Health – Strategy 6



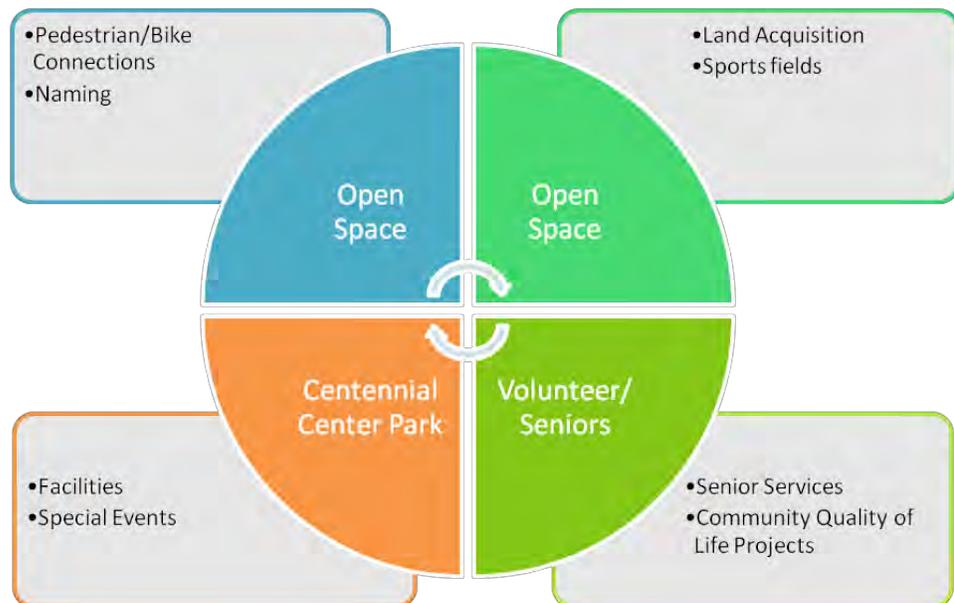
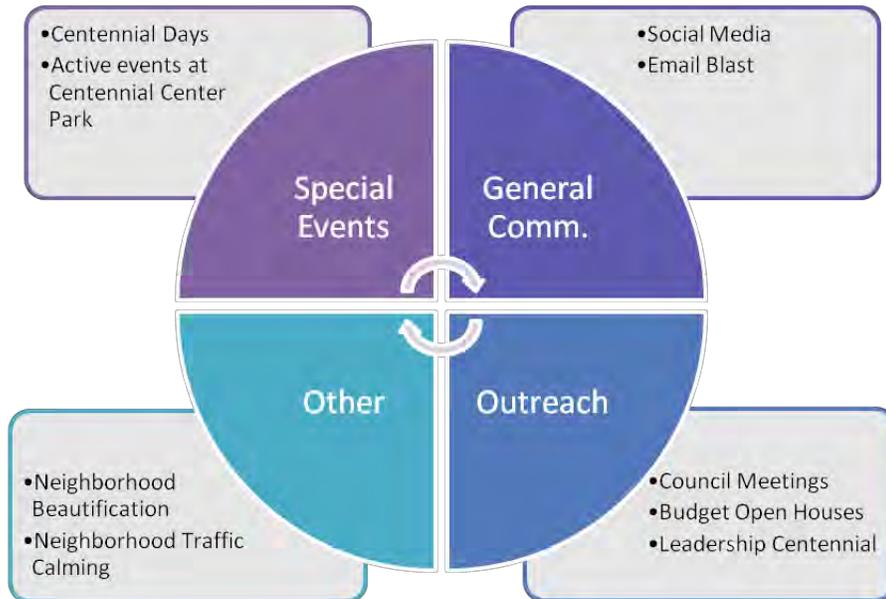


City Services



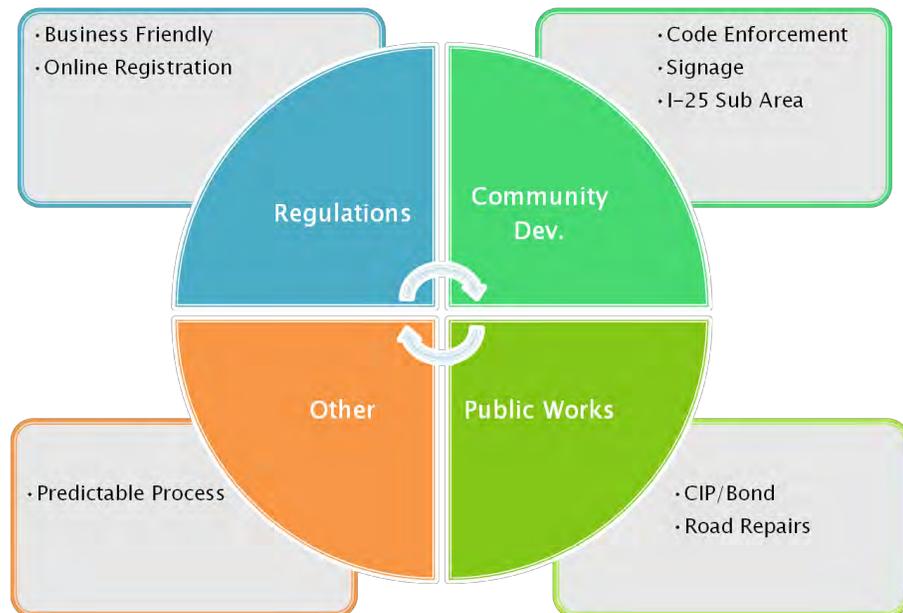
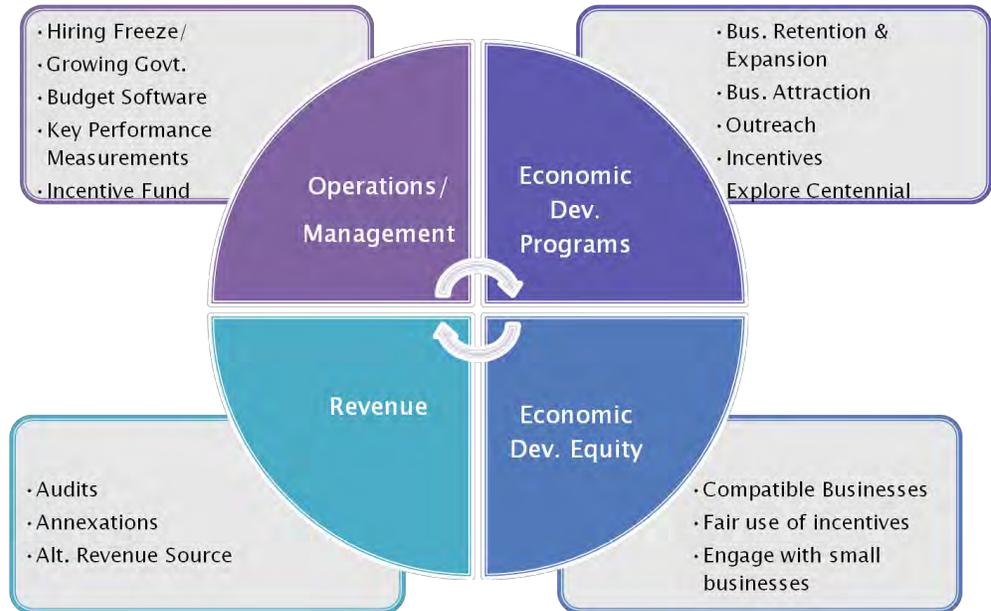


Community Quality of Life / Citizen Engagement



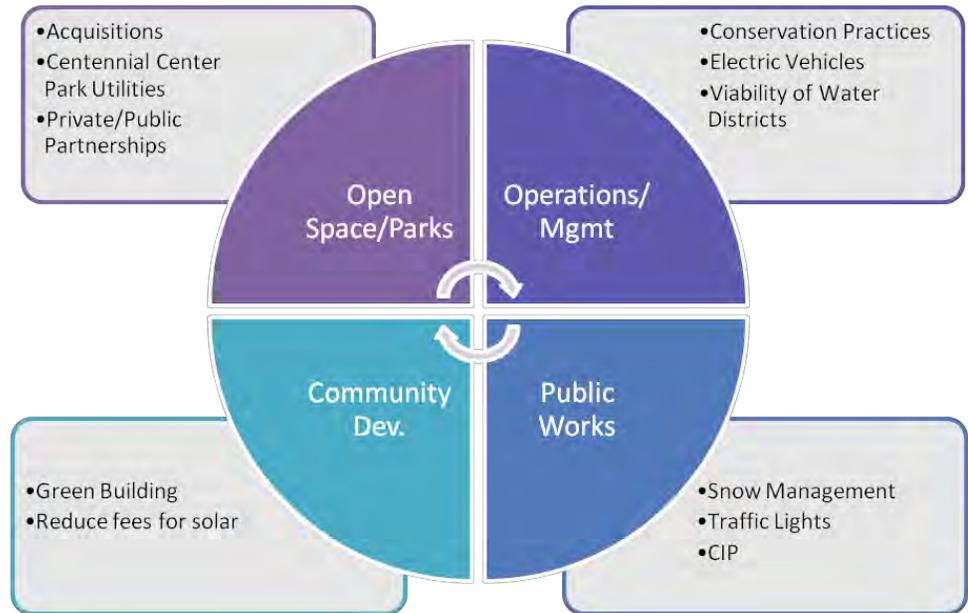


Economic Health





Environment





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, 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 the priorities of City Council are encompassed in the Forecast.
- Major changes from the current period’s priorities or service levels 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 cause insufficient coverage of 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 Capital Improvement.
- 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 2012 based on City Council direction to spend additional funds on streets and major capital project reserves. General Fund projections, based on conservative revenue estimates and expenditure estimates at contracted or current levels, indicate an addition to fund balance in 2013 through 2015 and a use of fund balance in 2016 and 2017. 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 required by law or contract and 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 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%) 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%) 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%) 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.
- In November 2012, voters permanently exempted all current and future revenues from TABOR revenue limitations and authorized the City to use excess revenues for any governmental purpose.



- The Forecast includes projections as a result of The Streets at SouthGlenn project which was completed in 2009. The Streets at SouthGlenn 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 the revised base of approximately \$1.9 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 Promenade, Centennial Center and United Launch Alliance have been included in the Forecast.
 - The City entered into a revenue sharing agreement with IKEA, which requires the City to share sales tax revenues up to a maximum of \$18,000,000 over a period of ten years commencing on the date of the first taxable transaction for public and public-related improvements and requires a partial waiver of 25 percent of any and all applicable use taxes. As a result of this agreement, the annual budgets and Forecast include revenue sharing expenditures beginning in 2011.
 - The City entered into a revenue sharing agreement with Centennial Promenade Shopping Center to share sales tax revenues up to a maximum of \$12,000,000 for sales tax and fifty percent (50%) of use tax paid through March 31, 2021.
 - 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 budget beginning in 2012 and revenue sharing expenditures are included 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 years and three years, respectively, from the date of the resolution (March 15, 2010). The Forecast includes related revenues and 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.

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 2013 through 2017. 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 permanently exempt from TABOR revenue limitations.
- 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 slightly for 2013 compared to 2012 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 assumes that residential property valuations remain flat through 2017. The effect of new construction and recently annexed property on the total valuations and assessments has yet to be determined based on the Arapahoe County property assessment schedule.

- Revenues resulting from fees and charges are forecasted based upon current and/or anticipated fee schedules and are intended to represent the amount required to cover the cost of providing related services for which the fee is charged.
- The City is anticipating Federal Grant revenue of approximately \$3.1 million during 2012 and 2013. The grants received are as follows: Energy Efficiency & Conservation Block Grant, Denver Regional Council of Governments Grants and Community Development Block Grant. These grants allow the City to continue and expand existing programs as well as add new programs to promote sustainability. Federal Grant revenue is not included in the annual budget unless the grant has been awarded. The City has been awarded two Federal Grants beyond 2013; therefore the Federal Grant revenue resulting from the two grants is the only Federal Grant revenue that has been included in the Forecast beyond 2013.
- Other revenues are primarily based upon historic trends, or remain flat with 2013 projections.
- Open Space and Conservation Trust Fund revenues are projected to increase slightly from 2013 revenues and remain at this level through 2017. 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 are 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 no change 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 Sales Tax revenue included in the Forecast since the 2011/2012 increment year realized sales tax revenues beyond the revised base of approximate \$1.9 million. Furthermore, Property Taxes have been projected based upon the assessed valuation for The Streets at SouthGlenn redevelopment area for 2013 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 2013 projections, or reflect modest increases or decreases for 2014 through 2017.

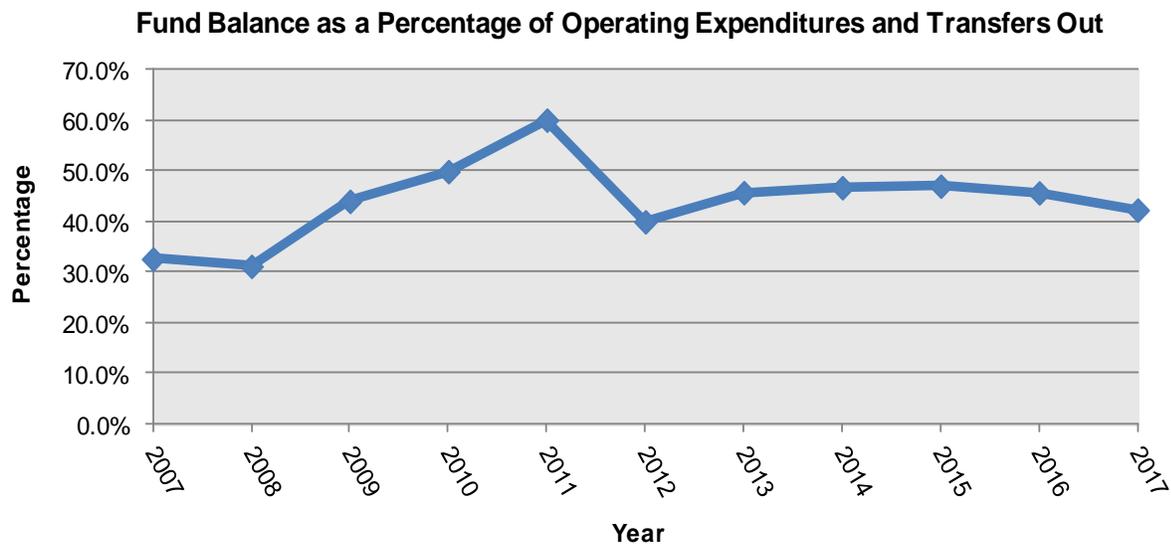
EXPENDITURE ASSUMPTIONS

- Personnel expenditures for the General and Land Use Funds include an increase of three percent (3%) for salary increases for 2013 through 2017, and an increase of eight to twelve percent (8-12%) for insurance costs for 2013 through 2017. The salary increases included in the Forecast are a placeholder and not a guarantee to any department or individual. All salary increases are performance based.
- Personnel expenditures are based upon 50.75 full-time equivalent (FTE) positions for 2013 through 2017.



- Expenditures for contracted services are generally projected based upon contractual amounts and do not include provisions for changes in the level of service for 2014 through 2017.
- Costs related to the transition of service providers including Public Works, Animal Services, Sales and Use Tax Administration, and Building Services have not been included in the Forecast beyond 2013. The contract with the City's current Public Works service provider will expire June 30, 2013. Transition costs, contingent on contract termination, have been appropriated in 2012 and 2013.
- Generally, most line items remain flat with 2012 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, the Forecast includes an increase in future year expenditures for ongoing City Council approved budget decision packages.
- Capital Improvement Program costs are based upon specific projects anticipated for 2013 through 2017. The Capital Improvement Program Fund Forecast is prepared based on a constrained basis.
- The 2013 through 2017 projected expenditures do not include funding for new programs, or enhancements to existing programs.

The following graph illustrates historic and projected amounts for General Fund - Fund Balance as a percentage of operating expenditures and transfers out. Transfers out of the General Fund consist of transfers to the Land Use and Capital Improvement Funds.



The summaries in the remainder of this section 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. Additionally, 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.



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**City of Centennial
All Fund Types
2007 - 2017 Summary of Revenues**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Sales Tax	\$ 18,124,699	\$ 18,084,708	\$ 17,604,690	\$ 20,258,699
Sales Tax - County	611,468	536,261	388,261	365,882
Building Materials Use Tax	1,237,313	3,265,367	2,001,964	2,060,641
Automobile Use Tax	3,994,315	3,522,055	3,084,446	3,064,792
Property Tax	7,525,978	7,989,318	8,132,734	9,506,280
Franchise Fees	4,253,003	4,827,977	4,235,611	4,653,673
Specific Ownership Tax	662,192	610,776	564,412	545,021
Motor Vehicle Registration Fees	440,961	445,035	435,202	504,525
Highway Users Tax Fund	3,777,167	3,625,820	3,873,657	4,342,519
Cigarette Tax	302,267	279,888	255,033	252,382
Road and Bridge Shareback	622,625	599,731	614,526	600,041
Right-of-Way Permit Fee	202,963	299,789	370,153	268,760
Pavement Degradation Fees	-	54,434	116,193	52,294
Animal Services Fines and Fees	-	10,563	54,656	67,822
Court Fines	2,059,722	2,290,038	2,238,896	2,300,633
Liquor Licensing Fees	23,070	23,655	37,275	47,644
Facility Rental Fees	24,000	24,000	27,300	27,600
Licenses & Permits	3,068,936	4,271,060	3,089,656	3,351,746
Investment Income	1,657,727	832,298	131,382	84,158
Intergovernmental Revenue	2,610,991	2,965,076	2,649,460	2,356,642
Federal Grant Revenue	701,772	1,507,338	1,889,778	217,555
Other Grant Revenue	-	-	-	-
Insurance Proceeds	-	-	-	115,843
All Other Revenues	780,165	1,402,797	1,771,712	418,897
TOTAL REVENUES	\$ 52,681,334	\$ 57,467,984	\$ 53,566,997	\$ 55,464,049



**City of Centennial
All Fund Types
2007 - 2017 Summary of Revenues**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 26,291,841	\$ 31,844,896	\$ 31,152,964	\$ 31,430,716	\$ 31,864,168	\$ 32,301,184	\$ 32,747,772
434,914	512,702	522,956	522,956	522,956	522,956	522,956
1,677,317	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
3,178,645	3,321,505	3,387,936	3,387,936	3,387,936	3,387,936	3,387,936
12,930,171	13,628,377	13,830,256	13,830,256	13,830,256	13,830,256	13,830,256
4,749,865	4,717,218	4,728,296	4,728,296	4,728,296	4,728,296	4,728,296
519,284	516,325	516,325	516,325	516,325	516,325	516,325
497,206	489,020	489,020	489,020	489,020	489,020	489,020
4,614,479	4,872,726	4,836,894	4,872,726	4,872,726	4,872,726	4,872,726
253,944	256,781	256,781	256,781	256,781	256,781	256,781
605,994	615,631	615,631	615,630	615,630	615,630	615,630
279,573	313,596	320,000	313,596	313,596	313,596	313,596
95,972	58,000	90,000	90,000	90,000	90,000	90,000
88,834	67,058	67,058	67,058	67,058	67,058	67,058
2,147,649	2,004,210	2,004,210	2,004,210	2,004,210	2,004,210	2,004,210
35,340	29,753	29,753	29,753	29,753	29,753	29,753
45,600	51,600	51,600	51,600	51,600	51,600	51,600
2,782,731	3,277,000	2,557,000	2,573,000	2,693,000	2,793,000	2,913,000
40,173	136,185	172,070	173,586	175,101	175,201	175,201
2,399,257	2,369,181	2,369,181	2,435,000	2,435,000	2,440,000	2,440,000
1,060,039	3,140,369	-	-	891,800	-	-
954,600	1,446,502	75,300	-	-	-	-
36,617	-	-	-	-	-	-
599,385	739,701	644,922	416,370	416,370	416,370	416,370
\$ 66,319,430	\$ 75,708,336	\$ 70,018,153	\$ 70,104,815	\$ 71,551,582	\$ 71,201,898	\$ 71,768,486



**City of Centennial
All Fund Types
2007 - 2017 Summary of Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>EXPENDITURES</u>				
<u>Legislative</u>				
Elected Officials	\$ 269,178	\$ 255,406	\$ 373,048	\$ 286,794
City Attorney's Office	676,402	697,179	533,136	696,100
City Clerk's Office	247,606	365,086	342,268	297,354
<u>City Management</u>				
City Manager's Office	680,391	618,848	877,876	931,405
Economic Development	-	-	125,457	79,967
<u>Administrative</u>				
Human Resources	629,595	839,549	689,258	633,199
Information Technology	796,430	148,664	517,231	655,831
Communications	391,128	546,095	346,969	380,382
<u>Financial</u>				
Finance & Sales/Use Tax Compliance	1,062,977	1,066,616	950,862	1,134,997
Nondepartmental	651,193	5,301,678	417,205	494,678
Central Services	522,118	192,954	198,597	150,544
<u>Public Works</u>				
Public Works	13,347,633	13,053,726	10,564,864	10,811,236
Facilities & Fleet	-	1,068,980	490,909	238,525
Capital Improvement ¹	3,962,854	3,006,383	8,056,645	4,985,807
General Improvement Districts ²	311,375	334,198	330,365	313,691
<u>Public Safety</u>				
Public Safety	17,945,718	17,852,460	18,111,139	18,236,968
Animal Services	501,424	830,188	555,066	569,802
Municipal Court	1,828,181	2,229,400	2,417,689	2,146,680
<u>Community Development</u>				
Community Development	4,287,055	4,142,246	3,570,985	3,392,980
Code Compliance	207,034	442,341	465,147	455,142
<u>Culture & Recreation</u>				
Culture & Recreation ³	91,185	2,720,164	662,996	2,862,791
<u>Urban Redevelopment</u>				
Urban Redevelopment ²	607,222	1,746,394	1,453,396	1,238,882
TOTAL EXPENDITURES	\$ 49,016,699	\$ 57,458,552	\$ 52,051,108	\$ 50,993,755
REVENUE OVER (UNDER) EXPENDITURES	\$ 3,664,635	\$ 9,432	\$ 1,515,889	\$ 4,470,294



**City of Centennial
All Fund Types
2007 - 2017 Summary of Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 280,996	\$ 340,088	\$ 336,789	\$ 340,863	\$ 336,794	\$ 339,915	\$ 336,794
855,798	721,053	721,053	736,316	751,945	767,949	784,337
318,316	441,886	451,530	461,574	471,962	482,706	493,820
1,015,127	965,451	1,084,477	1,119,821	1,156,378	1,194,193	1,233,309
73,008	225,500	300,500	150,500	150,500	150,500	150,500
819,064	922,449	580,836	468,726	479,674	491,021	502,781
684,975	940,344	677,553	687,360	697,680	708,547	719,997
149,047	243,275	420,726	427,950	435,513	443,433	451,731
1,341,742	1,704,578	2,407,917	2,471,338	2,537,611	2,606,877	2,679,286
2,866,464	5,001,742	5,414,924	4,949,775	4,633,851	4,741,380	4,851,059
194,429	267,930	260,230	260,230	260,230	260,230	260,230
11,490,129	12,577,998	13,188,780	13,242,735	13,714,424	14,204,559	14,713,881
218,977	504,095	402,620	405,778	409,060	412,472	416,017
6,143,695	20,838,251	8,368,000	8,665,000	9,348,000	8,255,000	8,360,000
510,693	500,000	503,811	390,613	392,616	389,316	390,847
18,366,289	18,644,864	18,916,174	19,389,078	19,873,805	20,370,650	20,879,917
598,992	622,390	601,102	616,130	631,533	647,321	663,504
2,142,484	2,151,157	2,240,978	2,298,074	2,384,938	2,418,259	2,481,534
3,426,838	3,845,859	3,004,068	2,967,875	3,093,473	3,212,758	3,354,328
477,653	415,000	426,850	439,869	453,725	468,905	484,617
9,733,032	6,352,319	3,570,500	2,305,000	2,315,000	2,355,000	2,365,000
5,000,756	6,414,280	6,353,998	6,397,975	6,442,832	6,488,586	6,535,255
\$ 66,708,504	\$ 84,640,509	\$ 70,233,416	\$ 69,192,581	\$ 70,971,545	\$ 71,409,578	\$ 73,108,746

\$ (389,074) \$ (8,932,173) \$ (215,263) \$ 912,233 \$ 580,037 \$ (207,680) \$ (1,340,259)



**City of Centennial
All Fund Types
2007 - 2017 Summary of Sources (Uses)**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>OTHER FINANCING SOURCES (USES)</u>				
Contributions	\$ -	\$ -	\$ -	\$ -
Bond Proceeds, net	-	-	-	-
Fund Transfers/Use of Fund Balance	5,009,800	1,294,208	2,659,313	5,473,582
Land Use Fund Transfers	(1,129,494)	(394,208)	(175,466)	408,848
Capital Improvement Fund Transfers	(3,880,306)	(900,000)	(2,483,847)	(5,882,430)
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES & OTHER FINANCING USES	\$ 49,016,699	\$ 57,538,552	\$ 52,051,108	\$ 50,993,755
NET CHANGE IN FUND BALANCE⁴	\$ 3,664,635	\$ 9,432	\$ 1,515,889	\$ 4,470,294
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 28,003,578	\$ 31,668,214	\$ 31,677,646	\$ 33,193,535
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 31,668,213	\$ 31,677,646	\$ 33,193,535	\$ 37,663,829

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
2007 - 2017 Summary of Sources (Uses)**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4,798,731	13,283,858	7,945,163	8,381,541	8,174,280	8,012,737	8,134,293
(112,244)	(230,678)	28,762	94,559	103,020	98,263	91,707
(4,686,487)	(14,931,665)	(7,975,000)	(8,575,000)	(8,366,200)	(8,165,000)	(8,270,000)
\$ -	\$ (1,878,485)	\$ (1,075)	\$ (98,900)	\$ (88,900)	\$ (54,000)	\$ (44,000)
\$ 66,708,504	\$ 86,518,994	\$ 70,234,491	\$ 69,291,481	\$ 71,060,445	\$ 71,463,578	\$ 73,152,746
\$ (389,074)	\$ (10,810,658)	\$ (216,338)	\$ 813,333	\$ 491,137	\$ (261,680)	\$ (1,384,259)
\$ 37,663,829	\$ 37,274,755	\$ 26,464,097	\$ 26,247,759	\$ 27,061,093	\$ 27,552,230	\$ 27,290,550
\$ 37,274,755	\$ 26,464,097	\$ 26,247,759	\$ 27,061,093	\$ 27,552,230	\$ 27,290,550	\$ 25,906,290



**City of Centennial
General Fund
2007 - 2017 Summary of Revenues**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Sales Tax	\$ 18,124,699	\$ 18,084,708	\$ 17,604,690	\$ 20,258,699
Business/Sales Tax License	-	-	83,439	100,820
Sales Tax - County	611,468	536,261	388,261	365,882
Building Materials Use Tax	1,237,313	3,265,367	2,001,964	2,060,641
Property Tax	7,181,690	7,608,157	7,815,973	8,056,908
Highway Users Tax Fund	3,777,167	3,625,820	3,873,657	4,342,519
Gas Franchise Fee - Xcel	1,080,939	1,264,464	963,371	905,980
Electric Franchise Fee- Xcel	1,805,103	2,107,674	1,825,891	2,158,049
Electric Franchise Fee- IREA	421,853	429,629	390,066	498,183
Cable TV Franchise Fee	945,108	1,026,210	1,056,283	1,091,461
Specific Ownership Tax	632,312	582,070	545,969	527,968
Motor Vehicle Registration Fees	440,961	445,035	435,202	504,525
Automobile Use Tax	3,994,315	3,522,055	3,084,446	3,064,792
Cigarette Tax	302,267	279,888	255,033	252,382
Road and Bridge Shareback	622,625	599,731	614,526	600,041
Right-of-Way Permit Fees	202,963	299,789	370,153	268,760
Pavement Restoration Fees	-	54,434	-	-
Animal Services Fines and Fees	-	10,563	54,656	67,822
Court Fines	2,059,722	2,290,038	2,238,896	2,300,633
Investment Income	1,234,287	567,915	81,464	55,516
Liquor Licensing Fees	23,070	23,655	37,275	47,644
Facility Rental Fees	24,000	24,000	27,300	27,600
Passport Fees	-	-	-	32,595
Building Rent Recovery	-	-	39,181	43,700
Federal Grant Revenue	363,469	309,585	156,688	63,429
Other Grant Revenue	-	-	-	-
Intergovernmental Revenue	-	249,876	168,848	79,287
Insurance Proceeds	-	-	-	115,843
Miscellaneous Revenue	261,927	385,379	198,866	104,839
TOTAL REVENUES	\$ 45,347,258	\$ 47,592,303	\$ 44,312,098	\$ 47,996,518



**City of Centennial
General Fund
2007 - 2017 Summary of Revenues**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 25,987,957	\$ 31,300,808	\$ 30,426,653	\$ 30,660,428	\$ 31,049,023	\$ 31,440,285	\$ 31,840,204
50,852	100,820	50,852	50,000	50,000	50,000	50,000
434,914	512,702	522,956	522,956	522,956	522,956	522,956
1,677,317	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
8,016,695	7,889,932	7,993,474	7,993,474	7,993,474	7,993,474	7,993,474
4,614,479	4,872,726	4,836,894	4,872,726	4,872,726	4,872,726	4,872,726
926,766	863,020	863,020	863,020	863,020	863,020	863,020
2,221,952	2,226,012	2,226,012	2,226,012	2,226,012	2,226,012	2,226,012
508,725	520,330	520,330	520,330	520,330	520,330	520,330
1,092,422	1,107,856	1,118,934	1,118,934	1,118,934	1,118,934	1,118,934
503,246	500,303	500,303	500,303	500,303	500,303	500,303
497,206	489,020	489,020	489,020	489,020	489,020	489,020
3,178,645	3,321,505	3,387,936	3,387,936	3,387,936	3,387,936	3,387,936
253,944	256,781	256,781	256,781	256,781	256,781	256,781
605,994	615,631	615,631	615,630	615,630	615,630	615,630
279,573	313,596	320,000	313,596	313,596	313,596	313,596
-	-	-	-	-	-	-
88,834	67,058	67,058	67,058	67,058	67,058	67,058
2,147,649	2,004,210	2,004,210	2,004,210	2,004,210	2,004,210	2,004,210
29,244	126,000	161,500	163,000	164,500	164,500	164,500
35,340	29,753	29,753	29,753	29,753	29,753	29,753
45,600	51,600	51,600	51,600	51,600	51,600	51,600
28,470	61,840	75,900	75,900	75,900	75,900	75,900
43,700	40,103	40,470	40,470	40,470	40,470	40,470
38,165	6,458	-	-	-	-	-
4,000	-	-	-	-	-	-
54,742	40,000	40,000	40,000	40,000	40,000	40,000
36,617	-	-	-	-	-	-
92,048	109,433	100,000	100,000	100,000	100,000	100,000
\$ 53,495,096	\$ 58,727,497	\$ 57,999,287	\$ 58,263,137	\$ 58,653,232	\$ 59,044,494	\$ 59,444,413



**City of Centennial
General Fund
2007 - 2017 Summary of Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>EXPENDITURES</u>				
<u>Legislative</u>				
Elected Officials	\$ 269,178	\$ 255,406	\$ 373,048	\$ 286,794
City Attorney's Office	676,402	697,179	533,136	696,100
City Clerk's Office	247,606	365,086	342,268	297,354
<u>City Management</u>				
City Manager's Office	680,391	618,848	877,876	931,405
Economic Development	-	-	125,457	79,967
<u>Administrative</u>				
Human Resources	629,595	839,549	689,258	633,199
Information Technology	204,411	148,664	517,231	655,831
Communications	391,128	546,095	346,969	380,382
<u>Financial</u>				
Finance & Sales/Use Tax Compliance	1,062,977	1,066,616	950,862	1,134,997
Nondepartmental	651,192	5,301,678	417,205	494,678
Central Services	522,118	192,954	198,597	150,544
<u>Public Works</u>				
Public Works	13,347,633	13,053,726	10,564,864	10,811,236
Facilities & Fleet	592,019	1,068,980	490,909	238,525
<u>Public Safety</u>				
Law Enforcement	17,945,718	17,852,460	18,111,139	18,236,968
Animal Services	501,424	830,188	555,066	569,802
Municipal Court	1,828,181	2,229,400	2,417,689	2,146,680
<u>Community Development</u>				
Community Development Administration	257,131	673,309	413,839	401,152
Code Compliance	207,034	442,341	465,147	455,142
TOTAL EXPENDITURES	\$ 40,014,138	\$ 46,182,476	\$ 38,390,560	\$ 38,600,756
REVENUE OVER (UNDER) EXPENDITURES	\$ 5,333,120	\$ 1,409,827	\$ 5,921,538	\$ 9,395,762



**City of Centennial
General Fund
2007 - 2017 Summary of Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 280,996	\$ 340,088	\$ 336,789	\$ 340,863	\$ 336,794	\$ 339,915	\$ 336,794
855,798	721,053	721,053	736,316	751,945	767,949	784,337
318,316	441,886	451,530	461,574	471,962	482,706	493,820
1,015,127	965,451	1,084,477	1,119,821	1,156,378	1,194,193	1,233,309
73,008	225,500	300,500	150,500	150,500	150,500	150,500
819,064	922,449	580,836	468,726	479,674	491,021	502,781
684,975	940,344	677,553	687,360	697,680	708,547	719,997
149,047	243,275	420,726	427,950	435,513	443,433	451,731
1,341,742	1,704,578	2,407,917	2,471,338	2,537,611	2,606,877	2,679,286
2,866,464	5,001,742	5,414,924	4,949,775	4,633,851	4,741,380	4,851,059
194,429	267,930	260,230	260,230	260,230	260,230	260,230
11,490,129	12,577,998	13,188,780	13,242,735	13,714,424	14,204,559	14,713,881
218,977	504,095	402,620	405,778	409,060	412,472	416,017
18,366,289	18,644,864	18,916,174	19,389,078	19,873,805	20,370,650	20,879,917
598,992	622,390	601,102	616,130	631,533	647,321	663,504
2,142,484	2,151,157	2,240,978	2,298,074	2,384,938	2,418,259	2,481,534
469,314	338,181	475,830	489,434	503,492	518,021	533,035
477,653	415,000	426,850	439,869	453,725	468,905	484,617
\$ 42,362,804	\$ 47,027,981	\$ 48,908,869	\$ 48,955,551	\$ 49,883,116	\$ 51,226,939	\$ 52,636,350

\$ 11,132,292 \$ 11,699,516 \$ 9,090,418 \$ 9,307,586 \$ 8,770,116 \$ 7,817,555 \$ 6,808,063



**City of Centennial
General Fund
2007 - 2017 Summary of Sources (Uses)**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
OTHER FINANCING SOURCES (USES)				
Land Use Fund Transfers	\$ (1,129,494)	\$ (394,208)	\$ (175,466)	\$ 408,848
CIP Fund Transfers	(3,880,306)	(900,000)	(2,483,847)	(5,882,430)
TOTAL OTHER FINANCING SOURCES (USES)	\$ (5,009,800)	\$ (1,294,208)	\$ (2,659,313)	\$ (5,473,582)
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)	\$ 45,023,938	\$ 47,476,684	\$ 41,049,873	\$ 44,074,338
NET CHANGE IN FUND BALANCE	\$ 323,320	\$ 115,619	\$ 3,262,225	\$ 3,922,180
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 14,366,865	\$ 14,690,185	\$ 14,805,804	\$ 18,068,029
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 14,690,185	\$ 14,805,804	\$ 18,068,029	\$ 21,990,209
FUND BALANCE AS A PERCENTAGE OF OPERATING EXPENDITURES AND TRANSFERS OUT	32.6%	31.2%	44.0%	49.9%



**City of Centennial
General Fund
2007 - 2017 Summary of Sources (Uses)**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ (112,244)	\$ (230,678)	\$ 28,762	\$ 94,559	\$ 103,020	\$ 98,263	\$ 91,707
(4,686,487)	(14,931,665)	(7,975,000)	(8,575,000)	(8,366,200)	(8,165,000)	(8,270,000)
\$ (4,798,731)	\$ (15,162,343)	\$ (7,946,238)	\$ (8,480,441)	\$ (8,263,180)	\$ (8,066,737)	\$ (8,178,293)
\$ 47,161,535	\$ 62,190,324	\$ 56,855,107	\$ 57,435,993	\$ 58,146,297	\$ 59,293,676	\$ 60,814,643
\$ 6,333,561	\$ (3,462,827)	\$ 1,144,180	\$ 827,144	\$ 506,935	\$ (249,182)	\$ (1,370,230)
\$ 21,990,209	\$ 28,323,770	\$ 24,860,943	\$ 26,005,123	\$ 26,832,267	\$ 27,339,202	\$ 27,090,020
\$ 28,323,770	\$ 24,860,943	\$ 26,005,123	\$ 26,832,267	\$ 27,339,202	\$ 27,090,020	\$ 25,719,790
60.1%	40.0%	45.7%	46.7%	47.0%	45.7%	42.3%



**City of Centennial
General Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Nonspendable				
Prepaid Items	\$ 69,363	\$ 20,746	\$ 16,415	\$ 14,911
Deposits	66,300	66,300	-	-
Restricted				
TABOR Emergency Reserves	1,354,895	1,211,018	1,244,883	1,273,785
Community Events	-	-	-	-
Committed				
Operating Reserves	4,516,318	4,036,725	3,930,346	4,602,656
Assigned				
Legal	-	-	50,000	50,000
Insurance Deductible	-	-	50,000	50,000
Law Enforcement	-	-	-	-
Snow Removal	-	-	50,000	50,000
Tech/Admin Systems	-	-	200,000	200,000
Unassigned	8,683,309	9,471,015	12,526,385	15,748,857
TOTAL GENERAL FUND RESERVES	\$ 14,690,185	\$ 14,805,804	\$ 18,068,029	\$ 21,990,209



**City of Centennial
General Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 13,762	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
1,459,746	1,306,761	1,501,591	1,493,481	1,511,702	1,529,333	1,537,984
12,500	-	-	-	-	-	-
4,951,033	6,219,032	5,685,511	5,743,599	5,814,630	5,929,368	6,081,464
50,000	-	-	-	-	-	-
50,000	-	-	-	-	-	-
-	150,000	150,000	150,000	150,000	150,000	150,000
50,000	-	-	-	-	-	-
200,000	200,000	200,000	200,000	200,000	200,000	200,000
21,536,729	16,985,150	18,468,020	19,245,187	19,662,871	19,281,320	17,750,343
\$ 28,323,770	\$ 24,860,943	\$ 26,005,123	\$ 26,832,267	\$ 27,339,202	\$ 27,090,020	\$ 25,719,790



**City of Centennial
Land Use Fund
2007 - 2017 Summary of Revenues & Expenses**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Building Permit Fees	\$ 1,310,465	\$ 1,705,643	\$ 1,681,901	\$ 1,638,180
Building Plan Review Fees	590,717	576,048	458,020	458,137
Subtotal Building Services	\$ 1,901,182	\$ 2,281,691	\$ 2,139,921	\$ 2,096,317
Contractor Licensing	\$ 234,960	\$ 255,295	\$ 250,638	\$ 248,373
Transit Shelter Administration	113,550	111,750	104,900	100,300
Subtotal Contractor Licensing	\$ 348,510	\$ 367,045	\$ 355,538	\$ 348,673
Land Development Applications	\$ 368,028	\$ 409,861	\$ 237,222	\$ 101,860
Misc. Engineering Permits (ROW)	41,754	19,833	1,000	15,406
Construction Drawings (CD)	-	-	-	21,900
Subdivision Improvement Agreement	-	-	-	9,000
Site Inspections	-	-	-	16,047
Sign Permits	45,407	61,584	86,282	61,469
Fence Permits	23,312	16,294	15,817	17,617
CMRS Permits	2,309	2,860	-	12,000
Legal Services - Review of AWOs	108,171	64,450	30,483	32,476
Change in Deferred Revenue	-	-	-	573,152
Federal Grant Revenue	-	-	-	46,280
Other Revenue	299	(95,165)	35,417	48,479
Subtotal Permits/Plan Review	\$ 589,280	\$ 479,717	\$ 406,221	\$ 955,686
Rental Income	\$ 61,458	\$ 26,276	\$ -	\$ -
TOTAL REVENUES	\$ 2,900,430	\$ 3,154,729	\$ 2,901,680	\$ 3,400,676

EXPENSES

Personnel Services

Salaries and Wages	\$ 64,342	\$ 589,305	\$ 716,889	\$ 700,662
Benefits	9,765	194,818	203,550	218,985
Total Personnel Services	\$ 74,107	\$ 784,123	\$ 920,439	\$ 919,647

Contracted Services

Permitting and Inspections

Building Services	\$ 1,611,019	\$ 1,712,853	\$ 1,605,211	\$ 1,572,755
Home Improvement Program Incentive	-	-	-	-
Subtotal Permitting and Inspections	\$ 1,611,019	\$ 1,712,853	\$ 1,605,211	\$ 1,572,755



**City of Centennial
Land Use Fund
2007 - 2017 Summary of Revenues & Expenses**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 1,460,659	\$ 1,785,000	\$ 1,330,000	\$ 1,330,000	\$ 1,400,000	\$ 1,450,000	\$ 1,500,000
418,709	715,000	470,000	470,000	500,000	550,000	600,000
\$ 1,879,368	\$ 2,500,000	\$ 1,800,000	\$ 1,800,000	\$ 1,900,000	\$ 2,000,000	\$ 2,100,000
\$ 250,838	\$ 250,000	\$ 230,000	\$ 230,000	\$ 250,000	\$ 250,000	\$ 270,000
88,000	88,000	88,000	88,000	88,000	88,000	88,000
\$ 338,838	\$ 338,000	\$ 318,000	\$ 318,000	\$ 338,000	\$ 338,000	\$ 358,000
\$ 146,852	\$ 200,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
22,208	20,000	20,000	20,000	20,000	20,000	20,000
54,400	45,000	45,000	30,000	30,000	30,000	30,000
6,800	10,000	10,000	10,000	10,000	10,000	10,000
34,500	25,000	25,000	25,000	25,000	25,000	25,000
52,507	60,000	60,000	50,000	50,000	50,000	50,000
25,391	25,000	25,000	15,000	15,000	15,000	15,000
26,550	14,000	14,000	15,000	15,000	15,000	15,000
28,832	40,000	40,000	40,000	40,000	40,000	40,000
95,709	-	-	-	-	-	-
62,549	-	-	-	-	-	-
70,776	-	-	-	-	-	-
\$ 627,074	\$ 439,000	\$ 439,000	\$ 455,000	\$ 455,000	\$ 455,000	\$ 455,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,845,280	\$ 3,277,000	\$ 2,557,000	\$ 2,573,000	\$ 2,693,000	\$ 2,793,000	\$ 2,913,000
\$ 767,972	\$ 558,994	\$ 338,836	\$ 349,001	\$ 359,471	\$ 370,255	\$ 381,363
248,054	173,715	137,285	148,015	159,584	172,057	185,505
\$ 1,016,026	\$ 732,709	\$ 476,121	\$ 497,016	\$ 519,055	\$ 542,312	\$ 566,868
\$ 1,409,751	\$ 2,050,000	\$ 1,350,000	\$ 1,350,000	\$ 1,425,000	\$ 1,500,000	\$ 1,575,000
826	20,000	20,000	20,000	20,000	20,000	20,000
\$ 1,410,577	\$ 2,070,000	\$ 1,370,000	\$ 1,370,000	\$ 1,445,000	\$ 1,520,000	\$ 1,595,000



**City of Centennial
Land Use Fund
2007 - 2017 Summary of Expenses**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>Contractor License Administration</u>				
Supplemental Use Tax Administration	\$ 37,400	\$ 37,400	\$ -	\$ -
Contractor License Administration	103,900	107,400	110,000	112,469
Bus/Bench Maintenance	24,900	26,400	26,400	26,928
Land Use Fund Administration	166,200	171,200	136,400	139,397
Bus Bench Repair/Raplacement	21	-	-	5,700
Subtotal Contractor Licensing	\$ 166,221	\$ 171,200	\$ 136,400	\$ 145,097
<u>Permits/Plan Review</u>				
<u>Applicant Work Orders (AWOs)</u>				
Land Development Applications	\$ 480,725	\$ 147,859	\$ 23,738	\$ -
Sign Permits	12,450	-	-	-
Fence Permits	7,852	-	-	-
Legal Services - Review of AWOs	30,453	46,823	24,125	20,275
Subtotal Permits/Plan Review	\$ 531,480	\$ 194,682	\$ 47,863	\$ 20,275
<u>Project Specific</u>				
Sub Area Plan for Undesignated Area	\$ 59,381	\$ 20,168	\$ 33,143	\$ -
Land Development Code Rewrite	-	30,644	167,442	4,305
Other Projects	-	-	-	45,388
NPDES Support Project	98,768	-	-	-
GIS Project	26,523	-	-	-
Joint Planning Area Services	20,506	3,834	-	-
<u>City Work Orders (CWOs)</u>				
Engineering	37,978	85,764	-	-
SIA Administration	98,345	-	-	-
Planning Support	38,018	-	-	-
Board of Adjustment	18,077	-	-	-
Customer Service - Additional	374,580	-	-	-
Miscellaneous	79,432	-	-	-
<u>Position Work Orders (PWOs)</u>				
Planning Director, Zoning				
Administrator, Infrastructure Director	229,103	-	-	-
Project Management	159,296	-	-	-
Zoning	49,959	-	-	-
Meeting Expenses	5,611	-	-	-
Merchant Processing Fees	15,472	17,120	-	-
Office Rent	61,458	-	-	-
Printing	3,603	-	-	-
Subtotal Project Specific	\$ 1,376,110	\$ 157,530	\$ 200,585	\$ 49,693
Temporary Personnel	-	-	15,959	31,648
Legal Services - General	170,420	188,569	88,050	60,069
Legal Services - Zoning Map Update	-	-	-	-
Total Contracted Services	\$ 3,855,250	\$ 2,424,834	\$ 2,094,068	\$ 1,879,537



**City of Centennial
Land Use Fund**

2007 - 2017 Summary of Expenses & Other Sources (Uses)

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>Other Services & Supplies:</u>				
Professional Services	\$ 87,953	\$ 4,728	\$ 9,121	\$ 5,253
Professional Engineering Services	-	-	-	-
Payroll Processing	-	-	-	-
Personnel Services:				
Raise Pool	-	-	-	-
Land Use Case Archiving Services	-	-	-	-
Purchased Non-Capital Equipment	-	16,376	-	6,899
Equipment/Building - Rental, Repair, Maintenance	-	112,686	27,312	13,372
Postage & Courier Services	-	1,138	107	24
Printing & Publishing Services	-	19,405	5,340	3,836
Office Supplies	-	6,979	2,469	10,397
Software Supplies	-	55,096	9,128	28,441
Publications and Subscriptions	1,711	2,004	2,251	1,116
Dues and Memberships	-	1,983	3,802	2,535
Meetings/Training/Travel	243	18,748	17,662	13,079
Vehicle Fuel & Maintenance Supplies	-	2,098	2,975	2,463
Depreciation - Equipment & Vehicles	-	13,506	31,457	31,457
Merchant Processing Fees	-	-	26,153	33,567
Office Rent	-	-	-	38,325
Miscellaneous	10,660	5,233	4,862	1,880
Total Other Services & Supplies	\$ 100,567	\$ 259,980	\$ 142,639	\$ 192,644
TOTAL EXPENSES	\$ 4,029,924	\$ 3,468,937	\$ 3,157,146	\$ 2,991,828
REVENUES OVER (UNDER) EXPENSES	\$ (1,129,494)	\$ (314,208)	\$ (255,466)	\$ 408,848
<u>OTHER SOURCES (USES)</u>				
Transfers In - Gen. Fund Use Tax Allocation	\$ 309,328	\$ 816,342	\$ 500,491	\$ 515,161
Transfers In - Gen. Fund Transfer	820,166	(422,134)	(325,025)	(924,009)
TOTAL OTHER SOURCES (USES)	\$ 1,129,494	\$ 394,208	\$ 175,466	\$ (408,848)
NET CHANGE IN FUND BALANCE	\$ -	\$ 80,000	\$ (80,000)	\$ -
FUND BALANCE - BEGINNING OF YEAR	\$ -	\$ -	\$ 80,000	\$ -
FUND BALANCE - END OF YEAR	\$ -	\$ 80,000	\$ -	\$ -



**City of Centennial
Land Use Fund
2007 - 2017 Summary of Expenses & Other Sources (Uses)**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 1,358	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
-	190,000	150,000	100,000	100,000	100,000	100,000
4,824	4,000	4,000	4,000	4,500	5,000	5,000
-	-	18,792	-	-	-	-
-	1,000	1,000	1,000	1,000	1,000	1,000
2,208	-	-	-	-	-	-
34,108	18,789	30,000	30,000	30,000	30,000	30,000
8	1,000	1,000	1,000	1,000	1,000	1,000
5,265	5,000	5,000	6,000	6,000	6,000	6,000
11,784	12,500	12,500	14,000	15,000	16,000	17,000
32,386	34,400	34,400	36,000	38,000	41,000	44,000
854	3,000	3,000	3,000	3,000	3,000	3,000
3,213	2,855	2,000	2,000	2,000	2,000	2,000
18,528	27,000	25,000	25,000	25,000	25,000	25,000
2,639	1,500	1,500	1,500	1,500	1,500	1,500
25,602	-	-	-	-	-	-
48,644	40,000	40,000	44,000	45,000	47,000	50,000
38,325	38,325	38,325	38,325	38,325	38,325	38,325
5,507	5,000	5,000	5,000	5,000	5,000	5,000
\$ 235,253	\$ 404,369	\$ 401,517	\$ 340,825	\$ 345,325	\$ 351,825	\$ 358,825
\$ 2,957,524	\$ 3,507,678	\$ 2,528,238	\$ 2,478,441	\$ 2,589,980	\$ 2,694,737	\$ 2,821,293
\$ (112,244)	\$ (230,678)	\$ 28,762	\$ 94,559	\$ 103,020	\$ 98,263	\$ 91,707
\$ 419,329	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
(307,085)	(94,322)	(353,762)	(419,559)	(428,020)	(423,263)	(416,707)
\$ 112,244	\$ 230,678	\$ (28,762)	\$ (94,559)	\$ (103,020)	\$ (98,263)	\$ (91,707)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -						



**City of Centennial
Land Use Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Restricted				
TABOR Reserve	\$ -	\$ -	\$ 94,714	\$ 89,755
Unassigned	-	80,000	(94,714)	(89,755)
TOTAL FUND RESERVES	\$ -	\$ 80,000	\$ -	-



**City of Centennial
Land Use Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 88,726 (88,726)	\$ 105,230 (105,230)	\$ 75,847 (75,847)	\$ 74,353 (74,353)	\$ 77,699 (77,699)	\$ 80,842 (80,842)	\$ 84,639 (84,639)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Revenues & Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Pavement Restoration Fees	\$ -	\$ -	\$ 116,193	\$ 52,294
Developer Contributions	-	-	250,000	30,500
Other Contributions	-	-	-	-
Miscellaneous	-	-	6,753	46,693
Other Grant Revenue	-	-	-	-
Federal Grant Revenue	338,303	1,197,753	1,733,090	107,846
TOTAL REVENUES	\$ 338,303	\$ 1,197,753	\$ 2,106,036	\$ 237,333

EXPENDITURES

Other Services & Supplies:

Professional Services

Transportation Master Plan	\$ -	\$ -	\$ 2,271	\$ 136,207
General Transportation Studies	-	-	-	-
C-470 Coalition Support/Participation	-	-	-	-
Environmental Assessment - Arapahoe/I-25	-	-	-	116,666
Traffic Calming	11,520	-	-	-

Bridge Services

Bridge Management	-	-	-	-
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Construction Services

Geotechnical Testing	-	-	9,967	-
CIP Management	-	-	503,582	350,687

Total Other Services & Supplies	\$ 11,520	\$ -	\$ 515,820	\$ 603,560
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Capital Outlay:

Building

Building	\$ -	\$ -	\$ -	\$ -
Building Maintenance & Improvements	-	981,576	-	19,678
Building Contingency	-	-	-	-
Subtotal Building	\$ -	\$ 981,576	\$ -	\$ 19,678



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Revenues & Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 95,972	\$ 58,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
45,000	-	-	-	-	-	-
279,548	-	227,700	-	-	-	-
31,964	35,000	-	-	-	-	-
-	-	75,300	-	-	-	-
959,325	3,133,911	-	-	891,800	-	-
\$ 1,411,809	\$ 3,226,911	\$ 393,000	\$ 90,000	\$ 981,800	\$ 90,000	\$ 90,000

\$ 114,949	\$ 79,573	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	50,000	50,000	50,000	50,000	50,000
-	50,000	50,000	-	-	-	-
12,985	12,225	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	15,000	-
-	-	-	-	-	-	-
280,999	275,000	275,000	275,000	275,000	300,000	300,000
\$ 408,933	\$ 416,798	\$ 375,000	\$ 325,000	\$ 325,000	\$ 365,000	\$ 350,000

\$ -	\$ 3,754,000	\$ -	\$ -	\$ -	\$ -	\$ -
110,560	128,854	50,000	100,000	100,000	100,000	100,000
-	150,000	50,000	50,000	50,000	50,000	50,000
\$ 110,560	\$ 4,032,854	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<i>New Construction</i>				
<u>Land Improvements</u>	\$ -	\$ -	\$ -	\$ -
<u>Streets & Intersections</u>				
Arapahoe Road Rehab (Colorado - Holly)	\$ 389,651	\$ 692,914	\$ 3,941,687	\$ 23,527
Arapahoe University Intersection	431,582	1,297,140	869,658	70,266
TAGAWA Road	-	30,819	-	92,072
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	-	-	-	79,414
Arapahoe Rd - Guardrail and Shoulder Improvements	-	-	-	-
Quebec & County Line Right Turn Lane	-	-	-	-
Yosemite & County Line Right Turn Lane	-	-	-	-
Smoky Hill & Orchard Intersection Improvements	-	-	-	-
Intergovernmental Intersection Improvements	-	-	-	-
County Line Road Study	-	-	-	-
County Line Road Improvements	-	-	-	-
Arapahoe Road and I-25 Interchange Replacement Design	-	-	-	-
Grant Match Funds/Other	-	-	-	-
Subtotal Streets & Intersections	\$ 2,979,459	\$ 2,020,873	\$ 4,811,345	\$ 265,279



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 40,462	\$ 44,469	\$ -	\$ -	\$ -	\$ -	\$ -
71,496	137,909	-	-	-	-	-
-	302,109	-	-	-	-	-
-	61,774	-	300,000	-	-	-
-	-	-	-	-	-	-
61,371	1,178,390	-	-	-	-	-
393,683	-	-	-	-	-	-
25,772	1,444,002	-	-	-	-	-
-	54,812	-	-	-	-	-
-	-	-	-	403,000	-	-
-	-	-	-	300,000	-	-
-	-	-	-	475,000	-	-
-	-	200,000	-	-	-	-
-	50,000	-	-	-	-	-
-	-	100,000	100,000	-	-	-
-	284,000	-	300,000	-	-	-
-	115,318	75,000	75,000	75,000	75,000	75,000
\$ 592,784	\$ 3,672,783	\$ 375,000	\$ 775,000	\$ 1,253,000	\$ 75,000	\$ 75,000



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>Sidewalks</u>				
Yosemite Street - Xanthia to Bus Stop	\$ -	\$ -	\$ -	\$ 38
Arapahoe Road Sidewalk - Homestead to Holly	-	-	-	38
Easter Avenue Sidewalk - University to Race	-	-	-	37
Broadway Bridge Improvements - Highline Canal	-	-	-	10,929
Arapahoe Road Sidewalk - Euclid to Big Dry Creek Bridge	-	-	-	37
Arapahoe Road Sidewalk - Vaughn to South Revere Parkway	-	-	-	-
Infill Sidewalk Program	-	-	-	-
Subtotal Sidewalks	\$ -	\$ -	\$ -	\$ 11,079
<u>Drainage</u>				
Southfield Park Drainage	\$ -	\$ -	\$ 250,000	\$ -
Little Dry Creek Crossing/Arapahoe Drainage	816,000	-	-	-
Other Drainage Projects	173	-	-	-
Subtotal Drainage	\$ 816,173	\$ -	\$ 250,000	\$ -
<u>Traffic Control & Signals</u>				
Neighborhood Traffic Management Survey & Design	\$ -	\$ -	\$ 47,754	\$ 4,845
Dove Valley Traffic Signals	-	-	-	-
Euclid/Estancia Traffic Signal	95,275	-	-	-
Dry Creek/Eudora Traffic Signal	-	-	-	-
Picadilly/Riviera Signal	12,872	-	-	-
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	-	-	-	99,219
Master Signals	-	-	-	8,628
School Zone Flashers	-	-	-	-
Signal Communication Improvements	-	-	-	13,400
Weather Stations	-	-	-	2,125



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	150,000	-	-	-
193,346	110,543	75,000	75,000	105,000	75,000	75,000
\$ 193,346	\$ 110,543	\$ 75,000	\$ 225,000	\$ 105,000	\$ 75,000	\$ 75,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 25,866	\$ 56,724	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
-	7,500	-	-	-	-	-
-	-	-	-	-	-	-
-	39,200	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
214,677	252,885	-	-	-	-	-
77,057	36,825	-	-	-	-	-
98,513	1,333,322	140,000	40,000	40,000	40,000	40,000
15,413	132,462	-	-	-	-	-



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
<u>Traffic Control & Signals Cont.</u>				
School Zone Upgrades	-	-	-	23,760
Potomac/Briarwood Signal	-	-	-	-
E. Briarwood Ave & S. Peoria	-	-	-	-
Holly Street & Foxridge Plaza Access or Holly/Otero	-	-	-	-
Other Signals	-	3,934	-	-
Subtotal Traffic Signals & Control	\$ 110,154	\$ 3,934	\$ 295,895	\$ 151,977
<u>Major Bridges</u>				
Broncos Parkway Bridge	\$ 14,337	\$ -	\$ -	\$ -
Arapahoe Road & Big Dry Creek Bridge	-	-	-	-
Orchard Road & E. of Clarkson Street Bridge	-	-	-	-
Subtotal Major Bridges	\$ 14,337	\$ -	\$ -	\$ -
<u>Arapahoe Road Corridor Study</u>				
Arapahoe Corridor Study	\$ 33,218	\$ -	\$ -	\$ -
Subtotal Corridor Study	\$ 33,218	\$ -	\$ -	\$ -
Major Capital Project Reserve	\$ -	\$ -	\$ -	\$ -
Rehabilitation				
Concrete Replacement Program	\$ -	\$ -	\$ 166,378	\$ 418,312
Street Rehabilitation Program	-	-	2,008,338	2,755,094
Street Surface Treatment	-	-	-	720,275
Vista Verde Neighborhood Improvements	-	-	-	-
Major Structures	-	-	-	-
Minor Structures	-	-	8,869	-
Traffic System Upgrades	-	-	-	40,553
Subtotal Rehabilitation	\$ -	\$ -	\$ 2,183,585	\$ 3,934,234
Total Capital Outlay	\$ 3,953,341	\$ 3,006,383	\$ 7,540,825	\$ 4,382,247
TOTAL EXPENDITURES	\$ 3,964,861	\$ 3,006,383	\$ 8,056,645	\$ 4,985,807
REVENUE OVER (UNDER) EXPENDITURES	\$ (3,626,558)	\$ (1,808,630)	\$ (5,950,609)	\$ (4,748,474)



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
13,031	18,926	-	-	-	-	-
-	-	303,000	-	-	-	-
-	-	-	-	250,000	-	-
-	-	-	-	-	245,000	-
-	-	-	-	-	-	-
\$ 444,557	\$ 1,877,844	\$ 493,000	\$ 90,000	\$ 340,000	\$ 335,000	\$ 90,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	100,000	100,000	100,000	100,000
-	-	-	-	-	125,000	500,000
\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 225,000	\$ 600,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ 4,339,440	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3,408,320	5,597,055	6,600,000	6,600,000	6,600,000	6,600,000	6,600,000
518,759	-	-	-	-	-	-
401,568	390,934	-	-	-	-	-
31,684	-	50,000	-	75,000	-	-
-	-	-	-	-	30,000	20,000
33,184	-	-	100,000	100,000	100,000	100,000
\$ 4,393,515	\$ 5,987,989	\$ 6,650,000	\$ 6,700,000	\$ 6,775,000	\$ 6,730,000	\$ 6,720,000
\$ 5,734,762	\$ 20,421,453	\$ 7,993,000	\$ 8,340,000	\$ 9,023,000	\$ 7,890,000	\$ 8,010,000
\$ 6,143,695	\$ 20,838,251	\$ 8,368,000	\$ 8,665,000	\$ 9,348,000	\$ 8,255,000	\$ 8,360,000
\$ (4,731,886)	\$ (17,611,340)	\$ (7,975,000)	\$ (8,575,000)	\$ (8,366,200)	\$ (8,165,000)	\$ (8,270,000)



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Other Sources**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
OTHER FINANCING SOURCES				
Transfers In	\$ 3,880,306	\$ 900,000	\$ 2,483,847	\$ 5,882,430
TOTAL OTHER FINANCING SOURCES	\$ 3,880,306	\$ 900,000	\$ 2,483,847	\$ 5,882,430
NET CHANGE IN FUND BALANCE	\$ 253,748	\$ (908,630)	\$ (3,466,762)	\$ 1,133,956
FUND BALANCE - BEGINNING OF YEAR	\$ 5,953,391	\$ 6,209,146	\$ 5,300,516	\$ 1,833,754
FUND BALANCE - END OF YEAR	\$ 6,207,139	\$ 5,300,516	\$ 1,833,754	\$ 2,967,710

**City of Centennial
Capital Improvement Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ -	\$ 189,707	\$ 146,339
Assigned				
City Infrastructure	6,207,139	5,300,516	1,644,047	2,821,371
Unassigned				
	-	-	-	-
TOTAL FUND RESERVES	\$ 6,207,139	\$ 5,300,516	\$ 1,833,754	\$ 2,967,710



**City of Centennial
Capital Improvement Fund
2007 - 2017 Summary of Other Sources**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 4,686,487	\$ 14,931,665	\$ 7,975,000	\$ 8,575,000	\$ 8,366,200	\$ 8,165,000	\$ 8,270,000
\$ 4,686,487	\$ 14,931,665	\$ 7,975,000	\$ 8,575,000	\$ 8,366,200	\$ 8,165,000	\$ 8,270,000
\$ (45,399)	\$ (2,679,675)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,967,710	\$ 2,922,311	\$ 242,636	\$ 242,636	\$ 242,636	\$ 242,636	\$ 242,636
\$ 2,922,311	\$ 242,636	\$ 242,636	\$ 242,636	\$ 242,636	\$ 242,636	\$ 242,636

**City of Centennial
Capital Improvement Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 155,531	\$ 531,130	\$ 251,040	\$ 259,950	\$ 253,686	\$ 247,650	\$ 250,800
2,766,780	-	-	-	-	-	-
-	(288,494)	(8,404)	(17,314)	(11,050)	(5,014)	(8,164)
\$ 2,922,311	\$ 242,636					



**City of Centennial
Open Space Fund
2007 - 2017 Summary of Revenues & Expenditures**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
County Open Space Sales Tax	\$ 2,077,017	\$ 2,183,863	\$ 1,987,585	\$ 1,814,799
Grant Revenue	-	-	-	-
Investment Income	246,281	155,878	29,966	17,774
TOTAL REVENUES	\$ 2,323,298	\$ 2,339,741	\$ 2,017,551	\$ 1,832,573

EXPENDITURES

Personnel Services:

Project Support	\$ -	\$ -	\$ -	\$ -
Total Personnel Services	\$ -	\$ -	\$ -	\$ -

Other Services & Supplies:

Parker Jordan Open Space Maintenance	\$ -	\$ -	\$ -	\$ 50,000
Other Park, Trail & Open Space Maintenance	-	-	-	-
Bank/Merchant Processing	-	-	-	-
Total Other Services & Supplies	\$ -	\$ -	\$ -	\$ 50,000

Capital Outlay:

Land Acquisition	\$ -	\$ 2,635,380	\$ -	\$ 1,656,517
TAGAWA Road	-	-	-	168,603
Centennial Center Park	-	-	78,751	327,573
City-wide Neighborhood Park Improvements	-	-	-	-
deKeovend Park Improvements	-	-	-	-
Regional Park Contribution	-	-	-	-
Potomac Park/Open Space	-	-	-	-
Arapahoe Park Improvements	-	-	-	-
Otero Park Improvements	-	-	-	-
Franklin Pool Spray Park	-	-	297,703	-
Piney Creek Hollow Park - Sports Field	-	-	-	150,000
APRD Tree Planting and Preservation	-	-	-	7,590
APRD Projects	-	-	-	-
SSPRD Neighborhood Park Improvements	-	-	-	-
City-wide Bike Lanes	-	-	-	16,414
Caley Avenue Bike Lane	-	-	2,598	-
Piney Creek Trail Bridge Replacement	-	-	-	40,400



**City of Centennial
Open Space Fund
2007 - 2017 Summary of Revenues & Expenditures**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 1,867,604	\$ 1,842,000	\$ 1,842,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
950,600	1,446,502	-	-	-	-	-
5,953	5,800	6,000	6,000	6,000	6,000	6,000
\$ 2,824,157	\$ 3,294,302	\$ 1,848,000	\$ 1,906,000	\$ 1,906,000	\$ 1,906,000	\$ 1,906,000

\$ -	\$ 56,500	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
\$ -	\$ 56,500	\$ 80,000				

\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
-	500,000	-	-	-	30,000	30,000
15	-	-	-	-	-	-
\$ 50,015	\$ 550,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 80,000	\$ 80,000

\$ 2,953,405	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	21,397	-	-	-	-	-
1,841,081	181,345	-	-	-	-	-
-	-	400,000	175,000	525,000	175,000	175,000
-	175,000	-	-	-	-	-
-	750,000	-	-	-	150,000	150,000
-	103,500	-	300,000	300,000	500,000	500,000
-	62,833	-	-	-	-	-
174,868	1,632	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	525,000	180,000	150,000	150,000	150,000	150,000
42,909	785,757	575,000	500,000	500,000	500,000	500,000
210,212	-	-	-	-	-	-
-	-	-	-	-	-	-
-	109,600	-	150,000	-	-	-



**City of Centennial
Open Space Fund
2007 - 2017 Summary of Expenditures & Other Uses**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Lone Tree Creek Trail	-	-	-	-
Piney Creek Trail	-	-	-	-
Piney Creek Trail Signage	-	-	-	9,960
Cherry Creek Trail	-	-	-	-
Centennial Link Trail	-	-	96,444	105,646
Parker Jordan Centennial Open Space Trail Improvements	-	-	-	192,505
City-wide Trail Signage	-	-	-	-
Broncos Parkway Trailhead	-	-	-	8,500
Neighborhood Trail Connections	-	-	-	-
Miscellaneous	-	-	16,583	-
Other Capital Outlay	-	20,484	-	-
Subtotal Capital Outlay	\$ -	\$ 2,655,864	\$ 492,079	\$ 2,683,708
TOTAL EXPENDITURES	\$ -	\$ 2,655,864	\$ 492,079	\$ 2,733,708
REVENUE OVER (UNDER) EXPENDITURES	\$ 2,323,298	\$ (316,123)	\$ 1,525,472	\$ (901,135)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 2,323,298	\$ (316,123)	\$ 1,525,472	\$ (901,135)
FUND BALANCE - BEGINNING OF YEAR	\$ 4,369,353	\$ 6,692,651	\$ 6,376,528	\$ 7,902,000
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 6,692,651	\$ 6,376,528	\$ 7,902,000	\$ 7,000,865



**City of Centennial
Open Space Fund
2007 - 2017 Summary of Expenditures & Other Uses**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
29,002	70,998	300,000	200,000	-	-	-
-	250,000	-	-	-	-	-
-	94,040	-	-	-	-	-
-	300,000	-	-	-	-	-
787,878	958,982	350,000	-	-	-	-
236,342	260,555	-	-	-	-	-
-	115,000	-	-	-	-	-
-	-	-	-	-	-	-
4,910	595,090	250,000	250,000	250,000	250,000	250,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ 6,280,607	\$ 5,360,729	\$ 2,055,000	\$ 1,725,000	\$ 1,725,000	\$ 1,725,000	\$ 1,725,000
\$ 6,330,622	\$ 5,967,229	\$ 2,185,000	\$ 1,855,000	\$ 1,855,000	\$ 1,885,000	\$ 1,885,000
\$ (3,506,465)	\$ (2,672,927)	\$ (337,000)	\$ 51,000	\$ 51,000	\$ 21,000	\$ 21,000
\$ -	\$ (484,473)	\$ -	\$ (51,000)	\$ (51,000)	\$ (21,000)	\$ (21,000)
\$ -	\$ (484,473)	\$ -	\$ (51,000)	\$ (51,000)	\$ (21,000)	\$ (21,000)
\$ (3,506,465)	\$ (3,157,400)	\$ (337,000)	\$ -	\$ -	\$ -	\$ -
\$ 7,000,865	\$ 3,494,400	\$ 337,000	\$ -	\$ -	\$ -	\$ -
\$ 3,494,400	\$ 337,000	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Open Space Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Nonspendable				
Deposits	\$ -	\$ -	\$ -	\$ 10,000
Restricted				
TABOR Emergency Reserves	-	-	60,527	54,977
Parks and Open Space	6,692,651	6,376,528	7,841,473	6,935,888
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 6,692,651	\$ 6,376,528	\$ 7,902,000	\$ 7,000,865



**City of Centennial
Open Space Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
84,725	84,295	55,440	55,650	55,650	56,550	56,550
3,409,675	252,705	-	-	-	-	-
-	-	(55,440)	(55,650)	(55,650)	(56,550)	(56,550)
\$ 3,494,400	\$ 337,000	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Conservation Trust Fund
2007 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Lottery Proceeds	\$ 533,974	\$ 531,337	\$ 493,027	\$ 462,556
Investment Income	120,168	81,982	15,761	8,779
TOTAL REVENUES	\$ 654,142	\$ 613,319	\$ 508,788	\$ 471,335
EXPENDITURES				
Other Services & Supplies:				
Professional Services	\$ 91,185	\$ -	\$ 170,917	\$ -
Park Maintenance	-	-	-	-
Miscellaneous	-	-	-	-
Subtotal - Other Serv. & Supp.	\$ 91,185	\$ -	\$ 170,917	\$ -
Capital Outlay:				
Centennial Center Park	\$ -	\$ -	\$ -	\$ -
Potomac Site Improvements	-	-	-	-
City-wide Regional Park & Open Space Reserve	-	-	-	-
Natural Area Restoration	-	-	-	-
Other Capital Outlay	-	64,300	-	129,083
Subtotal - Capital Outlay	\$ -	\$ 64,300	\$ -	\$ 129,083
TOTAL EXPENDITURES	\$ 91,185	\$ 64,300	\$ 170,917	\$ 129,083
REVENUE OVER (UNDER) EXPENDITURES	\$ 562,957	\$ 549,019	\$ 337,871	\$ 342,252
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 562,957	\$ 549,019	\$ 337,871	\$ 342,252
FUND BALANCE - BEGINNING OF YEAR	\$ 2,428,250	\$ 2,991,207	\$ 3,540,226	\$ 3,878,097
FUND BALANCE - END OF YEAR	\$ 2,991,207	\$ 3,540,226	\$ 3,878,097	\$ 4,220,349



**City of Centennial
Conservation Trust Fund
2007 - 2017 Summary of Revenues, Expenditures & Other Uses**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 476,911	\$ 487,181	\$ 487,181	\$ 495,000	\$ 495,000	\$ 500,000	\$ 500,000
3,974	2,785	2,900	2,900	2,900	3,000	3,000
\$ 480,885	\$ 489,966	\$ 490,081	\$ 497,900	\$ 497,900	\$ 503,000	\$ 503,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13,134	149,366	135,500	150,000	160,000	170,000	480,000
-	-	-	-	-	-	-
\$ 13,134	\$ 149,366	\$ 135,500	\$ 150,000	\$ 160,000	\$ 170,000	\$ 480,000
\$ 3,389,276	\$ 110,724	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	750,000	300,000	300,000	300,000	-
-	-	500,000	-	-	-	-
-	125,000	-	-	-	-	-
-	-	-	-	-	-	-
\$ 3,389,276	\$ 235,724	\$ 1,250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -
\$ 3,402,410	\$ 385,090	\$ 1,385,500	\$ 450,000	\$ 460,000	\$ 470,000	\$ 480,000
\$ (2,921,525)	\$ 104,876	\$ (895,419)	\$ 47,900	\$ 37,900	\$ 33,000	\$ 23,000
\$ -	\$ (508,281)	\$ -	\$ (47,900)	\$ (37,900)	\$ (33,000)	\$ (23,000)
\$ -	\$ (508,281)	\$ -	\$ (47,900)	\$ (37,900)	\$ (33,000)	\$ (23,000)
\$ (2,921,525)	\$ (403,405)	\$ (895,419)	\$ -	\$ -	\$ -	\$ -
\$ 4,220,349	\$ 1,298,824	\$ 895,419	\$ -	\$ -	\$ -	\$ -
\$ 1,298,824	\$ 895,419	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Conservation Trust Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ -	\$ 15,264	\$ 14,140
Parks and Open Space	2,991,207	3,540,226	3,862,833	4,206,209
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 2,991,207	\$ 3,540,226	\$ 3,878,097	\$ 4,220,349



**City of Centennial
Conservation Trust Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 14,427	\$ 11,553	\$ 14,702	\$ 13,500	\$ 13,800	\$ 14,100	\$ 14,400
1,284,397	883,866	-	-	-	-	-
-	-	(14,702)	(13,500)	(13,800)	(14,100)	(14,400)
\$ 1,298,824	\$ 895,419	\$ -	\$ -	\$ -	\$ -	\$ -



**Cherry Park
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
REVENUES				
Property Tax	\$ 35,832	\$ 37,279	\$ 38,281	\$ 41,449
Specific Ownership	2,677	2,540	2,456	2,466
Investment Income	2,273	445	298	150
TOTAL REVENUES	\$ 40,782	\$ 40,264	\$ 41,035	\$ 44,065
EXPENDITURES				
Contracted Services:				
General	\$ 14,561	\$ 13,671	\$ 12,362	\$ 85,899
Subtotal - Contracted Services	\$ 14,561	\$ 13,671	\$ 12,362	\$ 85,899
Other Services & Supplies:				
Revenue Collection Services:				
County Treasurer's Fee	\$ 538	\$ 559	\$ 574	\$ 622
Utilities	5,210	6,171	5,997	8,726
Miscellaneous	417	15	16	168
Subtotal - Other Services & Supplies	\$ 6,165	\$ 6,745	\$ 6,587	\$ 9,516
TOTAL EXPENDITURES	\$ 20,726	\$ 20,416	\$ 18,949	\$ 95,415
REVENUE OVER (UNDER) EXPENDITURES	\$ 20,056	\$ 19,848	\$ 22,086	\$ (51,350)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 20,056	\$ 19,848	\$ 22,086	\$ (51,350)
FUND BALANCE - BEGINNING OF YEAR	\$ 87,097	\$ 107,153	\$ 127,001	\$ 149,087
FUND BALANCE - END OF YEAR	\$ 107,153	\$ 127,001	\$ 149,087	\$ 97,737



**Cherry Park
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 44,631	\$ 47,299	\$ 47,299	\$ 47,299	\$ 47,299	\$ 47,299
2,707	2,707	2,707	2,707	2,707	2,707
180	200	202	204	204	204
\$ 47,518	\$ 50,206	\$ 50,208	\$ 50,210	\$ 50,210	\$ 50,210
\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122
\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122	\$ 19,122
\$ 669	\$ 709	\$ 709	\$ 709	\$ 709	\$ 709
8,000	8,000	8,000	8,000	8,000	8,000
21,300	21,300	22,377	22,379	22,379	22,379
\$ 29,969	\$ 30,009	\$ 31,086	\$ 31,088	\$ 31,088	\$ 31,088
\$ 49,091	\$ 49,131	\$ 50,208	\$ 50,210	\$ 50,210	\$ 50,210
\$ (1,573)	\$ 1,075	\$ -	\$ -	\$ -	\$ -
\$ (96,164)	\$ (1,075)	\$ -	\$ -	\$ -	\$ -
\$ (96,164)	\$ (1,075)	\$ -	\$ -	\$ -	\$ -
\$ (97,737)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 97,737	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**Cherry Park
General Improvement District
2008 - 2017 Reserves**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ 1,208	\$ 1,231	\$ 1,322
Assigned				
City Infrastructure	107,153	125,793	147,856	96,415
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 107,153	\$ 127,001	\$ 149,087	\$ 97,737



**Cherry Park
General Improvement District
2008 - 2017 Reserves**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 1,473	\$ 1,474	\$ 1,506	\$ 1,506	\$ 1,506	\$ 1,506
-	-	-	-	-	-
(1,473)	(1,474)	(1,506)	(1,506)	(1,506)	(1,506)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**Foxridge
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
<u>REVENUES</u>				
Property Tax	\$ 50,830	\$ 52,783	\$ 52,143	\$ 52,162
Specific Ownership	3,845	3,636	3,341	3,107
Investment Income	3,201	425	348	179
TOTAL REVENUES	\$ 57,876	\$ 56,844	\$ 55,832	\$ 55,448
<u>EXPENDITURES</u>				
Contracted Services:				
General	\$ 73,329	\$ 18,045	\$ 45,795	\$ 21,364
Subtotal - Contracted Services	\$ 73,329	\$ 18,045	\$ 45,795	\$ 21,364
Other Services & Supplies:				
Revenue Collection Services:				
County Treasurer's Fee	\$ 763	\$ 792	\$ 782	\$ 782
Utilities	617	545	874	2,208
Miscellaneous	711	42	16	981
Subtotal - Other Services & Supplies	\$ 2,091	\$ 1,379	\$ 1,672	\$ 3,971
TOTAL EXPENDITURES	\$ 75,420	\$ 19,424	\$ 47,467	\$ 25,335
REVENUE OVER (UNDER) EXPENDITURES	\$ (17,544)	\$ 37,420	\$ 8,365	\$ 30,113
<u>OTHER FINANCING USES</u>				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ (17,544)	\$ 37,420	\$ 8,365	\$ 30,113
FUND BALANCE - BEGINNING OF YEAR	\$ 119,169	\$ 101,625	\$ 139,045	\$ 147,410
FUND BALANCE - END OF YEAR	\$ 101,625	\$ 139,045	\$ 147,410	\$ 177,523



**Foxridge
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 51,290	\$ 51,302	\$ 51,302	\$ 51,302	\$ 51,302	\$ 51,302
3,125	3,125	3,125	3,125	3,125	3,125
350	365	368	372	372	372
\$ 54,765	\$ 54,792	\$ 54,795	\$ 54,799	\$ 54,799	\$ 54,799
\$ 80,000	\$ 80,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
\$ 80,000	\$ 80,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
\$ 769	\$ 770	\$ 770	\$ 770	\$ 770	\$ 770
1,000	1,000	1,000	1,000	1,000	1,000
27,464	27,464	23,025	23,029	23,029	23,029
\$ 29,233	\$ 29,234	\$ 24,795	\$ 24,799	\$ 24,799	\$ 24,799
\$ 109,233	\$ 109,234	\$ 54,795	\$ 54,799	\$ 54,799	\$ 54,799
\$ (54,468)	\$ (54,442)	\$ -	\$ -	\$ -	\$ -
\$ (68,613)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (68,613)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (123,081)	\$ (54,442)	\$ -	\$ -	\$ -	\$ -
\$ 177,523	\$ 54,442	\$ -	\$ -	\$ -	\$ -
\$ 54,442	\$ -	\$ -	\$ -	\$ -	\$ -



**Foxridge
General Improvement District
2008 - 2017 Reserves**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ 1,705	\$ 1,675	\$ 1,663
Assigned				
City Infrastructure	101,625	137,340	145,735	175,860
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 101,625	\$ 139,045	\$ 147,410	\$ 177,523



**Foxridge
General Improvement District
2008 - 2017 Reserves**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 3,277	\$ 3,277	\$ 1,644	\$ 1,644	\$ 1,644	\$ 1,644
51,165	-	-	-	-	-
-	(3,277)	(1,644)	(1,644)	(1,644)	(1,644)
\$ 54,442	\$ -	\$ -	\$ -	\$ -	\$ -



**Walnut Hills
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
REVENUES				
Property Tax	\$ 71,117	\$ 73,924	\$ 71,070	\$ 71,173
Specific Ownership	5,164	4,887	4,552	4,234
Investment Income	9,956	1,790	1,034	481
Miscellaneous Revenue	3,947	421	1,218	-
TOTAL REVENUES	\$ 90,184	\$ 81,022	\$ 77,874	\$ 75,888
EXPENDITURES				
Contracted Services:				
General	\$ 23,146	\$ 76,707	\$ 34,043	\$ 174,869
Subtotal - Contracted Services	\$ 23,146	\$ 76,707	\$ 34,043	\$ 174,869
Other Services & Supplies:				
Revenue Collection Services:				
County Treasurer's Fee	\$ 1,068	\$ 1,109	\$ 1,066	\$ 1,068
Utilities	114	440	657	784
Miscellaneous	2,429	22	1,512	528
Subtotal - Other Services & Supplies	\$ 3,611	\$ 1,571	\$ 3,235	\$ 2,380
TOTAL EXPENDITURES	\$ 26,757	\$ 78,278	\$ 37,278	\$ 177,249
REVENUE OVER (UNDER) EXPENDITURES	\$ 63,427	\$ 2,744	\$ 40,596	\$ (101,361)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 63,427	\$ 2,744	\$ 40,596	\$ (101,361)
FUND BALANCE - BEGINNING OF YEAR	\$ 380,019	\$ 443,446	\$ 446,190	\$ 486,786
FUND BALANCE - END OF YEAR	\$ 443,446	\$ 446,190	\$ 486,786	\$ 385,425



**Walnut Hills
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 69,669	\$ 69,750	\$ 69,750	\$ 69,750	\$ 69,750	\$ 69,750
4,250	4,250	4,250	4,250	4,250	4,250
800	825	833	840	840	840
-	-	-	-	-	-
\$ 74,719	\$ 74,825	\$ 74,833	\$ 74,840	\$ 74,840	\$ 74,840
\$ 100,000	\$ 100,000	\$ 47,787	\$ 47,794	\$ 47,794	\$ 47,794
\$ 100,000	\$ 100,000	\$ 47,787	\$ 47,794	\$ 47,794	\$ 47,794
\$ 1,045	\$ 1,046	\$ 1,046	\$ 1,046	\$ 1,046	\$ 1,046
1,000	1,000	1,000	1,000	1,000	1,000
29,682	29,682	25,000	25,000	25,000	25,000
\$ 31,727	\$ 31,728	\$ 27,046	\$ 27,046	\$ 27,046	\$ 27,046
\$ 131,727	\$ 131,728	\$ 74,833	\$ 74,840	\$ 74,840	\$ 74,840
\$ (57,008)	\$ (56,903)	\$ -	\$ -	\$ -	\$ -
\$ (271,514)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (271,514)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (328,522)	\$ (56,903)	\$ -	\$ -	\$ -	\$ -
\$ 385,425	\$ 56,903	\$ -	\$ -	\$ -	\$ -
\$ 56,903	\$ -	\$ -	\$ -	\$ -	\$ -



**Walnut Hills
General Improvement District
2008 - 2017 Reserves**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ 2,431	\$ 2,336	\$ 2,277
Assigned				
City Infrastructure	443,446	443,759	484,450	383,148
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 443,446	\$ 446,190	\$ 486,786	\$ 385,425



**Walnut Hills
General Improvement District
2008 - 2017 Reserves**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 3,952	\$ 3,952	\$ 2,245	\$ 2,245	\$ 2,245	\$ 2,245
52,951	-	-	-	-	-
-	(3,952)	(2,245)	(2,245)	(2,245)	(2,245)
\$ 56,903	\$ -	\$ -	\$ -	\$ -	\$ -



**Antelope
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
REVENUES				
Property Tax	\$ 223,382	\$ 106,387	\$ 104,416	\$ 104,724
Specific Ownership	17,020	7,380	6,704	6,231
Investment Income	11,093	1,531	409	192
TOTAL REVENUES	\$ 251,495	\$ 115,298	\$ 111,529	\$ 111,147
EXPENDITURES				
Other Services & Supplies:				
Revenue Collection Services:				
County Treasurer's Fee	\$ 3,353	\$ 1,596	\$ 1,566	\$ 1,573
Debt Service:				
Principal	55,000	60,000	60,000	65,000
Interest	146,576	144,651	142,431	140,121
Miscellaneous	6,366	6,000	6,000	6,000
Subtotal - Other Services & Supplies	\$ 211,295	\$ 212,247	\$ 209,997	\$ 212,694
TOTAL EXPENDITURES	\$ 211,295	\$ 212,247	\$ 209,997	\$ 212,694
REVENUE OVER (UNDER) EXPENDITURES	\$ 40,200	\$ (96,949)	\$ (98,468)	\$ (101,547)
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 40,200	\$ (96,949)	\$ (98,468)	\$ (101,547)
FUND BALANCE - BEGINNING OF YEAR	\$ 422,210	\$ 462,410	\$ 365,461	\$ 266,993
FUND BALANCE - END OF YEAR	\$ 462,410	\$ 365,461	\$ 266,993	\$ 165,446



**Antelope
General Improvement District
2008 - 2017 Summary of Revenues, Expenditures & Other Uses**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 95,168	\$ 190,744	\$ 190,744	\$ 190,744	\$ 190,744	\$ 190,744
5,940	5,940	5,940	5,940	5,940	5,940
270	280	283	285	285	285
\$ 101,378	\$ 196,964	\$ 196,967	\$ 196,969	\$ 196,969	\$ 196,969
\$ 1,428	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861	\$ 2,861
65,000	70,000	70,000	75,000	75,000	80,000
137,371	134,707	131,766	128,756	125,456	121,987
6,150	6,150	6,150	6,150	6,150	6,150
\$ 209,949	\$ 213,718	\$ 210,777	\$ 212,767	\$ 209,467	\$ 210,998
\$ 209,949	\$ 213,718	\$ 210,777	\$ 212,767	\$ 209,467	\$ 210,998
\$ (108,571)	\$ (16,754)	\$ (13,811)	\$ (15,798)	\$ (12,498)	\$ (14,029)
\$ (40,121)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (40,121)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (148,692)	\$ (16,754)	\$ (13,811)	\$ (15,798)	\$ (12,498)	\$ (14,029)
\$ 165,446	\$ 16,754	\$ -	\$ (13,811)	\$ (29,609)	\$ (42,107)
\$ 16,754	\$ -	\$ (13,811)	\$ (29,609)	\$ (42,107)	\$ (56,136)



**Antelope
General Improvement District
2008 - 2017 Reserves**

	2008 Actual	2009 Actual	2010 Actual	2011 Actual
Restricted				
TABOR Emergency Reserves	\$ -	\$ 6,367	\$ 6,300	\$ 6,381
Assigned				
City Infrastructure	462,410	359,094	260,693	159,065
Unassigned	-	-	-	-
TOTAL FUND RESERVES	\$ 462,410	\$ 365,461	\$ 266,993	\$ 165,446



**Antelope
General Improvement District
2008 - 2017 Reserves**

2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 6,298	\$ 6,412	\$ 5,909	\$ 5,909	\$ 5,909	\$ 5,909
10,456	-	-	-	-	-
-	(6,412)	(19,720)	(35,518)	(48,016)	(62,046)
\$ 16,754	\$ -	\$ (13,811)	\$ (29,609)	\$ (42,107)	\$ (56,136)



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2007 - 2017 Summary of Revenues, Expenditures & Other Uses**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
REVENUES				
Sales Tax	\$ -	\$ -	\$ -	\$ -
Property Tax	-	-	46,388	1,183,462
Building Permits, Plan Review & Building Services	229,964	1,142,607	187,976	(2,650)
Construction Funds	53,788	837,195	1,105,577	10,934
Authority Operating Revenue	400,000	150,000	87,475	47,598
TOTAL REVENUES	\$ 683,752	\$ 2,129,802	\$ 1,427,416	\$ 1,239,344
EXPENDITURES				
Contracted Services				
Building Permits, Plan Review & Building Services	\$ 194,713	\$ 802,348	\$ 210,516	\$ -
Subtotal - Contracted Services	\$ 194,713	\$ 802,348	\$ 210,516	\$ -
Other Services & Supplies:				
Sales Tax Sharing Pass-Thru	\$ -	\$ -	\$ -	\$ -
Property Tax Pass-Thru	-	-	46,388	1,183,789
Professional Services	7,284	-	-	13,979
Legal Services - Outside Counsel	80,244	13,750	703	-
Construction Services	96,937	794,046	57,512	-
Streets & Intersections	-	-	1,031,504	7,495
Miscellaneous	228,044	136,250	106,773	33,619
Subtotal - Other Serv. & Supp.	\$ 412,509	\$ 944,046	\$ 1,242,880	\$ 1,238,882
TOTAL EXPENDITURES	\$ 607,222	\$ 1,746,394	\$ 1,453,396	\$ 1,238,882
REVENUE OVER (UNDER) EXPENDITURES	\$ 76,530	\$ 383,408	\$ (25,980)	\$ 462
OTHER FINANCING USES				
Use of Prior Year Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ -	\$ -
NET CHANGE IN FUND BALANCE	\$ 76,530	\$ 383,408	\$ (25,980)	\$ 462
FUND BALANCE - BEGINNING OF YEAR	\$ -	\$ 76,530	\$ 459,938	\$ 433,958
FUND BALANCE - END OF YEAR	\$ 76,530	\$ 459,938	\$ 433,958	\$ 434,420



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2007 - 2017 Summary of Revenues, Expenditures & Other Uses**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 303,884	\$ 544,088	\$ 726,311	\$ 770,288	\$ 815,145	\$ 860,899	\$ 907,568
4,643,968	5,477,687	5,477,687	5,477,687	5,477,687	5,477,687	5,477,687
-	-	-	-	-	-	-
-	242,505	-	-	-	-	-
27,803	150,000	150,000	150,000	150,000	150,000	150,000
\$ 4,975,655	\$ 6,414,280	\$ 6,353,998	\$ 6,397,975	\$ 6,442,832	\$ 6,488,586	\$ 6,535,255
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 303,884	\$ 544,088	\$ 726,311	\$ 770,288	\$ 815,145	\$ 860,899	\$ 907,568
4,669,069	5,477,687	5,477,687	5,477,687	5,477,687	5,477,687	5,477,687
-	-	-	-	-	-	-
7,970	-	-	-	-	-	-
-	242,505	-	-	-	-	-
-	-	-	-	-	-	-
19,833	150,000	150,000	150,000	150,000	150,000	150,000
\$ 5,000,756	\$ 6,414,280	\$ 6,353,998	\$ 6,397,975	\$ 6,442,832	\$ 6,488,586	\$ 6,535,255
\$ 5,000,756	\$ 6,414,280	\$ 6,353,998	\$ 6,397,975	\$ 6,442,832	\$ 6,488,586	\$ 6,535,255
\$ (25,101)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ (409,319)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ (409,319)	\$ -				
\$ (25,101)	\$ (409,319)	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 434,420	\$ 409,319	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 409,319	\$ -					



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2007 - 2017 Reserves**

	2007 Actual	2008 Actual	2009 Actual	2010 Actual
Restricted				
Urban Redevelopment	\$ 76,530	\$ 459,938	\$ 433,958	\$ 434,420
TOTAL FUND RESERVES	\$ 76,530	\$ 459,938	\$ 433,958	\$ 434,420



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2007 - 2017 Reserves**

2011 Actual	2012 Revised	2013 Adopted	2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast
\$ 409,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 409,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Executive Summary





EXECUTIVE SUMMARY

2013 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 final adoption of the budget by Council in November/December. The information included in the Executive Summary is intended to provide a brief but detailed overview of the changes between the 2012 Adopted Budget and the 2013 Adopted Budget. The following pages list 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, 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 2013 is \$70,233,416. The total City budget is comprised of the funds listed below. Department directors prepared their 2013 budgets with a zero percent (0%) increase in expenditures over the adopted 2012 budget, 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). Increases were also permitted for certain contractual obligations of the City, such as increases required by service providers. The zero percent (0%) increase over the 2012 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 additional funds to support existing programs. The significant majority of these adjustments are incremental changes to existing City programs. Some changes were approved to current service levels in order to achieve Council's overall goals and objectives.

The 2013 Adopted Budget includes health care cost increases of 12 percent (12%) and 8 percent (8%) for health and dental insurance costs, respectively, based on the projected national average. These changes represent a decrease from the 2012 Adopted Budget.

The General Fund budget for 2013 is \$48,908,869, excluding fund transfers. The 2013 General Fund budget represents a 2.6 percent (2.6%) increase from the Adopted 2012 Budget. This increase is primarily due to the City's contractual obligation with the public works service provider and 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, based upon corresponding sales, use and/or property tax receipts by the City. Without the increases for these contractual obligations, the Adopted 2013 General Fund Budget would have remained relatively (less than 1% change) consistent with the 2012 Adopted Budget.

The Capital Improvement Fund budget for 2013 is \$8,368,000, an increase of 80.1 percent (80.1%) from the Adopted 2012 Budget. This increase is due to several new projects and an increase in funding for the City's street rehabilitation program. The 2013 budget also includes additional funding for recurring programs such as the Neighborhood Traffic Management Survey & Design program and Signal Communication Improvements.

The Open Space Fund budget for 2013 is \$2,185,000, a decrease of 12.9 percent (12.9%) compared to the 2012 Adopted Budget. This decrease is primarily due to the decrease in funding for park, trail, and open space maintenance. This decrease is partially offset by the additional funding included for several one-time projects, including City-wide Neighborhood Park Improvements.

The Conservation Trust Fund budget for 2013 is \$1,385,500, an increase of more than 100.0 percent (100.0%) from the 2012 Adopted Budget. This increase is the result of additional funding for projects, including Potomac Site Improvements and City-wide Regional Park Improvements. Additional funding was also included for park maintenance.



The Land Use Fund budget for 2013 is \$2,528,238, a decrease of 3.4 percent (3.4%) compared to the 2012 Adopted Budget. This decrease is primarily due to a reduction in personnel services as a result of the City's reorganization. The decrease is offset by an increase in additional funds included for professional engineering services. These additional funds will be used to reimburse the General Fund for staff time spent on Land Use projects as well as contracted services.

The Centennial Urban Redevelopment Authority Fund budget for 2013 is \$6,353,998, an increase of 9.7 percent (9.7%) from the Adopted 2012 Budget. The 2013 budget includes an increase in funding from the 2012 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). Revenue amounts above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District.

The General Improvement District Fund budgets for 2013 are collectively \$503,811, an increase of 0.8 percent (0.8%) from the Adopted 2012 Budget. The City has four General Improvement Districts, or GIDs, including Walnut Hills, Foxridge, Cherry Park, and Antelope, each with a corresponding budgetary fund and dedicated revenue stream.

Listed below is a summary, by Fund, of the 2012 Adopted and 2013 Adopted Budgets and the dollar and percentage change between the two budgets.

Fund	2012 Adopted Budget	2013 Adopted Budget	\$ Change	% Change
General Fund	\$ 47,677,590	\$ 48,908,869	\$ 1,231,279	2.6%
Capital Improvement Fund	4,646,500	8,368,000	3,721,500	80.1%
Open Space Fund	2,509,333	2,185,000	(324,333)	-12.9%
Conservation Trust Fund	110,000	1,385,500	1,275,500	1159.5%
Land Use Fund	2,617,699	2,528,238	(89,461)	-3.4%
Centennial Urban Redevelopment Authority Fund	5,789,910	6,353,998	564,088	9.7%
General Improvement District Funds	499,879	503,811	3,932	0.8%
Total	\$ 63,850,911	\$ 70,233,416	\$ 6,382,505	10.0%

The following is a detail summary of the changes listed above by Fund and Department.



Variance Detail **Net Change**

ALL FUNDS

City-wide

<p>Health and Dental insurance costs are projected to increase by approximately 12 percent and 8 percent, respectively, based on the national average. These changes represent an increase from the revised 2012 budget; however it is a decrease from the adopted 2012 budget. The decrease included in the General Fund is \$83,792 and the decrease in the Land Use Fund is \$46,995. These increases from the revised budget are the amounts attributed to the estimated rate increases in insurance premiums, and do not include the total change in benefits for the General and Land Use Funds due to higher utilization or staff transfers between the General and Land Use Funds.</p>	<p>\$ (130,787)</p>
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GENERAL FUND

Elected Officials

<p>An additional month of salaries and benefit costs for four elected officials was included in the 2012 budget for a potential transition of elected officials. This amount has been reduced in the 2013 budget as it is not an election year.</p>	<p>\$ (3,120)</p>
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<p>The 2013 budget includes funds for services related to the I-25/Arapahoe Road coalition. The City has been part of this coalition in prior years along with Greenwood Village and Arapahoe County.</p>	<p>\$ 10,000</p>
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<p>The 2013 budget includes an increase over the 2012 Adopted Budget for anticipated funding related to the Transportation Management Authority landscaping services. Pursuant to an agreement with several other agencies, the City agreed to provide funding for landscaping costs for the interchange at I-25 and Arapahoe Road; the amount to be funded is determined annually.</p>	<p>\$ 2,688</p>
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<p>The meetings, training, and travel budget includes an increase to allow elected officials to attend additional conferences throughout the year.</p>	<p>\$ 20,000</p>
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<p>The 2013 budget includes a reduction in professional services related to Policy Governance. This was one-time funding included in the 2012 budget.</p>	<p>\$ (35,000)</p>
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GENERAL FUND

City Attorney's Office

<p>The City Attorney's Office is a contracted service. The demand for legal services has increased due to a greater demand for general administrative functions in addition to an increase in larger unanticipated projects. Additional funds have been included to cover the increased demand.</p>	<p>\$ 47,000</p>
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GENERAL FUND

City Clerk's Office

<p>The 2013 budget includes additional funding for stipend payments for the Youth Commission and Senior Commission.</p>	<p>\$ 10,975</p>
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GENERAL FUND

Economic Development

The 2013 budget includes additional funding for business development of \$150,000. This increase is offset by a reduction in funding for professional services related to strategic corridor planning and market studies (I-25 West). This was a one-time project included in the 2012 budget.

	\$	75,000
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GENERAL FUND

Human Resources

The 2013 budget includes a reduction in salaries and wages due to the elimination and transfer of 3.0 FTE positions.

	\$	(128,598)
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Payroll Processing was transferred to the Finance Department due to reorganization.

	\$	(30,000)
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Security Services were transferred from Facilities due to reorganization.

	\$	98,400
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The Personnel Recruitment Services line item has been reduced for 2013 due to lower than anticipated expenses.

	\$	(5,000)
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Consistent with the 2012 Adopted Budget, the 2013 budget includes an employee compensation increase to keep the City's pay plan competitive and recognize Staff's commitment to providing a high level of service to all citizens. This increase will be transferred to recipient departments during the 2013 budget year.

	\$	52,210
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Tuition Reimbursement was transferred from Central Services due to reorganization.

	\$	10,200
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Property & Casualty Insurance Services were transferred to the Finance Department due to reorganization.

	\$	(400,000)
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Workers Compensation Insurance Services were transferred to the Finance Department due to reorganization.

	\$	(20,000)
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GENERAL FUND

Information Technology

The 2013 budget includes a reduction in salaries and wages due to the elimination of 2.0 FTE positions.

	\$	(124,430)
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Information Technology Outsourcing Services is a contracted service. Due to reorganization, additional funding for the help desk function has been included (\$63,600). This increase is offset by a reduction due to a change in service providers and contract amount (\$12,500).

	\$	51,100
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The 2013 budget includes additional funding for Website Hosting & Support Services. This increase is partially due to the transfer of expenditures from other line items as well as a projected increase in license fees.

	\$	9,750
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The 2012 Adopted Budget included one-time funding for document management software. This funding has been reduced in the 2013 budget.

	\$	(30,000)
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The 2013 budget includes additional funds for Internet Access Services. The additional funds are required as the City is moving to XO Communications and T1 line for Internet Services. \$ 16,600

The 2013 budget includes a reduction in funding for equipment. Funding is being reduced to meet the current level of need. \$ (31,500)

The 2013 budget includes a reduction in funding for Software Supplies based on need and the transfer of expenditures to another line item. \$ (9,200)

The 2013 budget includes a reduction in funding for Telephone/Data - Local, T1, Circuits, Fax. The reduction is due to the elimination of QMOE and T1 lines. \$ (23,000)

Alarm lines were transferred from Facilities due to reorganization. \$ 900

The 2013 budget includes an increase in Telephone - Cellular/Pagers for the purchase of tablets. \$ 3,500

The 2013 budget includes a reduction in Miscellaneous. The reduction is due to the transfer of funds to the Finance Department for bank/merchant processing fees related to Centennial Center Park online reservation payments. \$ (1,000)

GENERAL FUND

Communications

The 2013 budget includes an increase in salaries and wages due to the transfer of 2.33 FTE positions. \$ 136,319

The 2013 budget includes an increase in funding for Community Services. The additional funds will be used for new events in Centennial Center Park. \$ 43,250

The 2013 Printing & Publishing budget includes additional funding for printing of the annual report. This amount was included in the Miscellaneous line item in prior years. \$ 6,800

The 2013 Miscellaneous budget has been reduced as the printing of the annual report was moved to the Printing & Publishing line item. \$ (6,800)

GENERAL FUND

Finance

The 2013 budget includes an increase for salaries and wages due to an addition of 2.5 FTE positions that were transferred from various departments. \$ 169,326

Supplemental Use Tax Administration services are provided by a third party contractor. The increase included in the 2013 budget is in accordance with contractual provisions. \$ 2,350



Funding for sales tax auditing services increased in the 2013 budget due to an increase in the City's needs.	\$ 85,580
The total amount budgeted for the City's 2012 financial audit (performed during 2013) is an increase from the amount budgeted during 2012 due to the single audit requirement as a result of federal grant receipts.	\$ 2,500
The 2013 budget includes a reduction in funding for financial system consultant charges compared to the 2012 Adopted Budget. This reduction is for a one-time cost analysis project included in the 2012 budget.	\$ (10,000)
Sales tax collection and reporting services are contracted to a third party contractor; the increase for the 2013 budget includes the contractual increase.	\$ 16,358
Payroll Processing was transferred from Human Resources.	\$ 30,000
The 2013 budget includes a reduction in bank/merchant processing funding as a result of lower than anticipated expenditures in prior years.	\$ (10,200)
Property & Casualty Insurance Services were transferred from Human Resources due to reorganization.	\$ 395,329
Workers Compensation Insurance Services were transferred from Human Resources due to reorganization.	\$ 18,000
The 2013 budget includes additional funding for deductibles and other miscellaneous risk management expenditures.	\$ 40,000
GENERAL FUND	
Nondepartmental	
The 2013 budget includes funds for legal services related to special projects. Legal services for special projects are considered outside the normal scope of services provided by the City Attorney's Office.	\$ 140,000
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 (of total property tax collections) and five percent (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. The 2013 budget includes a net increase in these fees as a result of increased projected revenues.	\$ 23,950
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 2013 budget.	\$ 561,013



Leasing services for additional space were transferred from Facilities due to reorganization. \$ 2,800

Leasing services related to the Land Use services sublease were transferred from Facilities due to reorganization. \$ (38,325)

GENERAL FUND

Central Services

The 2013 includes an increase in dues & memberships for a City-wide Alliance for Innovation membership. \$ 2,500

Tuition reimbursement was transferred to Human Resources due to reorganization. \$ (10,200)

GENERAL FUND

Public Works

The 2013 budget includes a reduction in salaries and wages due to the elimination of 4.5 FTE positions. \$ (373,957)

Public Works services are provided by a third party contractor. The contract with the current service provider is set to end June 30, 2013. The 2013 budget is based partially on the existing contractual amount and partially on an estimate. The total amount represents an increase from the 2012 budget. \$ 674,462

Mosquito control services are provided by a third party contractor. The City is anticipating an increase in the contract amount for 2013. \$ 3,000

The 2013 Other Professional Services line item budget includes an increase for professional services to be used to evaluate the potential acquisition of the City's street light system currently operated by Xcel Energy. \$ 600,000

The 2013 budget includes additional funding for snow removal materials as a result of projected price increases. \$ 10,000

The 2013 budget includes additional funding for asphalt materials as a result of projected price increases. \$ 4,500

The 2013 budget includes a decrease in funding for a one-time Roadway Data Survey on the street network in the City that was performed during 2012. \$ (160,000)

The 2013 budget includes additional funds to cover the Utility Notification Center of Colorado (UNCC) Tier 1 membership costs for locating signal power and communication equipment. \$ 25,000

The 2013 budget includes a decrease in funding for traffic signals utilities. This decrease is the result of energy savings due to the installation of LED lights at several traffic signals. \$ (40,000)



GENERAL FUND

Facilities & Fleet

Security Services were transferred to Human Resources due to reorganization.	\$	(82,400)
Leasing services for additional space were transferred to Nondepartmental due to reorganization.	\$	(2,800)
Leasing services related to the Land Use services sublease were transferred to Nondepartmental due to reorganization.	\$	38,325
Due to reorganization, the City requires additional professional services related to building and park maintenance. In addition, the 2013 budget includes an increase in the existing contract for cleaning services.	\$	153,800
The 2013 budget includes an estimated 24 percent (24%) decrease for utility costs for the City's Civic Center building as a result of energy efficiency improvements.	\$	(16,000)
The 2013 budget includes an estimated 25 percent (25%) decrease for utility costs for the Centennial Center Park as a result of lower than anticipated costs.	\$	(5,000)
Alarm lines were transferred to Information Technology due to reorganization.	\$	(900)
Equipment - Rental, Repair, and Maintenance was transferred to Security Services in Human Resources due to reorganization.	\$	(16,000)
The 2012 Adopted Budget included \$12,000 for the purchase of equipment. This funding amount has been reduced based on projected needs throughout the City.	\$	(4,500)
The 2013 budget includes a reduction in Sewer & Water for Centennial Center Park. Sewer & Water expenditures for Centennial Center Park are an eligible Conservation Trust Fund (CTF) expenditure; therefore, budget is being reduced within the General Fund for these expenditures.	\$	(20,000)
The 2013 budget includes additional funding for trash and recycling costs for Centennial Center Park to allow for an additional pick up during the peak season.	\$	1,000
The 2013 budget includes a reduction in Repair and Maintenance Building based on historic usage and projected needs.	\$	(40,500)
The 2012 budget included funding to purchase an ATV, with a plow and trailer, for the maintenance of the Civic Center building and park grounds. The 2013 budget has been reduced for this one-time expense.	\$	(9,000)



GENERAL FUND

Law Enforcement

The City's Law Enforcement services are provided by the Arapahoe County Sheriff's 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 2013 budget includes the contractual increase for services; however, it represents a decrease from the 2012 Adopted Budget. The total increase compared to the 2012 Revised Budget is \$321,256.

GENERAL FUND

Animal Services

Animal Services are provided by third party contractors including the Humane Society of the Pikes Peak Region (HSPPR), Tenaker Pet Care Center, and Animal Cremation Services. The cost of services related to Animal Sheltering are projected to decrease based on negotiations of service levels.

The 2012 budget included funding for the implementation of an online licensing program to allow dog owners to register their pets on the Internet. The 2013 budget includes a reduction for this one-time cost.

GENERAL FUND

Municipal Court

Judge services are provided by an independent contractor. The 2013 budget includes additional funds for the presiding Judge to attend the twice annual Colorado Municipal Judges Association (CMJA) conference pursuant to the contract.

GENERAL FUND

Code Compliance

Code Compliance services are provided by a third party contractor. The City changed service providers in 2012 and the amount of the new contract was unknown at the time the 2012 budget was adopted. The total amount included in the 2013 budget represents an eighteen percent decrease (\$89,909) over the 2012 Adopted Budget, however this amount represents a three percent (3%) increase (\$11,850) over the 2012 Revised Budget.

LAND USE FUND

The 2013 budget includes a reduction in salaries and wages due to the elimination of 3.0 FTE positions.

The Raise Pool includes an employee compensation increase to keep the City's pay plan competitive and recognize staff's commitment to providing a high level of service to all citizens.



LAND USE FUND

Building

The City's Contractor License Administration is a contracted service. Pursuant to the contract with the City's contract provider, SafeBuilt, 50 percent (50%) of total receipts are to be paid to the contractor. Therefore, the amount included in the budget for Contractor License Administration is based upon projected revenue collection, and activity, during 2013.

\$ 5,000

LAND USE FUND

Other Services & Supplies

The 2013 budget includes an increase for professional services for additional staff time or contracted services.

\$ 5,000

The 2013 budget includes additional funds for professional engineering services. These funds will be used to reimburse the General Fund for staff time spent on Land Use services and projects as well as contracted engineering services.

\$ 150,000

The 2013 budget includes a decrease in rental, repair, and maintenance for equipment and the building. These funds were reduced to fund additional costs related to software supplies, meetings, training, travel, and professional engineering services.

\$ (31,365)

The 2013 budget includes additional funding for software supplies. This increase is primarily due to an increase in the Innoprise system maintenance fees.

\$ 1,576

Dues and memberships decreased in the 2013 budget due to reorganization.

\$ (855)

The 2013 budget includes an increase in funding for meetings, training, and travel. The increase includes stipend payments for the Planning & Zoning Commission members as well as \$2,500 for employee tuition reimbursement.

\$ 4,000

CAPITAL IMPROVEMENT FUND

The 2013 budget includes an decrease in funding for Contracted Support Services that may be used for traffic system implementation assistance, Capital Improvement Program development support and planning assistance, preliminary project investigation, material testing services and on-call engineering services.

\$ (50,000)

The 2012 budget includes funding for the City's contribution to various joint intersection improvements.

\$ 200,000

The 2012 budget included funding for a County Line Road Study. The amount budgeted includes the City's portion of a TMA funded study of improvements for County Line Road. Other participants may include Lone Tree and Douglas County. The 2013 budget does not include any additional funding.

\$ (50,000)

The 2013 budget includes funding for County Line Road Improvements including street paving. The City is partnering with Lone Tree to complete these improvements.

\$ 100,000



The 2012 budget included \$100,000 for grant matching funds. The 2013 budget includes a reduction in grant matching funds.	\$ (25,000)
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The 2013 budget includes a reduction in funding for the infill sidewalk program. This program will provide for new and/or missing sidewalk projects and grant matches to complete such projects.	\$ (25,000)
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The 2013 budget includes additional funds for the Neighborhood Traffic Management Survey & Design program.	\$ 50,000
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The 2013 budget includes funds for a traffic signal at Potomac Street and Briarwood Avenue. This project is to be funded through a Hazard Elimination state grant and a contribution from Dove Valley Metropolitan District.	\$ 303,000
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The 2013 budget includes additional funds for signal communication improvements to provide continued upgrades to the traffic signal system and other ITS improvements.	\$ 43,500
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During 2012, the City provided additional funding to restore program levels for the concrete replacement, street rehabilitation, and street surface treatment programs. In order to maintain the City's streets at the best possible condition, the City Council has dedicated funding to the Street Rehabilitation Program. The 2013 budget includes funding for street rehabilitation, street surface treatment, and concrete replacement.	\$ 3,225,000
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The 2012 budget included funding for Vista Verde Neighborhood Improvements. This project was funded through a Community Development Block Grant (CDBG). This funding has been reduced in the 2013 budget.	\$ (100,000)
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The 2013 budget includes funding for rail replacement at Cherrywood Circle over Big Dry Creek Bridge.	\$ 50,000
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MISCELLANEOUS FUNDS

Open Space

The 2013 budget includes funding for several capital projects, including certain park improvements and new trails and signage (\$175,667). This increase in funding for projects is offset by a decrease in funding for park, trail, and open space maintenance (\$500,000).	\$ (324,333)
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MISCELLANEOUS FUNDS

Conservation Trust Fund

The 2013 budget includes additional funding for maintenance of Centennial Center Park, Potomac Park, and Southfield Park. The increase is due to greater than anticipated attendance at Centennial Center Park and increased irrigation needs.	\$ 25,500
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The 2013 budget includes funding for potential site improvements to the 39 acre Potomac Park site.	\$ 750,000
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The 2013 budget includes funding for potential City-wide acquisitions or improvements to regional parks and open space.	\$ 500,000
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MISCELLANEOUS FUNDS

Centennial Urban Redevelopment Authority

The 2013 budget includes an increase in funding from the 2012 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.	\$ 564,088
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TOTAL NET CHANGE	\$ 6,332,397
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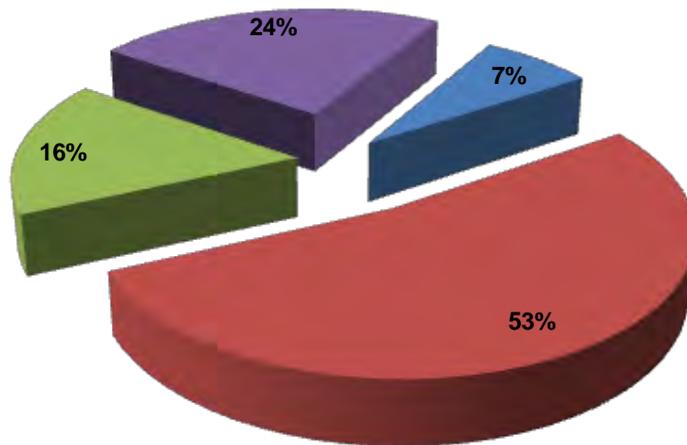
All Funds
2011 Actual Expenditure Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 87,017	\$ 66,217	\$ 127,762	\$ -	\$ 280,996
City Attorney's Office	-	850,850	4,948	-	855,798
City Clerk's Office	222,728	48,873	46,715	-	318,316
<u>City Management</u>					
City Manager's Office	1,008,079	-	7,048	-	1,015,127
Economic Development	-	29,522	43,486	-	73,008
<u>Administrative</u>					
Human Resources	297,093	46,645	475,326	-	819,064
Information Technology	298,430	220,587	165,958	-	684,975
Communications	-	-	149,047	-	149,047
<u>Financial</u>					
Finance	759,286	541,055	41,401	-	1,341,742
Nondepartmental	-	24,878	2,463,077	378,509	2,866,464
Central Services	-	-	194,429	-	194,429
<u>Public Works</u>					
Public Works	454,444	10,114,514	911,471	9,700	11,490,129
Facilities & Fleet	-	67,693	151,284	-	218,977
Capital Improvement	-	-	408,933	5,734,762	6,143,695
General Improvement Districts	-	282,132	228,561	-	510,693
<u>Public Safety</u>					
Public Safety	-	18,366,289	-	-	18,366,289
Animal Services	-	598,992	-	-	598,992
Municipal Court	331,881	1,639,002	171,601	-	2,142,484
<u>Community Development</u>					
Community Development Administration	1,461,866	1,706,245	258,727	-	3,426,838
Code Compliance	-	477,653	-	-	477,653
<u>Culture & Recreation</u>					
Culture & Recreation	-	-	63,149	9,669,883	9,733,032
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	-	5,000,756	-	5,000,756
TOTAL EXPENDITURES	\$ 4,920,824	\$ 35,081,147	\$ 10,913,679	\$ 15,792,854	\$ 66,708,504



All Funds - 2011 Actual Summary by Budget Category

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





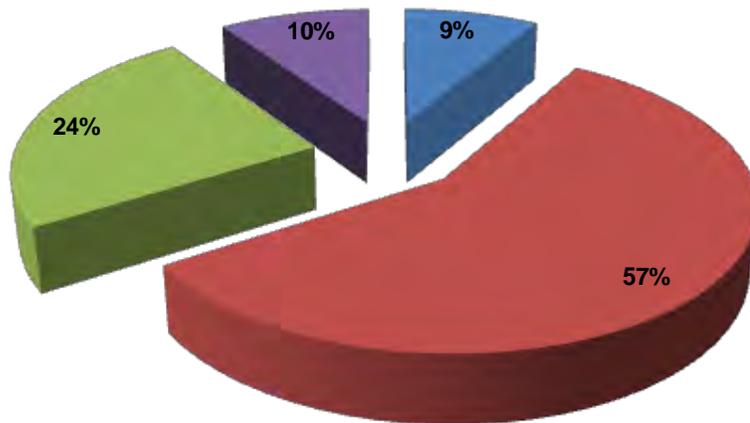
All Funds
2012 Adopted Budget Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 90,051	\$ 65,312	\$ 186,716	\$ -	\$ 342,079
City Attorney's Office	-	669,053	5,000	-	674,053
City Clerk's Office	244,715	56,577	125,800	-	427,092
<u>City Management</u>					
City Manager's Office	1,135,693	-	18,000	-	1,153,693
Economic Development	-	150,000	75,500	-	225,500
<u>Administrative</u>					
Human Resources	378,027	40,000	609,930	-	1,027,957
Information Technology	329,799	301,250	210,700	-	841,749
Communications	-	-	195,750	-	195,750
<u>Financial</u>					
Finance	878,318	693,757	55,200	-	1,627,275
Nondepartmental	-	275,000	4,450,486	-	4,725,486
Central Services	-	-	267,930	-	267,930
<u>Public Works</u>					
Public Works	934,556	10,142,928	1,458,411	-	12,535,895
Facilities & Fleet	-	82,400	315,462	9,000	406,862
Capital Improvement	-	-	425,000	4,221,500	4,646,500
General Improvement Districts	-	199,122	300,757	-	499,879
<u>Public Safety</u>					
Public Safety	-	19,432,377	-	-	19,432,377
Animal Services	-	622,390	-	-	622,390
Municipal Court	354,057	1,752,265	140,830	-	2,247,152
<u>Community Development</u>					
Community Development Administration	1,057,920	1,645,600	321,770	-	3,025,290
Code Compliance	-	496,759	20,000	-	516,759
<u>Culture & Recreation</u>					
Culture & Recreation	80,000	-	660,000	1,879,333	2,619,333
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	-	5,789,910	-	5,789,910
TOTAL EXPENDITURES	\$ 5,483,136	\$ 36,624,790	\$ 15,633,152	\$ 6,109,833	\$ 63,850,911



All Funds - 2012 Adopted Budget Summary by Budget Category

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





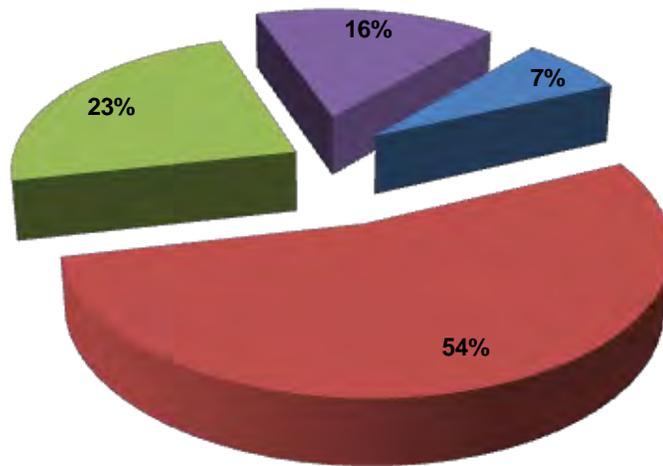
All Funds
2013 Adopted Budget Summary by Department and Budget Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
<u>Legislative</u>					
Elected Officials	\$ 86,931	\$ 78,000	\$ 171,858	\$ -	\$ 336,789
City Attorney's Office	-	716,053	5,000	-	721,053
City Clerk's Office	255,565	59,190	136,775	-	451,530
<u>City Management</u>					
City Manager's Office	1,066,477	-	18,000	-	1,084,477
Economic Development	-	225,000	75,500	-	300,500
<u>Administrative</u>					
Human Resources	226,441	108,400	245,995	-	580,836
Information Technology	178,453	332,100	167,000	-	677,553
Communications	181,726	-	239,000	-	420,726
<u>Financial</u>					
Finance	1,089,043	820,545	498,329	-	2,407,917
Nondepartmental	-	415,000	4,999,924	-	5,414,924
Central Services	-	-	260,230	-	260,230
<u>Public Works</u>					
Public Works	470,479	11,299,890	1,418,411	-	13,188,780
Facilities & Fleet	-	-	402,620	-	402,620
Capital Improvement	-	-	375,000	7,993,000	8,368,000
General Improvement Districts	-	199,122	304,689	-	503,811
<u>Public Safety</u>					
Public Safety	-	18,916,174	-	-	18,916,174
Animal Services	-	601,102	-	-	601,102
Municipal Court	361,256	1,737,092	142,630	-	2,240,978
<u>Community Development</u>					
Community Development Administration	894,951	1,650,600	458,517	-	3,004,068
Code Compliance	-	406,850	20,000	-	426,850
<u>Culture & Recreation</u>					
Culture & Recreation	80,000	-	185,500	3,305,000	3,570,500
<u>Urban Redevelopment</u>					
Urban Redevelopment	-	-	6,353,998	-	6,353,998
TOTAL EXPENDITURES	\$ 4,891,322	\$ 37,565,118	\$ 16,478,976	\$ 11,298,000	\$ 70,233,416



All Funds - 2013 Adopted Budget Summary by Budget Category

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





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Fund Summaries

FUND SUMMARIES





FUND SUMMARIES

City of Centennial All Fund Types 2011 - 2013 Summary of Revenues

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
REVENUES				
Sales Tax	\$ 26,291,841	\$ 24,929,293	\$ 31,844,896	\$ 31,152,964
Sales Tax - County	434,914	363,421	512,702	522,956
Building Materials Use Tax	1,677,317	1,300,000	1,300,000	1,300,000
Automobile Use Tax	3,178,645	3,109,429	3,321,505	3,387,936
Property Tax	12,930,171	13,264,527	13,628,377	13,830,256
Franchise Fees	4,749,865	4,619,984	4,717,218	4,728,296
Specific Ownership Tax	519,284	535,387	516,325	516,325
Motor Vehicle Registration Fees	497,206	431,761	489,020	489,020
Highway Users Tax Fund	4,614,479	4,051,682	4,872,726	4,836,894
Cigarette Tax	253,944	244,717	256,781	256,781
Road and Bridge Shareback	605,994	605,994	615,631	615,631
Right-of-Way Permit Fees	279,573	346,500	313,596	320,000
Pavement Restoration Fees	95,972	58,000	58,000	90,000
Animal Services Fines and Fees	88,834	67,058	67,058	67,058
Court Fines	2,147,649	2,260,285	2,004,210	2,004,210
Liquor Licensing Fees	35,340	30,969	29,753	29,753
Facility Rental Fees	45,600	51,600	51,600	51,600
Licenses & Permits	2,782,731	2,557,000	3,277,000	2,557,000
Investment Income	40,173	45,925	136,185	172,070
Other Intergovernmental Revenue	2,399,257	2,360,000	2,369,181	2,369,181
Federal Grant Revenue	1,060,039	146,500	3,140,369	-
Other Grant Revenue	954,600	-	1,446,502	75,300
Insurance Proceeds	36,617	-	-	-
All Other Revenues	599,385	397,767	739,701	644,922
TOTAL REVENUES	\$ 66,319,430	\$ 61,777,799	\$ 75,708,336	\$ 70,018,153



**City of Centennial
All Fund Types
2011 - 2013 Summary of Expenditures by Function**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
EXPENDITURES				
<u>Legislative</u>				
Elected Officials	\$ 280,996	\$ 342,079	\$ 340,088	\$ 336,789
City Attorney's Office	855,798	674,053	721,053	721,053
City Clerk's Office	318,316	427,092	441,886	451,530
<u>City Management</u>				
City Manager's Office	1,015,127	1,153,693	965,451	1,084,477
Economic Development	73,008	225,500	225,500	300,500
<u>Administrative</u>				
Human Resources	819,064	1,027,957	922,449	580,836
Information Technology	684,975	841,749	940,344	677,553
Communications	149,047	195,750	243,275	420,726
<u>Financial</u>				
Finance	1,341,742	1,627,275	1,704,578	2,407,917
Nondepartmental	2,866,464	4,725,486	5,001,742	5,414,924
Central Services	194,429	267,930	267,930	260,230
<u>Public Works</u>				
Public Works	11,490,129	12,535,895	12,577,998	13,188,780
Facilities & Fleet	218,977	406,862	504,095	402,620
Capital Improvement ¹	6,143,695	4,646,500	20,838,251	8,368,000
General Improvement Districts ²	510,693	499,879	500,000	503,811
<u>Public Safety</u>				
Public Safety	18,366,289	19,432,377	18,644,864	18,916,174
Animal Services	598,992	622,390	622,390	601,102
Municipal Court	2,142,484	2,247,152	2,151,157	2,240,978
<u>Community Development</u>				
Community Development	3,426,838	3,025,290	3,845,859	3,004,068
Code Compliance	477,653	516,759	415,000	426,850
<u>Culture & Recreation</u>				
Culture & Recreation ³	9,733,032	2,619,333	6,352,319	3,570,500
<u>Urban Redevelopment</u>				
Urban Redevelopment ²	5,000,756	5,789,910	6,414,280	6,353,998
TOTAL EXPENDITURES	\$ 66,708,504	\$ 63,850,911	\$ 84,640,509	\$ 70,233,416
REVENUES OVER (UNDER) EXPENDITURES	\$ (389,074)	\$ (2,073,112)	\$ (8,932,173)	\$ (215,263)



**City of Centennial
All Fund Types
2011 - 2013 Summary of Sources (Uses)**

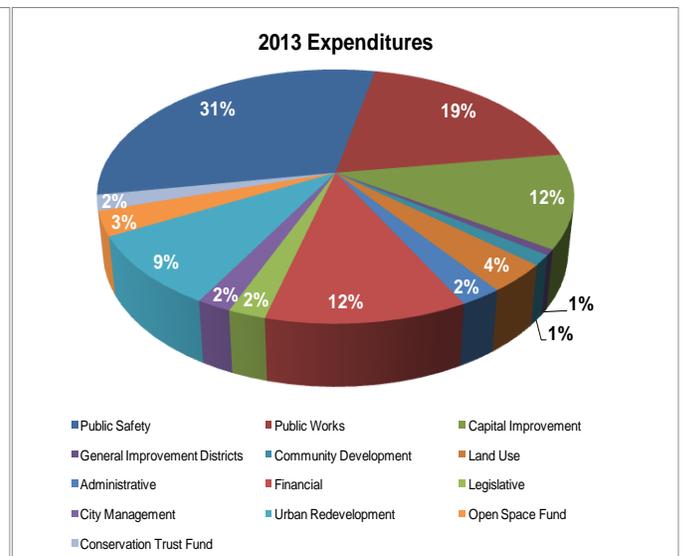
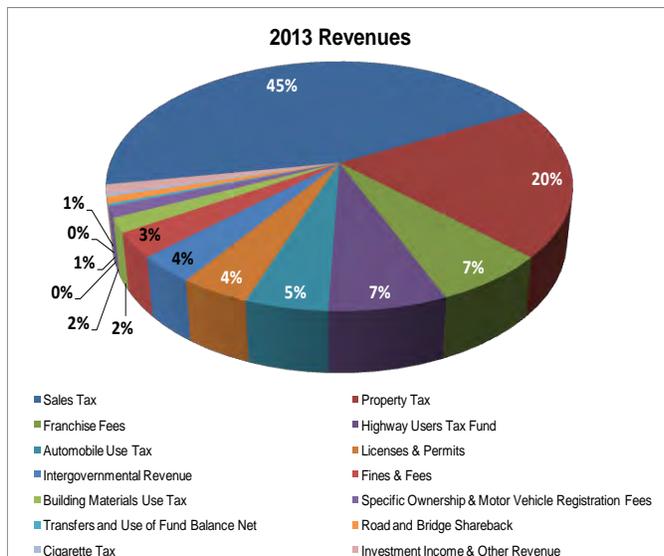
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
OTHER FINANCING SOURCES (USES)				
Fund Transfers/Use of Fund Balance	\$ 4,798,731	\$ 4,139,699	\$ 13,283,858	\$ 7,945,163
Land Use Fund Transfers	(112,244)	(60,699)	(230,678)	28,762
Capital Improvement Fund Transfers	(4,686,487)	(4,442,000)	(14,931,665)	(7,975,000)
TOTAL OTHER FINANCING SOURCES (USES)	\$ -	\$ (363,000)	\$ (1,878,485)	\$ (1,075)
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)	\$ 66,708,504	\$ 64,213,911	\$ 86,518,994	\$ 70,234,491
NET CHANGE IN FUND BALANCE⁴	\$ (389,074)	\$ (2,436,112)	\$ (10,810,658)	\$ (216,338)
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 37,663,829	\$ 22,579,621	\$ 37,274,755	\$ 26,464,097
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 37,274,755	\$ 20,143,509	\$ 26,464,097	\$ 26,247,759

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
2011 - 2013 Summary of Revenues**

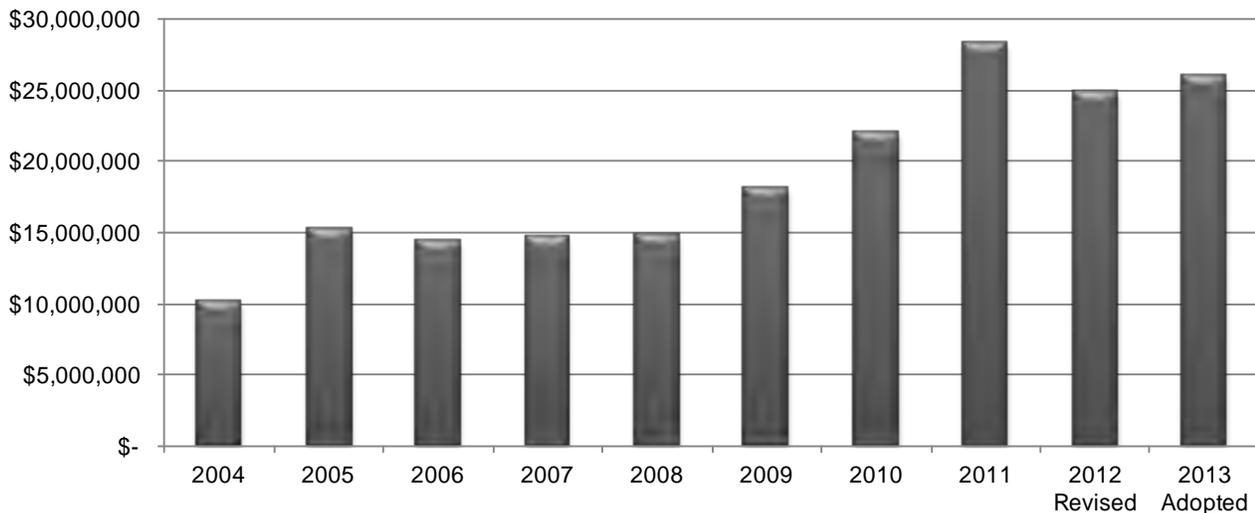
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Sales Tax	\$ 25,987,957	\$ 24,502,446	\$ 31,300,808	\$ 30,426,653	\$ 5,924,207	24.2%
Business/Sales Tax License	50,852	64,067	100,820	50,852	(13,215)	-20.6%
Sales Tax - County	434,914	363,421	512,702	522,956	159,535	43.9%
Building Materials Use Tax	1,677,317	1,300,000	1,300,000	1,300,000	-	0.0%
Property Tax	8,016,695	7,788,732	7,889,932	7,993,474	204,742	2.6%
Highway Users Tax Fund	4,614,479	4,051,682	4,872,726	4,836,894	785,212	19.4%
Gas Franchise Fee - Xcel	926,766	954,511	863,020	863,020	(91,491)	-9.6%
Electric Franchise Fee - Xcel	2,221,952	2,060,993	2,226,012	2,226,012	165,019	8.0%
Electric Franchise Fee - IREA	508,725	475,766	520,330	520,330	44,564	9.4%
Cable TV Franchise Fee	1,092,422	1,128,714	1,107,856	1,118,934	(9,780)	-0.9%
Specific Ownership Tax	503,246	518,645	500,303	500,303	(18,342)	-3.5%
Motor Vehicle Registration Fees	497,206	431,761	489,020	489,020	57,259	13.3%
Automobile Use Tax	3,178,645	3,109,429	3,321,505	3,387,936	278,507	9.0%
Cigarette Tax	253,944	244,717	256,781	256,781	12,064	4.9%
Road and Bridge Shareback	605,994	605,994	615,631	615,631	9,637	1.6%
Right-of-Way Permit Fees	279,573	346,500	313,596	320,000	(26,500)	-7.6%
Animal Services Fines and Fees	88,834	67,058	67,058	67,058	-	0.0%
Court Fines	2,147,649	2,260,285	2,004,210	2,004,210	(256,075)	-11.3%
Investment Income	29,244	37,625	126,000	161,500	123,875	329.2%
Liquor Licensing Fees	35,340	30,969	29,753	29,753	(1,216)	-3.9%
Facility Rental Fees	45,600	51,600	51,600	51,600	-	0.0%
Passports	28,470	80,000	61,840	75,900	(4,100)	-5.1%
Building Rent Recovery	43,700	43,700	40,103	40,470	(3,230)	-7.4%
Federal Grant Revenue	38,165	-	6,458	-	-	-
Other Grant Revenue	4,000	-	-	-	-	-
Intergovernmental Revenue	54,742	40,000	40,000	40,000	-	0.0%
Insurance Proceeds	36,617	-	-	-	-	-
Miscellaneous Revenue	92,048	60,000	109,433	100,000	40,000	66.7%
TOTAL REVENUES	\$ 53,495,096	\$ 50,618,615	\$ 58,727,497	\$ 57,999,287	\$ 7,380,672	14.6%



**City of Centennial
General Fund
2011 - 2013 Summary of Other Financing Sources (Uses)**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
OTHER FINANCING SOURCES (USES)						
Land Use Fund Transfers	\$ (112,244)	\$ (60,699)	\$ (230,678)	\$ 28,762	\$ (89,461)	-147.4%
Capital Improvement Fund Transfers	(4,686,487)	(4,442,000)	(14,931,665)	(7,975,000)	3,533,000	79.5%
TOTAL OTHER FINANCING SOURCES (USES)						
	\$ (4,798,731)	\$ (4,502,699)	\$ (15,162,343)	\$ (7,946,238)	\$ 3,443,539	76.5%
TOTAL EXPENDITURES & OTHER FINANCING SOURCES (USES)						
	\$ 47,161,535	\$ 52,180,289	\$ 62,190,324	\$ 56,855,107	\$ 4,674,818	9.0%
NET CHANGE IN FUND BALANCE						
	\$ 6,333,561	\$ (1,561,674)	\$ (3,462,827)	\$ 1,144,180	\$ 2,705,854	173.3%
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR						
	\$ 21,990,209	\$ 21,510,050	\$ 28,323,770	\$ 24,860,943	\$ 3,350,893	15.6%
FUND BALANCE/NET ASSETS - END OF YEAR						
	\$ 28,323,770	\$ 19,948,376	\$ 24,860,943	\$ 26,005,123	\$ 6,056,747	30.4%

**Fund Balance
General Fund**



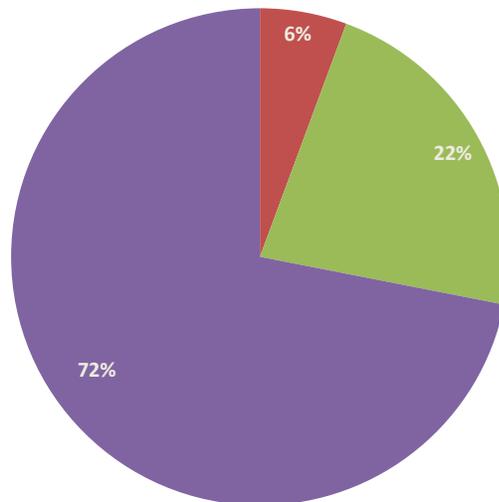


**City of Centennial
General Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Nonspendable				
Prepaid items	\$ 13,762	\$ -	\$ -	\$ -
Restricted				
TABOR Emergency Reserves	1,459,746	1,430,328	1,410,646	1,467,266
Community Events	12,500	-	-	-
Assigned				
Operating Reserves	4,951,033	5,218,029	6,219,032	5,685,511
Legal	50,000	-	-	-
Insurance Deductible	50,000	-	-	-
Law Enforcement	-	150,000	150,000	150,000
Snow Removal	50,000	-	-	-
Tech/Admin Systems	200,000	200,000	200,000	-
Unassigned	21,536,729	12,950,019	16,881,265	18,702,346
TOTAL GENERAL FUND RESERVES	\$ 28,323,770	\$ 19,948,376	\$ 24,860,943	\$ 26,005,123

**General Fund
2013 Adopted Reserves**

■ Nonspendable ■ Restricted ■ Assigned ■ Unassigned





**City of Centennial
Land Use Fund
2011 - 2013 Summary of Revenues**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
REVENUES						
Building Permit Fees	\$ 1,460,659	\$ 1,330,000	\$ 1,785,000	\$ 1,330,000	\$ -	0.0%
Building Plan Review Fees	418,709	470,000	715,000	470,000	-	0.0%
Subtotal Building Services	\$ 1,879,368	\$ 1,800,000	\$ 2,500,000	\$ 1,800,000	\$ -	0.0%
Contractor Licensing	\$ 250,838	\$ 230,000	\$ 250,000	\$ 230,000	\$ -	0.0%
Transit Shelter Administration	88,000	88,000	88,000	88,000	-	0.0%
Subtotal Contractor Licensing	\$ 338,838	\$ 318,000	\$ 338,000	\$ 318,000	\$ -	0.0%
Land Development Applications	\$ 146,852	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0.0%
Misc. Engineering Permits (ROW)	22,208	20,000	20,000	20,000	-	0.0%
Construction Drawings (CD)	54,400	45,000	45,000	45,000	-	0.0%
Subdivision Improvement Agreement	6,800	10,000	10,000	10,000	-	0.0%
Site Inspections	34,500	25,000	25,000	25,000	-	0.0%
Sign Permits	52,507	60,000	60,000	60,000	-	0.0%
Fence Permits	25,391	25,000	25,000	25,000	-	0.0%
CMRS Permits	26,550	14,000	14,000	14,000	-	0.0%
Legal Services - Review of AWOs	28,832	40,000	40,000	40,000	-	0.0%
Change in Deferred Revenue	95,709	-	-	-	-	-
Federal Grant Revenue	62,549	-	-	-	-	-
Other Revenue	70,776	-	-	-	-	-
Subtotal Permits/Plan Review	\$ 627,074	\$ 439,000	\$ 439,000	\$ 439,000	\$ -	0.0%
TOTAL REVENUES	\$ 2,845,280	\$ 2,557,000	\$ 3,277,000	\$ 2,557,000	\$ -	0.0%



**City of Centennial
Land Use Fund
2011 - 2013 Summary of Expenses**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
EXPENSES						
<u>Personnel Services:</u>						
Salaries and Wages	\$ 767,972	\$ 523,049	\$ 558,994	\$ 338,836	\$ (184,213)	-35.2%
Benefits	248,054	184,280	173,715	137,285	(46,995)	-25.5%
Total Personnel Services	\$ 1,016,026	\$ 707,329	\$ 732,709	\$ 476,121	\$ (231,208)	-32.7%
<u>Contracted Services:</u>						
<u>Permitting and Inspections</u>						
Building Services	\$ 1,409,751	\$ 1,350,000	\$ 2,050,000	\$ 1,350,000	\$ -	0.0%
Home Improvement Program Incentive	826	20,000	20,000	20,000	-	0.0%
Subtotal Permitting and Inspections	\$ 1,410,577	\$ 1,370,000	\$ 2,070,000	\$ 1,370,000	\$ -	0.0%
<u>Contractor License Administration</u>						
Contractor License Administration	\$ 125,339	\$ 110,000	\$ 135,000	\$ 115,000	\$ 5,000	4.5%
Bus/Bench Maintenance	5,300	16,200	16,200	16,200	-	0.0%
Land Use Fund Administration	130,639	126,200	151,200	131,200	5,000	4.0%
Bus Bench Repair/Replacement	69,718	9,400	9,400	9,400	-	0.0%
Subtotal Contractor Licensing	\$ 200,357	\$ 135,600	\$ 160,600	\$ 140,600	\$ 5,000	3.7%
<u>Permits/Plan Review</u>						
<u>Applicant Work Orders (AWOs)</u>						
Land Development Applications	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Legal Services - Review of AWOs	25,244	40,000	40,000	40,000	-	0.0%
Subtotal Permits/Plan Review	\$ 25,244	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.0%
Temporary Personnel	\$ 8,056	\$ -	\$ -	\$ -	\$ -	-
Legal Services - General	62,011	90,000	90,000	90,000	-	0.0%
Legal Services - Zoning Map Update	-	5,000	5,000	5,000	-	0.0%
Total Contracted Services	\$ 1,706,245	\$ 1,645,600	\$ 2,370,600	\$ 1,650,600	\$ 5,000	0.3%



**City of Centennial
Land Use Fund
2011 - 2013 Summary of Expenses & Other Financing Sources (Uses)**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
<u>Other Services & Supplies:</u>						
Professional Services	\$ 1,358	\$ 25,000	\$ 20,000	\$ 30,000	\$ 5,000	20.0%
Professional Engineering Services	-	-	190,000	150,000	150,000	-
Payroll Processing	4,824	4,000	4,000	4,000	-	0.0%
Personnel Services:						
Raise Pool	-	10,401	-	18,792	8,391	80.7%
Land Use Case Archiving Services	-	1,000	1,000	1,000	-	0.0%
Purchased Non-Capital Equipment	2,208	-	-	-	-	-
Equipment/Building - Rental, Repair, Maintenance	34,108	61,365	18,789	30,000	(31,365)	-51.1%
Postage & Courier Services	8	1,000	1,000	1,000	-	0.0%
Printing & Publishing Services	5,265	5,000	5,000	5,000	-	0.0%
Office Supplies	11,784	12,500	12,500	12,500	-	0.0%
Software Supplies	32,386	32,824	34,400	34,400	1,576	4.8%
Publications and Subscriptions	854	3,000	3,000	3,000	-	0.0%
Dues and Memberships	3,213	2,855	2,855	2,000	(855)	-29.9%
Meetings/Training/Travel	18,528	21,000	27,000	25,000	4,000	19.0%
Vehicle Fuel & Maintenance Supplies	2,639	1,500	1,500	1,500	-	0.0%
Depreciation - Equipment & Vehicles	25,602	-	-	-	-	-
Bank/Merchant Processing	48,644	40,000	40,000	40,000	-	0.0%
Office Rent	38,325	38,325	38,325	38,325	-	0.0%
Miscellaneous	5,507	5,000	5,000	5,000	-	0.0%
Total Other Services & Supplies	\$ 235,253	\$ 264,770	\$ 404,369	\$ 401,517	\$ 136,747	51.6%
TOTAL EXPENSES	\$ 2,957,524	\$ 2,617,699	\$ 3,507,678	\$ 2,528,238	\$ (89,461)	-3.4%
REVENUES OVER (UNDER) EXPENSES	\$ (112,244)	\$ (60,699)	\$ (230,678)	\$ 28,762	\$ 89,461	147.4%
<u>OTHER FINANCING SOURCES (USES)</u>						
Transfers In - Gen. Fund Use Tax Allocation	\$ 419,329	\$ 325,000	\$ 325,000	\$ 325,000	\$ -	0.0%
Transfers In (Out) - Gen. Fund Transfer	(307,085)	(264,301)	(94,322)	(353,762)	(89,461)	-33.8%
TOTAL OTHER FINANCING SOURCES (USES)	\$ 112,244	\$ 60,699	\$ 230,678	\$ (28,762)	\$ (89,461)	-147.4%
NET CHANGE IN FUND BALANCE	\$ -	-				
FUND BALANCE - BEGINNING OF YEAR	\$ -	-				
FUND BALANCE - END OF YEAR	\$ -	-				



**City of Centennial
Land Use Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Reserve	\$ 86,849	\$ 78,531	\$ 105,230	\$ 75,847
Unassigned	(86,849)	(78,531)	(105,230)	(75,847)
TOTAL FUND RESERVES	\$ -	\$ -	\$ -	\$ -



**City of Centennial
Capital Improvement Fund
2011 - 2013 Summary of Revenues & Expenditures**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Pavement Restoration Fees	\$ 95,972	\$ 58,000	\$ 58,000	\$ 90,000	\$ 32,000	55.2%
Developer Contributions	45,000	-	-	-	-	-
Other Contributions	279,548	-	-	227,700	227,700	-
Miscellaneous	31,964	-	35,000	-	-	-
Other Grant Revenue	-	-	-	75,300	75,300	-
Federal Grant Revenue	959,325	146,500	3,133,911	-	(146,500)	-100.0%
TOTAL REVENUES	\$ 1,411,809	\$ 204,500	\$ 3,226,911	\$ 393,000	\$ 188,500	92.2%

EXPENDITURES**Other Services & Supplies:****Professional Services**

Transportation Master Plan	\$ 114,949	\$ -	\$ 79,573	\$ -	\$ -	-
General Transportation Studies	-	50,000	-	50,000	-	0.0%
C-470 Coalition Support/Participation	-	50,000	50,000	50,000	-	0.0%
Environmental Assessment - Arapahoe/I-25	12,985	-	12,225	-	-	-

Construction Services

Capital Improvement Program -
Contracted Support Services

	280,999	325,000	275,000	275,000	(50,000)	-15.4%
Total Other Services & Supplies	\$ 408,933	\$ 425,000	\$ 416,798	\$ 375,000	\$ (50,000)	-11.8%

Capital Outlay:**Building**

Building	\$ -	\$ -	\$ 3,754,000	\$ -	\$ -	-
Building Maintenance & Improvements	110,560	50,000	128,854	50,000	-	0.0%
Building Contingency	-	50,000	150,000	50,000	-	0.0%
Subtotal Building	\$ 110,560	\$ 100,000	\$ 4,032,854	\$ 100,000	\$ -	0.0%

New Construction

Land Improvements	\$ -	\$ -	\$ 400,000	\$ -	\$ -	-
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**City of Centennial
Capital Improvement Fund
2011 - 2013 Summary of Expenditures**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
<u>Streets & Intersections</u>						
Arapahoe Road Rehab (Colorado - Holly)	\$ 40,462	\$ -	\$ 44,469	\$ -	\$ -	-
Arapahoe University Intersection	71,496	-	137,909	-	-	-
TAGAWA Road	-	-	302,109	-	-	-
Arapahoe Road Design (Waco - Himalaya)	-	-	61,774	-	-	-
Peoria Reconstruction & Intersection Improvements	61,371	-	1,178,390	-	-	-
Chester @ County Line Road Right Turn Lane	393,683	-	-	-	-	-
Arapahoe Rd - Holly/Krameria	25,772	-	1,444,002	-	-	-
Arapahoe Rd - Guardrail and Shoulder Improvements	-	-	54,812	-	-	-
Intergovernmental Intersection Improvements	-	-	-	200,000	200,000	-
County Line Road Study	-	50,000	50,000	-	(50,000)	-100.0%
County Line Road Improvements	-	-	-	100,000	100,000	-
Arapahoe Road and I-25 Interchange Replacement Design	-	-	284,000	-	-	-
Grant Match Funds/Other	-	100,000	115,318	75,000	(25,000)	-25.0%
Subtotal Streets & Intersections	\$ 592,784	\$ 150,000	\$ 3,672,783	\$ 375,000	\$ 225,000	150.0%
<u>Sidewalks</u>						
Arapahoe Road Sidewalk - Vaughn to South Revere Parkway	\$ -	\$ -	\$ -	\$ -	\$ -	-
Infill Sidewalk Program	193,346	100,000	110,543	75,000	(25,000)	-25.0%
Subtotal Sidewalks	\$ 193,346	\$ 100,000	\$ 110,543	\$ 75,000	\$ (25,000)	-25.0%
<u>Traffic Control & Signals</u>						
Neighborhood Traffic Management Survey & Design	\$ 25,866	\$ -	\$ 56,724	\$ 50,000	\$ 50,000	-
Dove Valley Traffic Signals	-	-	7,500	-	-	-
Dry Creek/Eudora Traffic Signal	-	-	39,200	-	-	-
Potomac/Briarwood Signal	-	-	-	303,000	303,000	-
Master Signals	214,677	-	252,885	-	-	-
School Zone Flashers	77,057	-	36,825	-	-	-
Signal Communication Improvements	98,513	96,500	1,333,322	140,000	43,500	45.1%
Weather Stations	15,413	-	132,462	-	-	-
School Zone Upgrades	13,031	-	18,926	-	-	-
Subtotal Traffic Signals & Control	\$ 444,557	\$ 96,500	\$ 1,877,844	\$ 493,000	\$ 396,500	410.9%
<u>Major Capital Project Reserve</u>	\$ -	\$ 300,000	\$ 4,339,440	\$ 300,000	\$ -	0.0%



**City of Centennial
Capital Improvement Fund
2011 - 2013 Summary of Expenditures & Other Financing Sources**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Rehabilitation						
Street Rehabilitation Program	\$ 3,408,320	\$ 3,375,000	\$ 5,597,055	\$ 6,600,000	\$ 3,225,000	95.6%
Street Surface Treatment	518,759	-	-	-	-	-
Vista Verde Neighborhood Improvements	401,568	100,000	390,934	-	(100,000)	-100.0%
Major Structures	31,684	-	-	50,000	50,000	-
Traffic System Upgrades	33,184	-	-	-	-	-
Subtotal Rehabilitation	\$ 4,393,515	\$ 3,475,000	\$ 5,987,989	\$ 6,650,000	\$ 3,175,000	91.4%
Total Capital Outlay	\$ 5,734,762	\$ 4,221,500	\$ 20,421,453	\$ 7,993,000	\$ 3,771,500	89.3%
TOTAL EXPENDITURES	\$ 6,143,695	\$ 4,646,500	\$ 20,838,251	\$ 8,368,000	\$ 3,721,500	80.1%
REVENUES UNDER EXPENDITURES	\$ (4,731,886)	\$ (4,442,000)	\$ (17,611,340)	\$ (7,975,000)	\$ (3,533,000)	-79.5%
OTHER FINANCING SOURCES						
Transfers In	\$ 4,686,487	\$ 4,442,000	\$ 14,931,665	\$ 7,975,000	\$ 3,533,000	79.5%
TOTAL OTHER FINANCING SOURCES	\$ 4,686,487	\$ 4,442,000	\$ 14,931,665	\$ 7,975,000	\$ 3,533,000	79.5%
NET CHANGE IN FUND BALANCE	\$ (45,399)	\$ -	\$ (2,679,675)	\$ -	\$ -	-
FUND BALANCE - BEGINNING OF YEAR	\$ 2,967,710	\$ 195,133	\$ 2,922,311	\$ 242,636	\$ 47,503	24.3%
FUND BALANCE - END OF YEAR	\$ 2,922,311	\$ 195,133	\$ 242,636	\$ 242,636	\$ 47,503	24.3%

**City of Centennial
Capital Improvement Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 155,531	\$ 135,000	\$ 531,130	\$ 251,040
Assigned				
City Infrastructure	2,766,780	60,133	-	-
Unassigned				
	-	-	(288,494)	(8,404)
TOTAL FUND RESERVES	\$ 2,922,311	\$ 195,133	\$ 242,636	\$ 242,636



**City of Centennial
Open Space Fund
2011 - 2013 Summary of Revenues & Expenditures**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
County Open Space Sales Tax	\$ 1,867,604	\$ 1,850,000	\$ 1,842,000	\$ 1,842,000	\$ (8,000)	-0.4%
Grant Revenue	950,600	-	1,446,502	-	-	-
Investment Income	5,953	4,000	5,800	6,000	2,000	50.0%
TOTAL REVENUES	\$ 2,824,157	\$ 1,854,000	\$ 3,294,302	\$ 1,848,000	\$ (6,000)	-0.3%
EXPENDITURES						
Personnel Services:						
Project Support	\$ -	\$ 80,000	\$ 56,500	\$ 80,000	\$ -	0.0%
Total Personnel Services	\$ -	\$ 80,000	\$ 56,500	\$ 80,000	\$ -	0.0%
Other Services & Supplies:						
Parker Jordan Open Space Maintenance	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Other Park, Trail & Open Space Maintenance	-	500,000	500,000	-	(500,000)	-100.0%
Bank/Merchant Processing	15	-	-	-	-	-
Total Other Services & Supplies	\$ 50,015	\$ 550,000	\$ 550,000	\$ 50,000	\$ (500,000)	-90.9%
Capital Outlay:						
Land Acquisition	\$ 2,953,405	\$ -	\$ -	\$ -	\$ -	-
TAGAWA Road	-	-	21,397	-	-	-
Centennial Center Park	1,841,081	-	181,345	-	-	-
City-wide Neighborhood Park Improvements	-	-	-	400,000	400,000	-
deKeovend Park Improvements	-	-	175,000	-	-	-
Regional Park Contribution	-	750,000	750,000	-	(750,000)	-100.0%
Potomac Park	-	80,000	103,500	-	(80,000)	-100.0%
Arapahoe Park Improvements	-	-	62,833	-	-	-
Otero Tennis Courts	174,868	-	1,632	-	-	-
APRD Projects	-	310,000	525,000	180,000	(130,000)	-41.9%
SSPRD Neighborhood Park Improvements	42,909	414,333	785,757	575,000	160,667	38.8%
City-wide Bike Lanes	210,212	-	-	-	-	-
Piney Creek Trail Bridge Replacement	-	-	109,600	-	-	-
Lone Tree Creek Trail	29,002	-	70,998	300,000	300,000	-
Piney Creek Trail	-	-	250,000	-	-	-
Piney Creek Trail Signage	-	-	94,040	-	-	-
Cherry Creek Trail	-	-	300,000	-	-	-
Centennial Link Trail	787,878	-	958,982	350,000	350,000	-
Parker Jordan Centennial Open Space Trail Improvements	236,342	-	260,555	-	-	-
City-wide Trail Signage	-	-	115,000	-	-	-
Neighborhood Trail Connections	4,910	325,000	595,090	250,000	(75,000)	-23.1%
Total Capital Outlay	\$ 6,280,607	\$ 1,879,333	\$ 5,360,729	\$ 2,055,000	\$ 175,667	9.3%
TOTAL EXPENDITURES	\$ 6,330,622	\$ 2,509,333	\$ 5,967,229	\$ 2,185,000	\$ (324,333)	-12.9%
REVENUES OVER (UNDER) EXPENDITURES	\$ (3,506,465)	\$ (655,333)	\$ (2,672,927)	\$ (337,000)	\$ 318,333	48.6%



**City of Centennial
Open Space Fund
2011 - 2013 Summary of Other Financing Uses**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (484,473)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (484,473)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (3,506,465)	\$ (655,333)	\$ (3,157,400)	\$ (337,000)	\$ 318,333	48.6%
FUND BALANCE - BEGINNING OF YEAR	\$ 7,000,865	\$ 655,333	\$ 3,494,400	\$ 337,000	\$ (318,333)	-48.6%
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 3,494,400	\$ -	\$ 337,000	\$ -	\$ -	-

**City of Centennial
Open Space Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	84,725	75,280	84,295	65,550
Culture & Recreation	3,409,675	-	252,705	-
Unassigned	-	(75,280)	-	(65,550)
TOTAL FUND RESERVES	\$ 3,494,400	\$ -	\$ 337,000	\$ -



**City of Centennial
Conservation Trust Fund
2011 - 2013 Summary of Revenues, Expenditures & Other Financing Uses**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Lottery Proceeds	\$ 476,911	\$ 470,000	\$ 487,181	\$ 487,181	\$ 17,181	3.7%
Investment Income	3,974	3,000	2,785	2,900	(100)	-3.3%
TOTAL REVENUES	\$ 480,885	\$ 473,000	\$ 489,966	\$ 490,081	\$ 17,081	3.6%
EXPENDITURES						
Other Services & Supplies:						
Park Maintenance	\$ 13,134	\$ 110,000	\$ 149,366	\$ 135,500	\$ 25,500	23.2%
Total Other Services & Supplies	\$ 13,134	\$ 110,000	\$ 149,366	\$ 135,500	\$ 25,500	23.2%
Capital Outlay:						
Centennial Center Park	\$ 3,389,276	\$ -	\$ 110,724	\$ -	\$ -	-
Potomac Site Improvements	-	-	-	750,000	750,000	-
City-wide Regional Park & Open Space Reserve	-	-	-	500,000	500,000	-
Natural Area Restoration	-	-	125,000	-	-	-
Total Capital Outlay	\$ 3,389,276	\$ -	\$ 235,724	\$ 1,250,000	\$ 1,250,000	-
TOTAL EXPENDITURES	\$ 3,402,410	\$ 110,000	\$ 385,090	\$ 1,385,500	\$ 1,275,500	1159.5%
REVENUES OVER (UNDER) EXPENDITURES	\$ (2,921,525)	\$ 363,000	\$ 104,876	\$ (895,419)	\$ (1,258,419)	-346.7%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ (363,000)	\$ (508,281)	\$ -	\$ 363,000	100.0%
TOTAL OTHER FINANCING USES	\$ -	\$ (363,000)	\$ (508,281)	\$ -	\$ 363,000	100.0%
NET CHANGE IN FUND BALANCE	\$ (2,921,525)	\$ -	\$ (403,405)	\$ (895,419)	\$ (895,419)	-
FUND BALANCE -						
BEGINNING OF YEAR	\$ 4,220,349	\$ -	\$ 1,298,824	\$ 895,419	\$ 895,419	-
FUND BALANCE - END OF YEAR	\$ 1,298,824	\$ -	\$ 895,419	\$ -	\$ -	-

**City of Centennial
Conservation Trust Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 14,427	\$ 3,300	\$ 11,553	\$ 14,702
Culture & Recreation	1,284,397	-	883,866	-
Unassigned	-	(3,300)	-	(14,702)
TOTAL FUND RESERVES	\$ 1,298,824	\$ -	\$ 895,419	\$ -



**City of Centennial
Miscellaneous Funds
2011 - 2013 Summary of Revenues, Expenditures & Other Financing Sources (Uses)**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Sales Tax	\$ 303,884	\$ 426,847	\$ 544,088	\$ 726,311	\$ 299,464	70.2%
Property Tax	4,913,476	5,475,795	5,738,445	5,836,782	360,987	6.6%
Specific Ownership	16,038	16,742	16,022	16,022	(720)	-4.3%
Construction Funds	-	-	242,505	-	-	-
Authority Operating Revenue	27,803	150,000	150,000	150,000	-	0.0%
Investment Income	1,002	1,300	1,600	1,670	370	28.5%
TOTAL REVENUES	\$ 5,262,203	\$ 6,070,684	\$ 6,692,660	\$ 6,730,785	\$ 660,101	10.9%
EXPENDITURES						
Contracted Services:						
General	\$ 282,132	\$ 199,122	\$ 199,122	\$ 199,122	\$ -	0.0%
Total Contracted Services	\$ 282,132	\$ 199,122	\$ 199,122	\$ 199,122	\$ -	0.0%
Other Services & Supplies:						
Sales Tax Sharing Pass-Thru	\$ 303,884	\$ 426,847	\$ 544,088	\$ 726,311	\$ 299,464	70.2%
Property Tax Pass-Thru	4,669,069	5,213,063	5,477,687	5,477,687	264,624	5.1%
Revenue Collection Services:						
County Treasurer's Fee	4,045	3,940	3,911	5,386	1,446	36.7%
Legal Services - Outside Counsel	7,970	-	-	-	-	-
Construction Services	-	-	242,505	-	-	-
Utilities	11,718	10,000	10,000	10,000	-	0.0%
Debt Service:						
Principal	65,000	65,000	65,000	70,000	5,000	7.7%
Interest	140,121	137,371	137,371	134,707	(2,664)	-1.9%
Miscellaneous	27,510	234,446	234,596	234,596	150	0.1%
Total Other Services & Supplies	\$ 5,229,317	\$ 6,090,667	\$ 6,715,158	\$ 6,658,687	\$ 568,020	9.3%
TOTAL EXPENDITURES	\$ 5,511,449	\$ 6,289,789	\$ 6,914,280	\$ 6,857,809	\$ 568,020	9.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ (249,246)	\$ (219,105)	\$ (221,620)	\$ (127,024)	\$ 92,081	42.0%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (885,731)	\$ (1,075)	\$ (1,075)	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (885,731)	\$ (1,075)	\$ (1,075)	-
NET CHANGE IN FUND BALANCE	\$ (249,246)	\$ (219,105)	\$ (1,107,351)	\$ (128,099)	\$ 91,006	41.5%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 1,484,696	\$ 219,105	\$ 1,235,450	\$ 128,099	\$ (91,006)	-41.5%
FUND BALANCE - END OF YEAR	\$ 1,235,450	\$ -	\$ 128,099	\$ -	\$ -	-



**City of Centennial
Miscellaneous Funds
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 11,643	\$ 14,996	\$ 15,000	\$ 15,114
Urban Redevelopment	409,319	-	-	-
District Infrastructure	814,488	-	113,099	-
Unassigned	-	(14,996)	-	(15,114)
TOTAL FUND RESERVES	\$ 1,235,450	\$ -	\$ 128,099	\$ -



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

2011 - 2013 Summary of Transfers

Transfer From	Transfer To	Transfer Purpose	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
General Fund	Capital Improvement Fund	Capital Projects Funding	\$ 4,686,487	\$ 4,442,000	\$ 14,931,665	\$ 7,975,000
General Fund	Land Use Fund	General Operations Funding	112,244	60,699	230,678	(28,762)
TOTAL GENERAL FUND TRANSFERS			\$ 4,798,731	\$ 4,502,699	\$ 15,162,343	\$ 7,946,238

2011 - 2013 Use of Fund Balance

Fund	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
General Fund	\$ -	\$ -	\$ -	\$ -
Open Space Fund	-	-	(484,473)	-
Conservation Trust Fund	-	(363,000)	(508,281)	-
General Improvement Districts	-	-	(476,412)	(1,075)
Centennial Urban Redevelopment Authority Fund	-	-	(409,319)	-
TOTAL USE OF FUND BALANCE	\$ -	\$ (363,000)	\$ (1,878,485)	\$ (1,075)

Note: The 2011-2013 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.

General Fund

GENERAL FUND

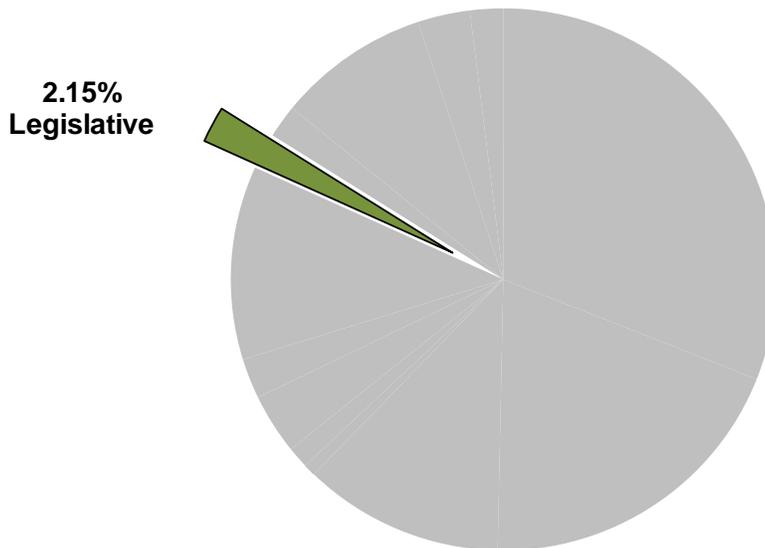




LEGISLATIVE

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.

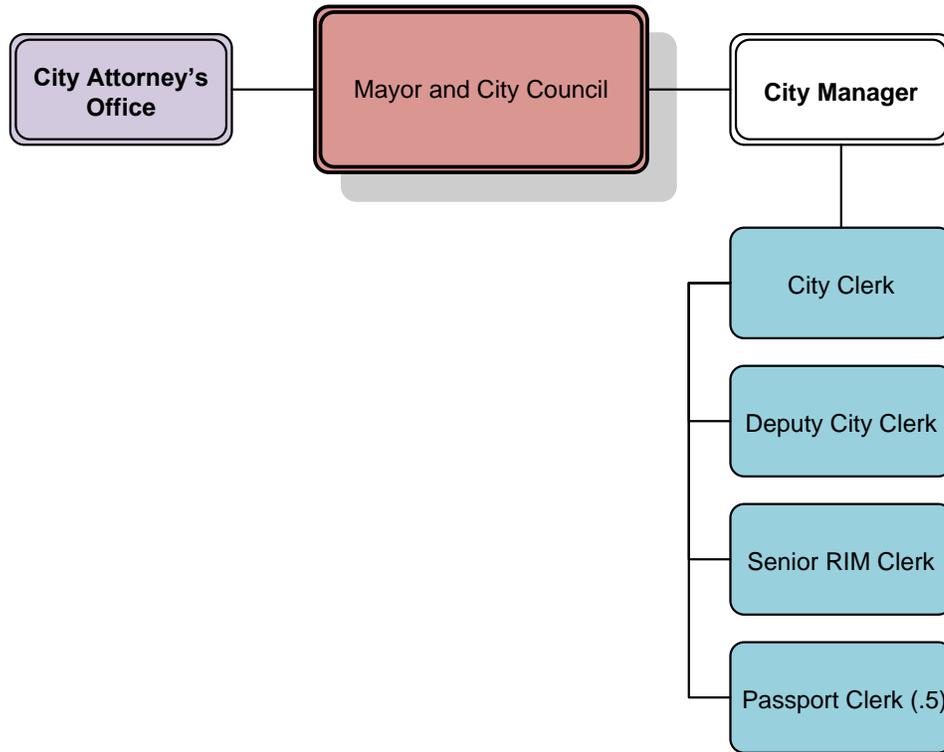
2013 Expenditures Legislative



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

Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 309,745	\$ 334,766	\$ 341,542	\$ 342,496	\$ 7,730	2.3%
Contracted Services	965,940	790,942	845,000	853,243	62,301	7.9%
Other Services & Supplies	179,425	317,516	316,485	313,633	(3,883)	-1.2%
TOTAL	\$ 1,455,110	\$ 1,443,224	\$ 1,503,027	\$ 1,509,372	\$ 66,148	4.6%



LEGEND	
	Elected Officials
	City Staff
	Contracted Services

Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
City Clerk's Office	3.00	3.50	3.50	-
City Attorney's Office	5.00	5.90	6.00	0.10
TOTAL	8.00	9.40	9.50	0.10



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.

Prior Year Accomplishments:

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



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 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 a place 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"> • Maintain 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**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 87,017	\$ 90,051	\$ 88,491	\$ 86,931	\$ (3,120)	-3.5%
Contracted Services	66,217	65,312	71,312	78,000	12,688	19.4%
Other Services & Supplies	127,762	186,716	180,285	171,858	(14,858)	-8.0%
TOTAL	\$ 280,996	\$ 342,079	\$ 340,088	\$ 336,789	\$ (5,290)	-1.5%



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 Attorney's 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.

Prior Year Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Achieved a 94.4 percent (94.4%) completion rate and meeting deadlines established by City staff for work orders submitted to the City Attorney's Office. • Provided day-to-day legal services and advice to the City staff at levels below comparable in-house city attorneys' offices through a staff of experienced municipal attorneys. • Assisted City staff in the drafting of all ordinances, resolutions, proclamations, staff reports, and provided day-to-day advice and counsel to both the City staff and contractors. • Advised City Council and individual Council members regarding legal questions and issues to periodic training summaries, including conflicts of interest, alternative strategies or programs, and risk assessment.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Directly assisted the City Council in its goal of drafting and adopting a reasonable and enforceable Code of Ethics and Code of Conduct. • Participate, as requested, in District, Community Development, and HOA meetings to provide information on legal issues facing neighborhoods • City Attorney presented sessions at workshops and District meetings on legal issues to assist public education. • Provided all legal services in City's planning, construction documentation, and operational regulations to open the Civic Center Park to the public, including expansion of public parking.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Directly assisted litigation counsel in the successful defense and eventual settlement of the BNP Paribas v. City of Cenennial lawsuit. • Provided ongoing legal representation to the City in its sales tax enforcement matters resulting in net revenue to the City and compliance. • Concluded successful negotiations for the intergovernmental management of the County Line Road corridor.
	<p>Environment</p>	<ul style="list-style-type: none"> • Continued City Attorney's Office staff initiative to decrease the use of nonrecyclable materials including reduction in use of plastic bottles. • Created and implemented program to route nearly 100 percent (100%) of all wastepaper to recycling. • Continued five-year plan for conversion of paper files to electronic storage.



Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Continue to provide day-to-day contracted legal services at budgeted levels below comparable in-house municipal city attorney offices. • Achieve greater than 90 percent (90%) completion rate for City staff requested deadline for work orders submitted to the City Attorney's Office. • Retain highly qualified and experienced city attorneys to provide day-to-day legal services and continue training of entry-level attorney for purposes of providing lower-cost basic legal research, drafting, and department representation.
	<p>Community Quality of Life/ Citizen Engagement</p>	<ul style="list-style-type: none"> • Continue efforts to participate in District, HOA, and other meetings to present educational information on municipal law and practice. • When providing written work product to City Council and City staff, seek to draft materials that can be distributed to citizens whenever possible without risk of disclosure of confidences.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Continue to provide legal services at substantial savings to the City in comparison to comparable city attorney offices. • Continue to actively participate in Annexation Team efforts toward identifying strategic opportunity for City economic and sustainable growth. • Continually consider alternatives and options to reduce legal service expenses and effective use of outside counsel when it advantageous and cost-effective.
	<p>Environment</p>	<ul style="list-style-type: none"> • Continue all City Attorney Offices efforts for recycling of waste. • Prioritize projects which are intended to provide sustainable economic benefit including prompt processing of grant agreements.

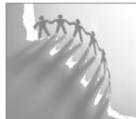
**City Attorney's Office
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	850,850	669,053	716,053	716,053	47,000	7.0%
Other Services & Supplies	4,948	5,000	5,000	5,000	-	0.0%
TOTAL	\$ 855,798	\$ 674,053	\$ 721,053	\$ 721,053	\$ 47,000	7.0%



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 Application Acceptance Facility. Liquor Licensing, including the preparation of agendas, packets and minutes for the Liquor Licensing Authority, is also a responsibility of this office. The City Clerk's Office administers Centennial's special municipal elections. The City Clerk, as Designated Election Official, assists the County in the conduct of coordinated 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, as well as filings for various issue committees. The City Clerk serves as staff liaison for the Centennial Senior Commission. Assistance with ad hoc appointment committees for the various City boards and commissions is provided by this office.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none">• A voting system for the City Council Chambers was purchased and installed. The system also provides a "request to speak" feature for the conduct of orderly meetings.
 <p>Community Quality of Life/Citizen Engagement</p>	<ul style="list-style-type: none">• The City Clerk's staff, along with members of the Centennial Election Commission, accepted ballots on behalf of Arapahoe County at both indoor and outdoor locations during election season. One Saturday event was held.• The City Clerk's staff participated in an eight-week FEMA training relative to Records Emergency Planning and Response.
 <p>Economic Health</p>	<ul style="list-style-type: none">• With the addition of a part-time Passport Clerk to the City Clerk's staff, the number of appointments for acceptance of passport applications more than doubled compared to the previous year.
 <p>Environment</p>	<ul style="list-style-type: none">• The Deputy City Clerk now sends all packets and materials electronically for the Liquor Licensing Authority, in an effort to reduce or eliminate the need for paper copies.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
<i>City Council</i>				
City Council Packets Prepared and Published Online	39	42	42	42
Resolutions Processed	95	101	100	100
Ordinances Processed	26	31	30	30
<i>Liquor Licensing</i>				
New Applications Processed	9	12	10	10
Renewals Processed	108	106	122	122
Hearings (Violation, Preliminary and Renewal)	4	2	3	3
Special Event Permits Processed	3	4	4	4
Passport Applications Processed	1097	955	2270	2912
Open Records Requests Processed	95	159	100	100

Goals and Objectives:

	<ul style="list-style-type: none"> • With the purchase of an Electronic Document Management System, enlist and train City departments and divisions in the use of this product, thereby creating greater access to City records for the public, elected officials and staff. • Make all Campaign Finance reports and candidate information available online via the City website.
<p>City Services</p>	
	<ul style="list-style-type: none"> • Assist the Liquor Licensing Authority in re-writing sanction guidelines for liquor license violations. • Assist the Centennial Election Commission in drafting an ordinance recommendation to City Council concerning handling of Campaign Finance violations.
<p>Community Quality of Life / Citizen Engagement</p>	
	<ul style="list-style-type: none"> • Continue to offer educational opportunities to the Centennial Liquor Licensees for the operation of their establishments in accordance with the Colorado Liquor Code.
<p>Economic Health</p>	
	<ul style="list-style-type: none"> • Encourage Council candidates to file Fair Campaign Finance Act Reports electronically. • Continue to encourage board/commissions, as well as City Council, to send/receive meeting packets and other information electronically to decrease the amount of paper used.
<p>Environment</p>	



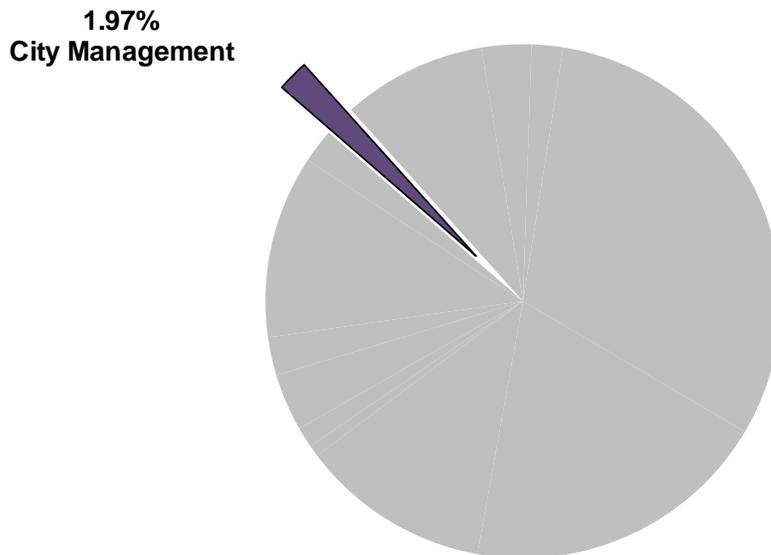
**City Clerk's Office
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 222,728	\$ 244,715	\$ 253,051	\$ 255,565	\$ 10,850	4.4%
Contracted Services	48,873	56,577	57,635	59,190	2,613	4.6%
Other Services & Supplies	46,715	125,800	131,200	136,775	10,975	8.7%
TOTAL	\$ 318,316	\$ 427,092	\$ 441,886	\$ 451,530	\$ 24,438	5.7%



The City Management function includes the City Manager’s Office and the Economic Development Departments. These two 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.

**2013 Expenditures
City Management**



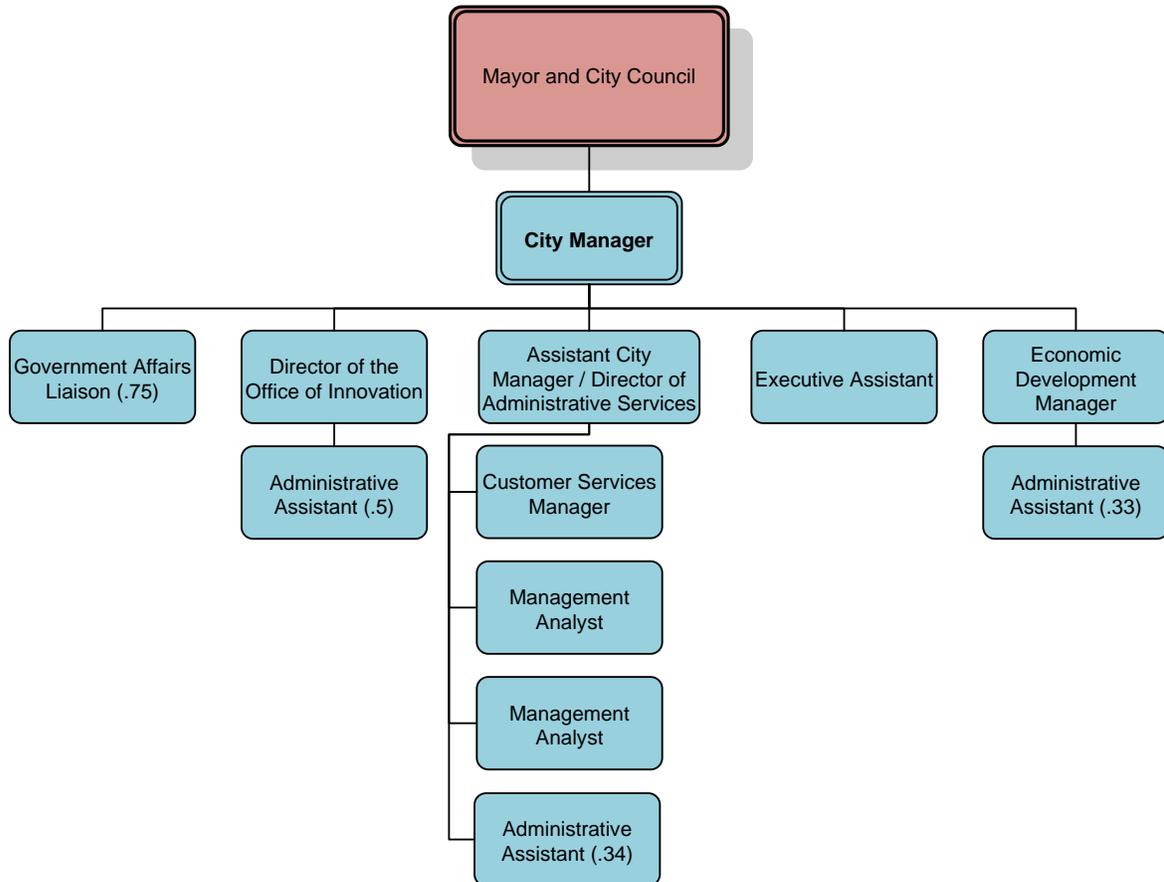
This graph illustrates the percentage of this function’s expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 1,008,079	\$ 1,135,693	\$ 947,451	\$ 1,066,477	\$ (69,216)	-6.1%
Contracted Services	29,522	150,000	150,000	225,000	75,000	50.0%
Other Services & Supplies	50,534	93,500	93,500	93,500	-	0.0%
TOTAL	\$ 1,088,135	\$ 1,379,193	\$ 1,190,951	\$ 1,384,977	\$ 5,784	0.4%



CITY MANAGEMENT



LEGEND

- Elected Officials
- City Staff
- Contracted Services

Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
City Manager's Office	7.34	8.59	8.59	-
Economic Development	1.33	1.33	1.33	-
TOTAL	8.67	9.92	9.92	-



Overview: The City Manager is the chief administrative 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. 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. Section 8.4(c) of the Centennial Home Rule Charter gives the City Manager the responsibility of supervising and overseeing all aspects of City functions and activities, service contracts and personnel and departments that report to the City Manager.

Prior Year Accomplishments:

	<ul style="list-style-type: none"> • Provided Staff liaisons for Senior and Youth Commissions. • Managed competitive purchasing process. • Provided leadership to the organization through policy implementation and training.
	<ul style="list-style-type: none"> • Increased pedestrian travel accessibility through use of Community Development Block Grant funding. • Provided community events throughout the year on behalf of the Youth Commission, affording Centennial's youth the opportunity to participate in their government and community. • Continued to provide efficient access and management of the purchasing process through Rocky Mountain E-Purchasing.
	<ul style="list-style-type: none"> • Implemented purchasing card program. • Evaluated internal spending and implemented corrections where appropriate. • Received GFOA Distinguished Budget Presentation Award. • Participated in regional cooperative purchasing agreements to increase efficiency.
	<ul style="list-style-type: none"> • Encouraged sustainable practices and solutions through purchasing by including environmental concerns in RFPs.



Goals and Objectives:

	<ul style="list-style-type: none"> • Continue to refine and enhance the performance measurement program. • Pursue grant opportunities to fund City programs and capital improvements. • Analyze services and, when appropriate, contract services at all levels. • Examine internal processes to ensure compliance and legal protection for taxpayers, vendors, and departments.
	<ul style="list-style-type: none"> • Continue to work with the Centennial Youth Corps and Youth Commission to develop community events, and to provide a venue for Centennial youth to participate in their government and community. • Participate in Council District Meetings as needed to provide information and increase citizen engagement. • Continue to provide staff support to the Centennial Senior Commission.
	<ul style="list-style-type: none"> • Participate in the Government Finance Officer's Association Distinguished Budget Presentation program in order to improve the City's budgeting practices. • Participate in cooperative efforts with other government agencies in order to increase efficiency. • Support Economic Development efforts to attract and retain quality businesses in Centennial.
	<ul style="list-style-type: none"> • Continue efforts to cost-effectively promote environmental efficiency in the City's operations and purchases. • Consider grant opportunities to provide environmental efficiency programs. • Support environmental awareness programs throughout the City, including the Xeriscape Garden in Centennial Center Park.

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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 1,008,079	\$ 1,135,693	\$ 947,451	\$ 1,066,477	\$ (69,216)	-6.1%
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	7,048	18,000	18,000	18,000	-	0.0%
TOTAL	\$ 1,015,127	\$ 1,153,693	\$ 965,451	\$ 1,084,477	\$ (69,216)	-6.0%



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.

Prior Year Accomplishments:

	<p>City Services</p>	<ul style="list-style-type: none"> • Enhanced communication efforts by utilizing web-based newsletter/marketing software with results reporting function to evaluate effectiveness and outreach metrics. • Encouraged residents and local businesses to recognize the contributions of the business community by nominating organizations for the Best of Centennial awards dinner. • Encouraged public participation in special projects by hosting open houses and using a variety of communication efforts to reach a broad stakeholder base. • Continued active participation in the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver South Economic Development Partnership. • Invited key business leaders to attend various economic development related functions. • Partnered with Long Range Planning to begin the I-25 Sub Area Plan project.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Participated in various events and strategies with the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver South Economic Development Partnership. • Developed custom demographic profiles for key trade areas and geographies within Centennial that are available for download from the City's website. • Developed the 2012 Community Profile which includes relevant business statistics; the profile is available for download online and in print. • The City hosted the 5th Annual Best of Centennial business recognition and awards dinner. • Continued to distribute "Proud Local Business" window clings to newly registered businesses. • Published the 2012 Centennial Business Directory, available for download, in six different versions.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Partnered with Finance Department to evaluate cost to serve data and develop a fiscal impact model. • Conducted the 2012 Business Climate Survey to evaluate the local business climate and receive valuable feedback from the commercial sector. • Co-Sponsored the ULI Fall Conference Southeast Light Rail Tour with Greenwood Village, Lone Tree and the Denver South EDP to highlight successes and opportunities in the corridor. • The Economic Development Technical Advisory Committee continued to evaluate areas of opportunity and involvement for the business community. • The City welcomed a number of new businesses including the Wal-Mart Neighborhood Market and Connexions. • Updated the Economic Development Strategic Plan.
	<p>Environment</p>	<ul style="list-style-type: none"> • Partnered with Centennial Youth Commission to offer the Youth Commission's Award for Environmental Stewardship at the Best of Centennial. • Continued to discuss the importance of LEED facilities and upgrades with commercial property owners. • Continued to work with utilities, interested commercial property owners, and other properties to pursue alternative energy options within the City's commercial properties.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
New Commercial Square Feet Added	150,000	500,000	95,000	100,000
Economic Development Inquiries	312	327	331	350
Business Development, Retention & Expansion Contacts	162	168	172	175

Goals and Objectives:

	<p>City Services</p>	<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 (I25 West, etc.). 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.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Host the Best of Centennial 2013 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 2013 Centennial Business Directory.
	<p>Economic Health</p>	<ul style="list-style-type: none"> Pursue strategic annexation opportunities that have long-term benefits to the City. Conduct 50 Business Retention & Expansion visits. Develop marketing collateral promoting the City in key industry segments.
	<p>Environment</p>	<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.

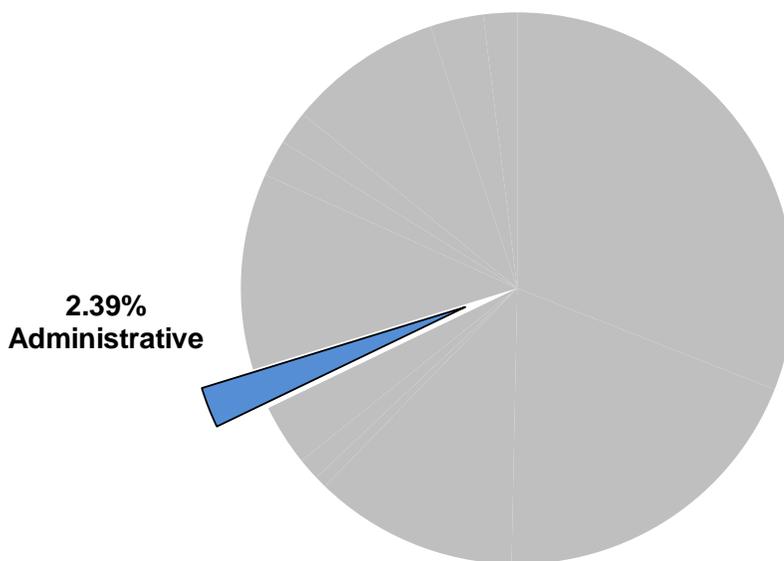
**Economic Development
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	29,522	150,000	150,000	225,000	75,000	50.0%
Other Services & Supplies	43,486	75,500	75,500	75,500	-	0.0%
TOTAL	\$ 73,008	\$ 225,500	\$ 225,500	\$ 300,500	\$ 75,000	33.3%



The Administrative function of the City of Centennial includes the Human Resources, Information Technology and Communication divisions. 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.

2013 Expenditures Administrative



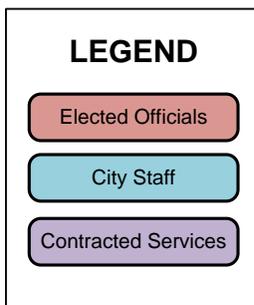
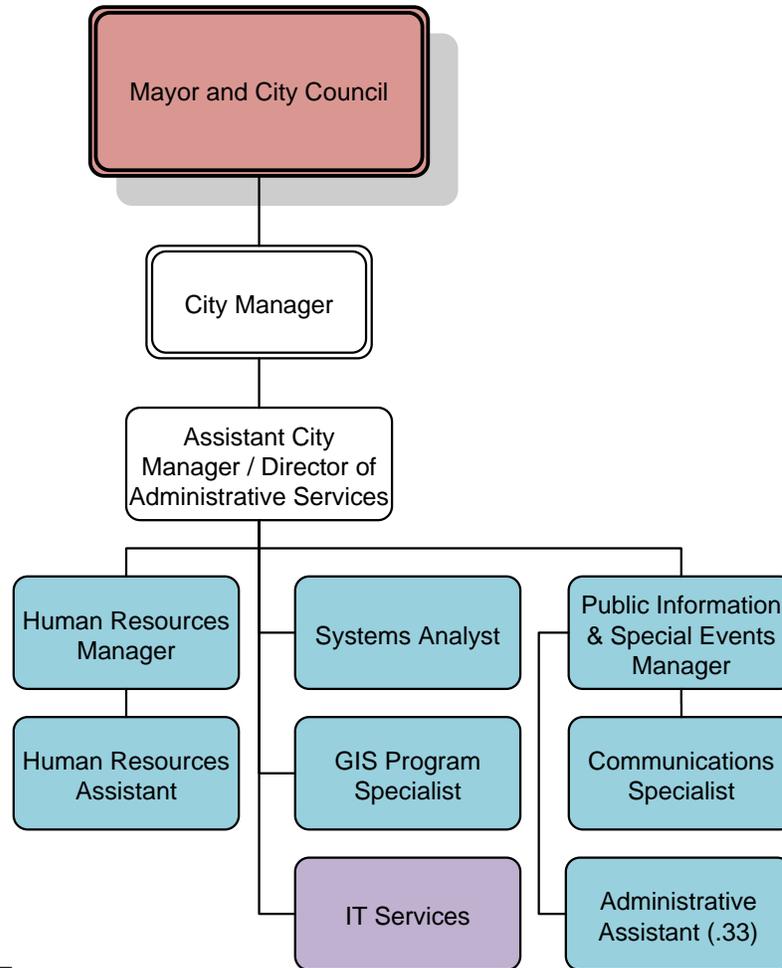
This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 595,523	\$ 707,826	\$ 704,289	\$ 586,620	\$ (121,206)	-17.1%
Contracted Services	267,232	341,250	355,977	440,500	99,250	29.1%
Other Services & Supplies	790,331	1,016,380	1,045,802	651,995	(364,385)	-35.9%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 1,653,086	\$ 2,065,456	\$ 2,106,068	\$ 1,679,115	\$ (386,341)	-18.7%



ADMINISTRATION



Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Human Resources	5.00	2.00	2.00	-
Information Technology	4.00	2.00	2.00	-
Information Technology Contracted	-	2.15	2.15	-
Communications	1.33	2.33	2.33	-
TOTAL	10.33	8.48	8.48	-



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. This department provides 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, personnel records management, and investigation and resolution of internal complaints.

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

Prior Year Accomplishments:

	<ul style="list-style-type: none"> • Implemented a new payroll system to streamline the payroll process. • Implemented an online employee portal to improve personnel administration. • Provided orientation to newly elected City Council Members. • Implemented administrative directives relating to travel for City business and vehicle usage. • Implemented new employee performance evaluation system. • Drafted administrative policies related to Paid Time Off and employee benefits.
	<ul style="list-style-type: none"> • Worked with City Council to assist with the recruitment of the new City Manager.
	<ul style="list-style-type: none"> • Provided safety training to employees as a part of a comprehensive loss control program. • Worked with Council to assist with the recruitment of a new City Manager. • Performed a detailed review of City compensation and benefits and presented findings to Council. • Implemented a Human Resources Information System (HRIS) to streamline HR processes.
	<ul style="list-style-type: none"> • Implemented online employee portal with online timecards to reduce paper consumption. • Implemented paperless employee evaluation system. • Utilized NeoGov online recruitment system to reduce paper applications and resumes.

Performance Measurements:

	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Percent of Voluntary Terminations During the First Year of Employment	1.90%	1.70%	0.00%	1.50%
Percentage of Employee Performance Reviews Completed on Schedule	85%	80%	90%	95%
Process New-hire Documentation Within Three Days	100%	100%	100%	100%



Performance Measurements: (Cont.)	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Fill Posted Position Within 60 Business Days	85%	85%	85%	95%
Process Workers Compensation Claims Within One Business Day	100%	100%	100%	100%
Process Property/Casualty Claims After Complete Data Collection Within Two Business Days	100%	100%	95%	100%
Employee Announcements Publicized Within Five Business Days of Start Date	90%	95%	80%	100%
Provide 15 Training and Educational Opportunities	90%	80%	75%	100%
Organize 10 Employee Social Events	100%	100%	70%	100%
Risk Management Training Hours per FTE	2 Hours	2 Hours	1 Hour	2 Hours

Goals and Objectives:

 <p>City Services</p>	<ul style="list-style-type: none"> • Deliver HR services, programs, and communications which are highly valued by current employees as well as, prospective employees. • Continue to leverage the HRIS to streamline HR service processes and improve access to employee information. • Assess and improve customer service through employee surveys. • Perform analyses to ensure the most appropriate, effective, and efficient services are being provided.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Work with internal and external stakeholders to develop a comprehensive emergency management plan.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Provide a competitive total compensation package. • Enhance the City's Loss Control Program and improve the City's annual loss control score.
 <p>Environment</p>	<ul style="list-style-type: none"> • Continue to implement processes and systems to reduce paper consumption. • Continue to enhance the City's intranet to improve communication and reduce paper consumption. • Work with IT to allow applicants to apply for positions on the City's kiosk to eliminate paper applications.



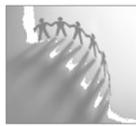
**Human Resources
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 297,093	\$ 378,027	\$ 335,008	\$ 226,441	\$ (151,586)	-40.1%
Contracted Services	46,645	40,000	40,000	108,400	68,400	171.0%
Other Services & Supplies	475,326	609,930	547,441	245,995	(363,935)	-59.7%
TOTAL	\$ 819,064	\$ 1,027,957	\$ 922,449	\$ 580,836	\$ (447,121)	-43.5%



Overview: The Information Technology Department facilitates the efficient and effective utilization of City resources to further the vision of the City. The Information Technology team works proactively with every City function to integrate professional expertise in the areas of information technology and telecommunications while designing and implementing working solutions to operational and infrastructure challenges. A necessary function of the Information Technology Department is to impose structure and control on a wide variety of procedures and City-owned resources as related to the operation of the Civic Center and the services provided by the City. The Department is committed to providing the highest level of support and quality customer service, innovative in nature, that is responsive and adaptive to their customers' needs.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Transitioned the City's IT contract to a new provider. • Upgraded end-of-life equipment to ensure interoperability. • Automated recording of Council votes.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Placed a kiosk in the lobby of the Civic Center to allow citizens to complete certain tasks with limited Staff interaction. • Developed and launched online park reservation system.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Removed end-of-life equipment from City operation, reducing maintenance and inventory costs.
 <p>Environment</p>	<ul style="list-style-type: none"> • Implemented electronic agenda process for Planning & Zoning Commission, eliminating the need for paper agendas.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
<i>Work Request / Repair Calls</i>				
Total	2,086	1,835	2,100	1,950
Requests Requiring Research and/or Parts	75	51	54	50

Goals and Objectives:

	<ul style="list-style-type: none"> Automate internal processes for Administration (e.g. new hire, contract routing). Implement IT policies and process for security of data and equipment. Complete and implement update of City website.
	<ul style="list-style-type: none"> Further automate and improve park reservation system to improve access for citizens. Develop and launch public records search system. Explore additional communication options for citizens to interact with the City.
	<ul style="list-style-type: none"> With the assistance of the IT Services contractor, refine the asset-tracking system to ensure the efficient maintenance and replacement of City-owned resources.
	<ul style="list-style-type: none"> Explore options for reducing dependence on printed work products.

**Information Technology
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 298,430	\$ 329,799	\$ 369,281	\$ 178,453	\$ (151,346)	-45.9%
Contracted Services	220,587	301,250	315,977	332,100	30,850	10.2%
Other Services & Supplies	165,958	210,700	255,086	167,000	(43,700)	-20.7%
TOTAL	\$ 684,975	\$ 841,749	\$ 940,344	\$ 677,553	\$ (164,196)	-19.5%



Overview: The Communications Department is responsible for communicating the City's policies and activities to external and internal audiences. This is accomplished by working with the media, updating information on the City's website, producing collateral materials, providing opportunity for public input and by using various Web based and electronic communications methods. The Communication Department plans, executes, publicizes and sponsors community events. Any public relations related activities and special events are handled through the Communications Department for City Council and City departments.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Developed and distributed four Centennial Connection newsletters. The first quarter newsletter included the Budget in Brief as an insert. • Managed web content and City website and continued to edit and revise layout of site. • The Mayor's State of Our City event was in April, sponsored by the Centennial Rotary. Communications assisted in the planning and implementation of the luncheon. The 2011 Annual Report was written by the Communications department and distributed at the event. • Communicated information about community meetings, the pets and wildlife section of the land development code, bike lanes, transportation master plan, construction projects and other major projects within the City.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Planned and executed a number of community events including Spring Fling, Battle of the Bands, two movie nights, Celebrate Centennial Under the Stars, and the Holiday Lighting Celebration. • Worked closely with Support Services to develop processes and procedures for Centennial Center Park including online park reservations and receipt of donations for the Park. • Executed ribbon cutting for Centennial Center Park. • Executed the grand opening event of Centennial Center Park. • Worked with Senior Commission: (involve in community events, develop page on website, gather contact information, etc).
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Distributed press release announcing the new format of the Explore Centennial Shop Local program and Best of Centennial. • Met with surrounding businesses to Centennial Center Park to partner for additional parking for the opening of Centennial Center Park with success.
 <p>Environment</p>	<ul style="list-style-type: none"> • Had a Bike to Work Day breakfast station at the Centennial Center Park. • Distributed energy efficient light bulbs at community events.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
<i>Number of Hits on the Website</i>				
Total Hits	11,165,513	18,366,690	23,000,000	23,000,000
First Time Visitors	155,468	176,998	200,000	200,000
News Stories Distributed to Media, Neighborhood Associations and Website	150	150	200	200
News Stories generated by News Releases and Working with the Media	400	600	450	500
Children and Families Attending City Events	4,000	7,000	10,000	10,000

Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Develop and distribute the Centennial Connection newsletter four times throughout 2013. • Develop a crisis communication plan. • Manage content of City website and continue to improve the navigation of the site. • Improve recognition by public of city publications to reflect consistency of the City's brand. • Send news releases, update City website and work with local media to ensure the citizens are receiving information about the latest projects in the City.
 Community Quality of Life/Citizen Engagement	<ul style="list-style-type: none"> • Evaluate City sponsored community events and the possibility of implementing new events at Centennial Center Park. • Communicate information about Centennial Center Park such as reservations for the plaza and amphitheater. • Communicate opportunities for public outreach and information related to Potomac Park and the I-25/Arapahoe Sub Area Plan. • Implement social media. • Ensure consistent voice within intergovernmental regional activities.
 Economic Health	<ul style="list-style-type: none"> • Communicate request for award nominees for Best of Centennial Business Recognition and Awards Dinner and support the event. • Provide major communications and support for groundbreakings and opening of retailers and businesses in the City.
 Environment	<ul style="list-style-type: none"> • Work with the 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." • Host Bike to Work Day breakfast station(s).

**Communications
Budget Summary by Budget Category**

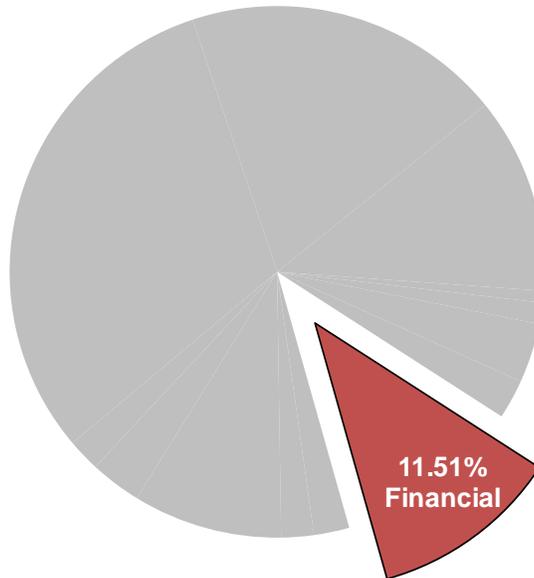
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ 181,726	\$ 181,726	-
Other Services & Supplies	149,047	195,750	243,275	239,000	43,250	22.1%
TOTAL	\$ 149,047	\$ 195,750	\$ 243,275	\$ 420,726	\$ 224,976	114.9%



FINANCIAL

The Financial function of the City of Centennial is represented by the Finance Department, Nondepartmental, and Central Services Divisions. 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.

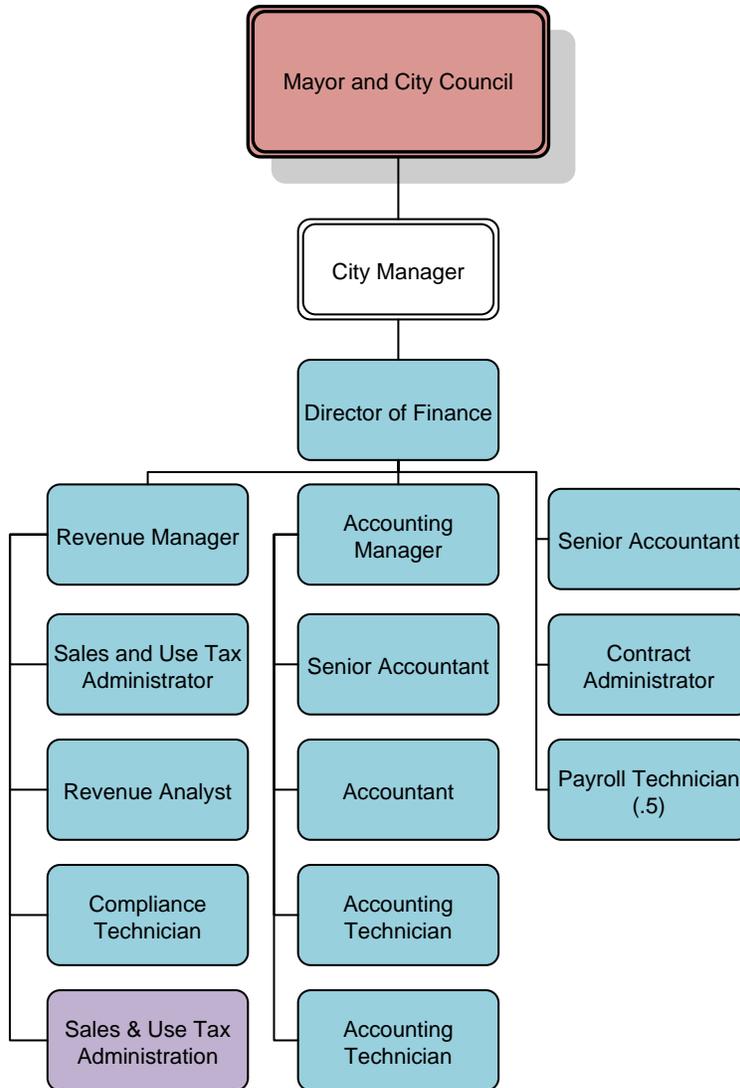
2013 Expenditures Financial



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

Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 759,286	\$ 878,318	\$ 887,741	\$ 1,089,043	\$ 210,725	24.0%
Contracted Services	565,933	968,757	1,221,187	1,235,545	266,788	27.5%
Other Services & Supplies	2,698,907	4,773,616	4,865,322	5,758,483	984,867	20.6%
Capital Outlay	378,509	-	-	-	-	-
TOTAL	\$ 4,402,635	\$ 6,620,691	\$ 6,974,250	\$ 8,083,071	\$ 1,462,380	22.1%



LEGEND

- Elected Officials
- City Staff
- Contracted Services

Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Finance	10.00	12.50	12.50	-
Sales/Use Tax Compliance	2.00	2.00	2.00	-
TOTAL	12.00	14.50	14.50	-



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; preparation of 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.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Promoted and achieved increased online sales tax filings. • Continually measured success of Sales Tax Program through taxpayer surveys and Key Performance Measure efforts. • Continued to engage the Audit, Budget, and Investment Committees in the annual reporting, planning, and budgeting processes. • Successfully completed an evaluation of the City's Information Technology systems in an effort to ensure that the City's data assets are protected from fraud and loss. • Began reporting the City's Investment holdings on the City's website on a monthly basis.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Responded in a timely fashion to questions from citizens and taxpayers concerning the taxability of items and requirements to be licensed. • Revised the Finance Department's information on the City's website, including sales tax information, to make it easier to find pertinent information.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Provided information on the City's revenue sources on the City's website. • Reviewed and verified some of the revenues distributed to the City from other agencies/organizations. • Increased licensing for out of City taxpayers from 38 percent (38%) of total licenses to 41 percent (41%). • Implemented a new Investment Strategy to increase investment yields, while maintaining safety and liquidity. • Prepared and provided monthly financial and analytical reports to City Council. These reports were provided within 60 days after the close of each reporting period. • Achieved the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.
 <p>Environment</p>	<ul style="list-style-type: none"> • Utilized ordinance provision allowing for notification of taxpayers by way of email. • Increased online sales tax filings from 23 percent (23%) of total filings to 28 percent (28%) through promotion and education. • Provided all financial information, as appropriate, in electronic format on the City's website; maintained a minimum number of hard copies for distribution. • Continued to disseminate all internal monthly departmental financial reports in electronic format.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
GFOA—CAFR Award	Yes	Yes	Yes	Yes
GFOA—Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Increase in Sales Tax and Business Licenses Issued	4,100	3,618	3,722	3,900
Delinquent sales tax accounts as a % to total sales tax licenses	N/A	23%	25%	23%
Sales/Use tax audits performed and completed	0	91	65	60
Number of days between end of month and distribution of reports to Staff and Council	>60	>60	>60	45

Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Provide research and analysis of City revenues that assist in projecting of revenues in future budget years. • Continue reporting the City's Investment holdings on the City's website on a monthly basis for transparency purposes.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Develop and publish general revenue and sales tax informational guides on topics determined to be helpful to citizens/businesses. • Continue to engage the Audit, Budget, and Investment Committees in the annual reporting, planning, investment, and budgeting processes.
 Economic Health	<ul style="list-style-type: none"> • Increase out-of-City sales tax licenses to 50 percent (50%) of total licenses. • Solve sales tax software deficiencies to facilitate delinquent account collections. • Review City revenues from out-of-City sources to determine accuracy of distributions. • Prepare and provide monthly financial and analytical reports to City Council within 45 days after the close of each reporting period. • Communicate key financial information to citizens by posting the Budget, Comprehensive Annual Financial Report, Monthly Financial Statements and Analysis, and Investment Holdings on the City's website. • Monitor and review the purchasing card program to ensure card use is conducted in compliance with City policy. • Competitively bid contracts for new services and purchases, in accordance with City policy. • Continue to research and participate in cooperative purchasing efforts with other governmental agencies in order to receive the best pricing and goods/services. • Achieve the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.
 Environment	<ul style="list-style-type: none"> • Continue current efforts to promote online filing of sales tax returns developing possible incentives. • Identify other areas where email notifications can be utilized. • Continue to provide all financial information, as appropriate, in electronic format on the City's website; maintained a minimum number of hard copies for distribution. • Disseminate all internal monthly departmental financial reports in electronic format.



**Finance
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ 759,286	\$ 878,318	\$ 887,741	\$ 1,089,043	\$ 210,725	24.0%
Contracted Services	541,055	693,757	771,837	820,545	126,788	18.3%
Other Services & Supplies	41,401	55,200	45,000	498,329	443,129	802.8%
TOTAL	\$ 1,341,742	\$ 1,627,275	\$ 1,704,578	\$ 2,407,917	\$ 780,642	48.0%



Nondepartmental

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

Prior Year Uses: During 2012, the primary use of funds in the Nondepartmental division is for county vendor and treasurer's fees and payments made pursuant to Incentive Agreements.

Planning: The County collects property tax, certain sales tax, and automobile use tax on behalf of the City for which a one percent and five percent fee is charged for property tax collections and sales and automobile use tax collections, respectively. This fee is intended to cover county expenses 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. The Nondepartmental budget also includes amounts set aside for incentive agreement payments; the City has several incentive agreements where the City will share back certain revenue amounts based on revenue collections. The amounts shared back are generally intended to be used for public improvements. In addition, this budget can cover other unanticipated expenditures for the City, which may include the costs of projects, contracted services, professional services, or supplies.

Nondepartmental Budget Summary by Budget Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	24,878	275,000	449,350	415,000	140,000	50.9%
Other Services & Supplies	2,463,077	4,450,486	4,552,392	4,999,924	549,438	12.3%
Capital Outlay	378,509	-	-	-	-	-
TOTAL	\$ 2,866,464	\$ 4,725,486	\$ 5,001,742	\$ 5,414,924	\$ 689,438	14.6%

Central Services

Overview: The Central Services Division is responsible for overseeing the centralized administrative operations of the City including office supplies, postage, printing and publishing, meetings, trainings and travel and overseeing professional dues, memberships, and educational opportunities for all City employees.

Prior Year Uses: During 2012, the primary use of funds in the Central Services Division included employees' professional training, educational opportunities, professional dues, and office supplies.

Planning: The 2013 budget will be utilized similarly to prior years, however in 2013, the budget is increased for dues and memberships and reduced as a result of the budget transfer for tuition reimbursement.

Central Services Budget Summary by Budget Category

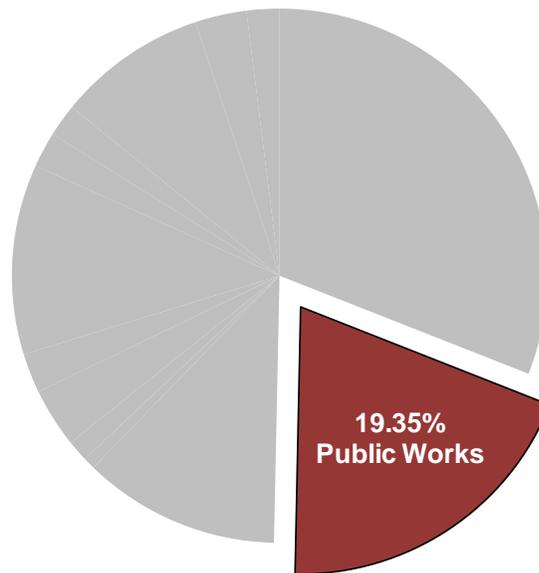
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	194,429	267,930	267,930	260,230	(7,700)	-2.9%
TOTAL	\$ 194,429	\$ 267,930	\$ 267,930	\$ 260,230	\$ (7,700)	-2.9%



PUBLIC WORKS

The Public Works function of the City Government provides street maintenance, field services, traffic, transportation, right-of-way permits and facilities and fleet services. 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.

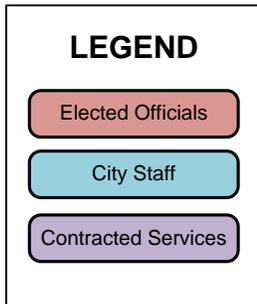
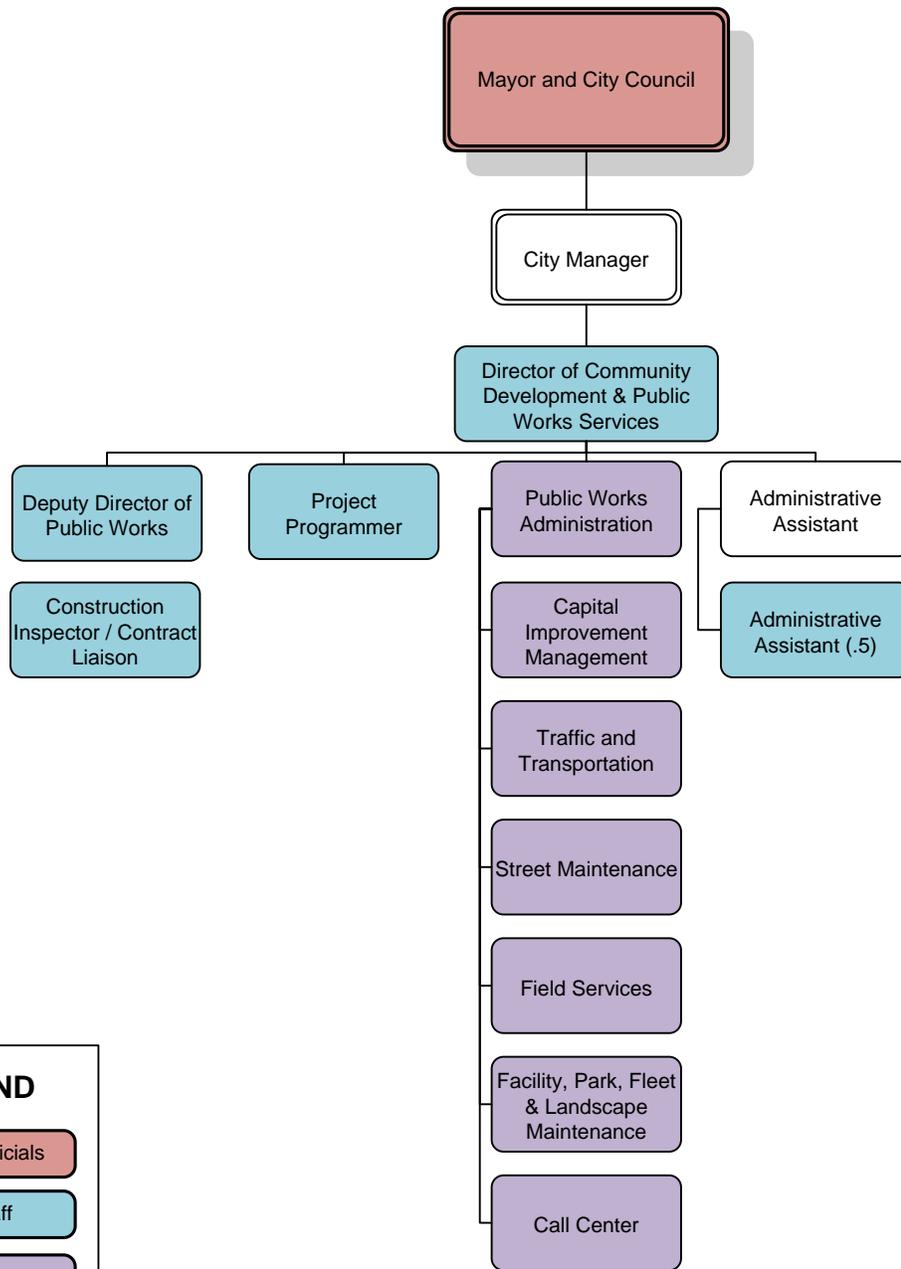
2013 Expenditures Public Works



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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 454,444	\$ 934,556	\$ 977,985	\$ 470,479	\$ (464,077)	-49.7%
Contracted Services	10,182,207	10,225,328	10,264,002	11,299,890	1,074,562	10.5%
Other Services & Supplies	1,062,755	1,773,873	1,831,106	1,821,031	47,158	2.7%
Capital Outlay	9,700	9,000	9,000	-	(9,000)	-100.0%
Total Before Transfers	11,709,106	12,942,757	13,082,093	13,591,400	648,643	5.0%
Transfers to CIP Fund	4,686,487	4,442,000	14,931,665	7,975,000	3,533,000	79.5%
TOTAL	\$ 16,395,593	\$ 17,384,757	\$ 28,013,758	\$ 21,566,400	\$ 4,181,643	24.1%



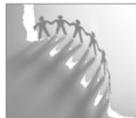
Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Public Works Staff	4.00	4.00	4.00	-
Public Works Contracted	40.93	41.50	41.50	-
Engineering	-	1.00	1.00	-
Facilities	-	1.50	1.50	-
TOTAL	44.93	48.00	48.00	-



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.

Prior Year Accomplishments:

 City Services	<ul style="list-style-type: none"> • Completed 2,000 tons of minor and major asphalt patching on City streets. • Completed 465 cubic yards of concrete replacement for curbs, gutters and sidewalks. • Performed preventative pavement maintenance by applying 45,000 pounds of crack seal material to asphalt pavement. • Swept the entire street network three times using sweepers in tandem configuration in the spring and fall due to heavier amounts of debris.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Plowed all streets within the priority routing system within a 12-hour time period for every storm event. • Performed pothole patching within three days of initial request. • Managed utility and contractor work within the rights-of-way to maintain the integrity of the infrastructure. • Maintained the appearance of the City by managing the height of vegetation to not exceed eight inches.
 Economic Health	<ul style="list-style-type: none"> • Maintained a safe and efficient infrastructure for the traveling public through snow and ice removal efforts, preventative pavement maintenance and street rehabilitation programs. • Improved right-of-way permitting processes to accurately track permit locations and timelines which will reduce roadway congestion and promote commerce.
 Environment	<ul style="list-style-type: none"> • Completed the equivalent of three sweepings on every street in the City. • Met Regional Air Quality goals of reducing PM-10 emissions by applying 0 tons of aggregate to the roadway during winter events.

Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Tons of Street Patching Completed	651	1,957	2,000	2,000
Pounds of Crack Sealing Completed	30,060	34,708	45,000	45,000
Miles of Street Sweeping Completed	4,415	5811	6250	6250
Acres of Mowing and Weed Control Completed	350	350	350	350
Cubic Yards of Curb, Gutter, Sidewalk and Crosspans Replaced	408	449	465	465



Goals and Objectives:

	<ul style="list-style-type: none"> • Complete 2,000 tons of asphalt patching by December 31, 2013. • Complete 465 cubic yards of concrete and related structure rehabilitation repair by November 30, 2013. • Perform preventative crack seal maintenance by applying 45,000 pounds of crack sealant by October 31, 2013. • Sweep entire street network five times by performing a double sweep in the spring, a single sweep in the summer and a double sweep in the fall by November 30, 2013.
	<ul style="list-style-type: none"> • Plow all streets within the priority routing system within a 12-hour period for the duration of the winter storm event. • Respond to requests for pothole patching within three days. • Maintain right-of-way vegetation to a height of eight inches for health, safety, and appearance. • Manage utility contractor work within the rights-of-way to conform to the City of Centennial Right-of-Way Regulations. • Manage the roadway network for the City of Centennial to maintain an overall good network condition.
	<ul style="list-style-type: none"> • Provide snow removal of priority routes to facilitate vehicular travel for employers, employees, business owners, customers and citizens within the City of Centennial.
	<ul style="list-style-type: none"> • Provide five street sweeping passes through the entire city before November 30, 2013 to clean debris from the streets. • Maintain reduction of aggregate usage to contribute to the reduction of PM-10 emissions in the Denver Metro area.



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.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> Improved traffic operations and control by installing a new central traffic signal master system (Centracs) and the first phase of fiber optic cable, wireless radios, and controllers. Completed year two of five-year sign-inspection program, which includes data collection and retroreflectivity testing of more than 4000 signs. Completed the City's first-ever crash analysis report that summarizes crash trends and includes recommendations for safety improvements at locations with high crash rates. Assisted with several capital improvement projects, including signal rebuilds, road reconstruction projects, and the construction of the first City roundabout.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Processed neighborhood parking, block party and special events permits to promote community spirit. Improved neighborhood traffic safety by completing the 2012 Neighborhood Traffic Management Program (NTMP) Prioritization Report and implementing traffic-calming improvements in the Southwood and Chenango neighborhoods. Installed street lights at traffic signals to improve nighttime visibility and pedestrian safety. Assisted and participated in several community events such as Bike to School Day and Public Works Week.
 <p>Economic Health</p>	<ul style="list-style-type: none"> Secured \$245,036 in Federal Hazard Elimination grant funding for traffic and pedestrian safety improvements at four intersections. Secured \$312,600 in FASTER grants to construct missing sidewalk links along University Boulevard which will complete pedestrian connections to retail and recreational areas. Reduced energy costs by over \$60,000 due to the conversion of all incandescent bulbs at traffic signals to light-emitting diode (LED) modules and school flashing beacons to solar power.
 <p>Environment</p>	<ul style="list-style-type: none"> Reduced vehicle fuel consumption and emissions through traffic signal retiming projects on Smoky Hill Road, Arapahoe Road, Orchard Road and Himalaya / Reservoir Road. Installed LED street lighting at the Peoria / Peakview roundabout, the first LED street light project in the City which will provide ongoing energy and maintenance cost savings.

Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Linear Feet of Lane Striping Completed	1,110,000	1,310,080	1,331,707	1,331,707
Pounds of Crosswalks and/or Stop Bar Material Installed	6,734	12,387	4,615	15,385
Amount of Signs Installed	500	689	750	750
Linear Feet of Crosswalk/Stop Bar Acrylic Paint Markings	16,172	1,378	29,616	0



Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Complete the 2013 Crash Analysis by June 1, 2013 to identify safety improvements. • Upgrade the sign infrastructure by completing the inspection of at least 4,000 signs by September 1, 2013. • Complete pavement and crosswalk striping by September 30, 2013. • Continue to expand the City's traffic signal and school beacon communication networks by coordinating the installation of additional fiber optic cable and wireless radios.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Process neighborhood block party, special event permits, and neighborhood parking permits to promote community spirit. • Complete the 2013 Neighborhood Traffic Management Program (NTMP) Prioritization Report by August 1, 2013 and develop a traffic mitigation plan for at least one neighborhood. • Improve traffic flow by utilizing the signal master system to develop alarms to actively monitor traffic signal malfunctions. • Implement school beacon remote-monitoring system to improve reliability of school beacons and pedestrian safety around schools.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Pursue at least one grant opportunity from CDOT, DRCOG, or FHWA. • Evaluate alternative lighting solutions to reduce street light energy costs.
	<p>Environment</p>	<ul style="list-style-type: none"> • Evaluate the use of energy efficient technology for street light applications. • Complete at least two traffic signal retiming projects to reduce vehicle delay, fuel consumption and carbon monoxide emissions.



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 business systems (phones and computers) and the 24-Hour City Call Center.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Updated snow plan with Council approval and clarified performance standards. • Managed the data collection and report preparation for the pavement condition survey. • Developed and implemented optimized routes for snow removal, which reduced time for servicing the priority network 25 percent (25%) to 40 percent (40%). • Implemented a Cartegraph solution for right-of-way permit processing and tracking. • Implemented the Cartegraph PavementView module for pavement management which integrates all assets on a uniform platform. • Presented workflow and data collection methodology for the Cartegraph SignView module at the annual conference.
 <p>Community Quality of Life/Citizen Engagement</p>	<ul style="list-style-type: none"> • Completed the first-ever Public Works citizen survey, which indicated a 79 percent (79%) overall approval rating of public works' services. • Implemented an email system to allow residents to subscribe to in order to receive advance notifications and updates for street sweeping program. • Implemented a stopgap measure to ensure all citizens receive work request updates from initiation through completion. • Assisted and participated in several community events such as Centennial Under the Stars, Touch-a-Truck and Public Works Week.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Developed and implemented project management principles and applied these to the street rehabilitation program to offer the best value and utilization of city funding. • Implemented earned-value management as a standard project tool for schedule and budget performance.
 <p>Environment</p>	<ul style="list-style-type: none"> • Reduced miles traveled and time required to provide snow removal services through the use of optimized routing, which results in reductions if vehicle delays and carbon monoxide emissions.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Percentage of Customer Calls Answered Within Two Minutes	93%	91%	93%	93%
Percentage of Calls Placed with Answering Service Responded to Within One Day	100%	100%	100%	100%

Goals and Objectives:

	<p>City Services</p> <ul style="list-style-type: none"> • Provide an analysis of the street rehabilitation program over the previous three years that incorporates the results of the 2012 pavement condition survey and guides program development by March 31, 2013. • Participate as the lead Cartegraph beta tester for the use of AVL / GPS functionality within the Cartegraph modules. • Implement Cartegraph dashboards which will provide an “at a glance” management tool for Public Works. • Develop and implement project management for street rehabilitation programs according to best practices as defined by the Project Management Institute.
	<p>Community Quality of Life / Citizen Engagement</p> <ul style="list-style-type: none"> • Enhance the right-of-way and special-event permit system by developing an online web tool that provides paperless permitting services and real time permit tracking. • Provide staff support at Council District, CenCON and other community meetings.
	<p>Economic Health</p> <ul style="list-style-type: none"> • Design the pavement management program to assist the City in maximizing the financial investment in the street infrastructure to achieve the desired overall pavement condition index. • Continue to analyze systems and processes to identify cost-saving measures.
	<p>Environment</p> <ul style="list-style-type: none"> • Reduce fuel consumption and improve service delivery for street sweeping services by implementing optimized routing by March 31, 2013. • Continue to explore innovative solutions to reducing the City's carbon footprint in the delivery of public works services.



Overview: The Engineering Division is responsible for providing a variety of general municipal civil engineering services to the City including; coordinating development review of land use applications with the Current Planning Division of the Community Development Department, the review and approval of site civil construction documents and development permits, and inspection related to the construction of improvements associated with 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 and is also responsible for coordination of city services with SEMSWA. The division is responsible for the management and coordination of the City's Capital Improvement Program, and of the Capital Improvement Fund, and the preparation of the City's five and 10 Year Capital Improvement Program.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Maintained a high level of accountability and productivity by consistently meeting all performance measures. • Monitored citizen and customer expectations and satisfaction through customer service surveys. Implemented process improvements based upon customer suggestions. • Provided support on SEMSWA CIP projects and continued to strengthen working relationships with Staff at water and sanitation districts that serve the City. • Updated the City's Comprehensive Plan by completion of Phase II of the Transportation Master Plan.
 <p>Community Quality of Life/ Citizen Engagement</p>	<ul style="list-style-type: none"> • Provided project management and inspection for the construction of City projects, including Centennial Center Park, IKEA project and the 2011 City-wide bike lane program. • Attended FEMA training. • Attended various training classes to advance professional skills and knowledge.
 <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. • Continued to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Completed Phase II of the Transportation Master Plan holding two public outreach meetings. • Maintained and updated the five and 10 Year Capital Improvement Program.
 <p>Environment</p>	<ul style="list-style-type: none"> • Monitored current ordinances for environmentally sound practices. • Increased the number of electronic submittals. • Continued to update and enhance the engineering information (applications, handouts, fees and relevant information) on the City's website, such that customers and citizens can obtain public information from home and office, rather than traveling to the Civic Center. • Continued to participate in the City's Eco Team. • Continued to provide inspection and management of the City-wide bike lane project and the next phase of the Transportation Master Plan.

Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of Right-of-Way (ROW) Permits Issued	58	21	14	31
Average Number of Days to Issue each ROW Permit	1	1	1	1
Number of Construction Drawings (CDs) Received	30	38	39	42



Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Maintain a 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. • Update the City's Comprehensive Plan by completing the next phase of the City's Transportation Master Plan. • Provide support on SEMSWA CIP projects and continue to strengthen working relationships with staff at water and sanitation districts that serve the City.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Provide project management and inspection for the construction of City projects. • Provide training opportunities for Engineering Division Staff to advance their professional skills and knowledge and maintain required certifications.
	<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 as responsive as possible. • Complete the next phase of the Transportation Master Plan. • Maintain and update the five and 10 Year Capital Improvement Program.
	<p>Environment</p>	<ul style="list-style-type: none"> • Monitor current and future ordinances for environmentally sound practices. • Increase the number of electronic submittals. • Continue to update and enhance the engineering information on the City's website, such that customers and citizens can obtain public information from home and office, rather than traveling to the Civic Center. • Continue to participate in the City's Eco Team. • Continue to provide inspection and management of the City-wide bike lane project, Centennial Center Park and the next phase of the Transportation Master Plan.

**Public Works
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 454,444	\$ 934,556	\$ 977,985	\$ 470,479	\$ (464,077)	-49.7%
Contracted Services	10,114,514	10,142,928	10,181,602	11,299,890	1,156,962	11.4%
Other Services & Supplies	911,471	1,458,411	1,418,411	1,418,411	(40,000)	-2.7%
Capital Outlay	9,700	-	-	-	-	-
Total Before Transfers	11,490,129	12,535,895	12,577,998	13,188,780	652,885	5.2%
Transfers to CIP Fund	4,686,487	4,442,000	14,931,665	7,975,000	3,533,000	79.5%
TOTAL	\$ 16,176,616	\$ 16,977,895	\$ 27,509,663	\$ 21,163,780	\$ 4,185,885	24.7%



Overview: Facilities and Fleet provide ongoing maintenance to the City's building, park, and fleet assets. This includes providing operation and monitoring of Centennial Center Park and water feature, management of the landscaping contracts, regular and routine maintenance on fleet vehicles, general maintenance at the Civic Center, and snow removal, all while minimizing interruptions on the day-to-day operations of citizens, employees, and general City business.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Managed the maintenance and daily operations of Centennial Center Park. • Managed all contracts as they relate to Support Services for operations at Centennial Center and Centennial Center Park. • Maintained City fleet to ensure availability and reliability. • Managed maintenance and daily operations of Civic Center. • Conducted daily inspections of the Centennial Center Park.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Maintained the park and water play feature for larger-than-anticipated crowds. • Park reservation and comment cards created for distribution to visitors.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Monitored and set schedules for all lighting and irrigation for the Civic Center and Centennial Center Park. • Efficiently operated and maintained Centennial Center Park with limited staff and contractors.
 <p>Environment</p>	<ul style="list-style-type: none"> • Monitored and maintained the Civic Center and Centennial Center Park grounds and interiors. • Performed quarterly water testing at the Civic Center. • Monitored water quality 3 times daily at Centennial Center Park. • Daily grounds maintenance at Centennial Center Park including trash and litter collection. • Maintained the water play to ensure safe operation during scheduled hours.



Goals and Objectives:

	<ul style="list-style-type: none"> • Continue to maintain Centennial Center Park to the highest level of safety and cleanliness. • Continue to maintain Civic Center to the highest level of safety and cleanliness.
	<ul style="list-style-type: none"> • Effectively manage the assets of the City.
	<ul style="list-style-type: none"> • Continue to maintain all inspection schedules as they relate to the Civic Center or Centennial Center Park. • Manage and evaluate all contracts related to operations of the Civic Center and Centennial Center Park.
	<ul style="list-style-type: none"> • Monitor and approve any and all environmental issues as they pertain to the Civic Center or Centennial Center Park.

**Facilities & Fleet
Budget Summary by Budget Category**

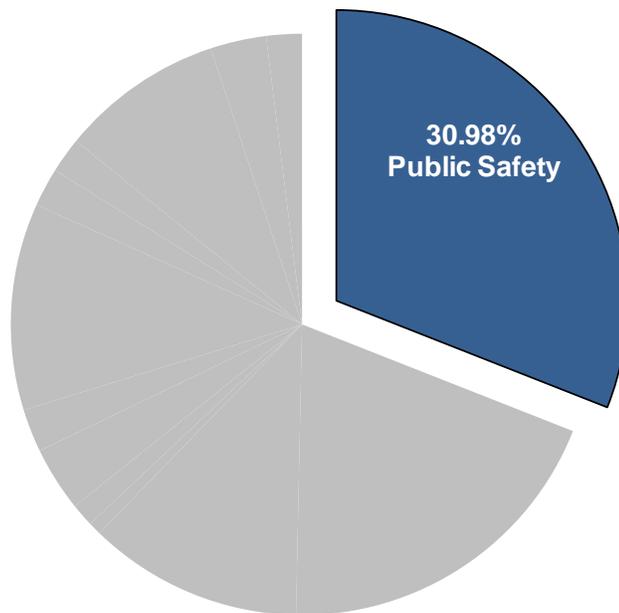
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	67,693	82,400	82,400	-	(82,400)	-100.0%
Other Services & Supplies	151,284	315,462	412,695	402,620	87,158	27.6%
Capital Outlay	-	9,000	9,000	-	(9,000)	-100.0%
TOTAL	\$ 218,977	\$ 406,862	\$ 504,095	\$ 402,620	\$ (4,242)	-1.0%



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.

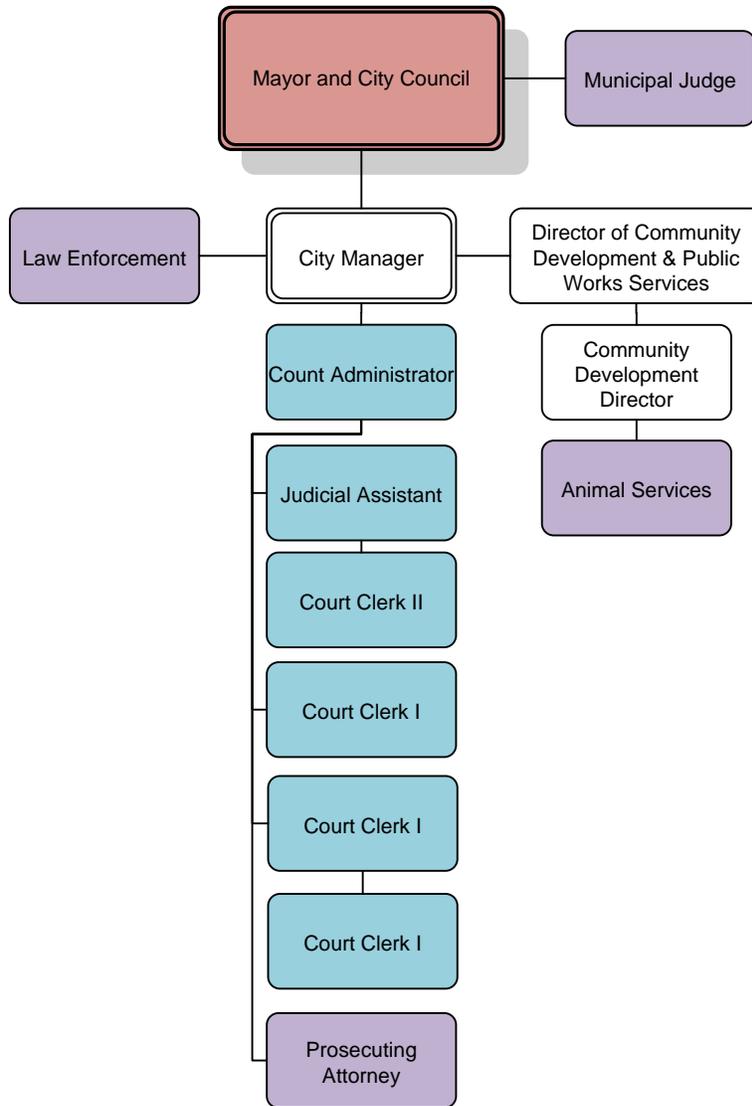
2013 Expenditures Public Safety



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

Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 331,881	\$ 354,057	\$ 320,876	\$ 361,256	\$ 7,199	2.0%
Contracted Services	20,604,283	21,807,032	20,955,955	21,254,368	(552,664)	-2.5%
Other Services & Supplies	171,601	140,830	141,580	142,630	1,800	1.3%
TOTAL	\$ 21,107,765	\$ 22,301,919	\$ 21,418,411	\$ 21,758,254	\$ (543,665)	-2.4%



LEGEND

- Elected Officials
- City Staff
- Contracted Services

Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Law Enforcement	159.75	159.75	159.75	-
Animal Services	5.50	5.50	5.50	-
Municipal Court	6.00	6.00	6.00	-
TOTAL	171.25	171.25	171.25	-



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. 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, and community services specialists. 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.

Prior Year Accomplishments:



City Services

- **Goal: Be proactively involved in problem solving efforts in order to provide the best possible service to our community.**
Objective: Solicit citizen feedback through the use of monthly satisfaction surveys.
Result: This objective is met continually by mailing surveys at random.
Objective: Follow up on survey comments when possible, and search out ways to improve the delivery of services to our community.
Result: Accomplished by looking for complaints from citizens that may indicate corrections in our behaviors, protocols, etc. are necessary. When the information is available, the citizen is contacted to discuss the issue more in depth.
- **Goal: Promote 9-1-1 Awareness to Citizens.**
Objective: Add 9-1-1 educational information to the Sheriff's Office website.
Result: "Top 10 Tips for Calling 911" educational material was added to the Arapahoe County E911 Authority's website.
Objective: Capitalize on 9-1-1 Education Month (April) using Media Releases to provide 9-1-1 statistical and educational information to the public.
Result: Provided 911 educational information and materials during City of Centennial's Spring Fling and HOA meetings. Provided feedback and 911 education to citizens reporting crime on City of Centennial's website.
- **Goal: Maintain a low level, or reduce, the number of fatal accidents, injury accidents and accidents in areas with multiple incidents.**
Objective: Collect data from areas that have high accident rates the City of Centennial. Focus on engineering improvements, education and enforcement to reduce the number of accidents with immediate and responsive plans.
Result: High accident rate data is monitored and presented in our monthly COMPSTAT meetings. Members of the Traffic Team meet monthly with the City Traffic Engineers to discuss and formulate solutions to problems. A significant problem is the issue with traffic control along the Smoky Hill corridor. A grant was written up to get funding to place more turn arrows at intersections along this stretch of roadway.
Objective: Work with local schools in relation to safety procedures and education of young drivers. This would include programs like Alive At 25.
Result: Alive at 25 is regularly taught in the schools by certified deputies. One of our deputies recently received an award for Instructor Of The Year by the Alive At 25 program.



Prior Year Accomplishments:

	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> <p>• Goal: Develop plans and/or programs to mitigate or reduce events that adversely impact the quality of life for our citizens. 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 vehicle 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. Result: Enhanced bicycle patrols were used during the summer months and for special events or issues. The funding to pay for this overtime comes from federal grants.</p> <p>• Goal: The traffic unit will address citizen complaints and traffic concerns in residential areas to include pedestrian safety, violations of traffic laws. The information gathered will be sent to local authorities in order to facilitate faster response to hazardous situations. 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 C-DOT to correct problems such as poor signage, lights and other possible hazards. Result: Calls are received at the Traffic Complaint Hotline and sent to precinct deputies and Traffic Team members. Members of the Traffic Team meet monthly with the City Traffic Engineers to discuss and formulate solutions to problems.</p>
	<p>Economic Health</p>	<ul style="list-style-type: none"> <p>• Goal: The Arapahoe County Sheriff's Office will exam the existing law enforcement budget and strive to identify ways and means to help the city meet its 2012 budget projection. This includes grant applications, and efficiencies around reorganization when practical. Objective: The Arapahoe county Sheriff's Office will analyze programs and services, actively pursue grant opportunities, and evaluate our organizational structure to determine ways to be more efficient with taxpayer dollar expenditures. Result: Budgets were closely managed to be sure spending did not exceed budget. Grant opportunities were actively pursued when appropriate. The 2011 JAG Local Solicitation grant has been approved and awarded. Those funds are being used for DUI enforcement, enhanced bicycle patrols, and juvenile home checks. The Arapahoe County Sheriff's Office currently has the lowest per capita charge for law enforcement services as compared to like agencies throughout the Denver Metropolitan Area.</p>
	<p>Environment</p>	<ul style="list-style-type: none"> <p>• Goal: Utilize the Arapahoe County Sheriff's Office Wildland fire response team to continue working with local fire districts regarding mitigation and suppression of Wildland fires. Objective: To implement a Community Wildfire Protection Plan with local fire districts Result: The Community Wildfire Protection Plan is in the final process of being reviewed by the Colorado State Forest Service for approval.</p> <p>• Goal: To obtain for both ECU Investigators recertification for the Colorado State Hazmat Technician certification. Objective: Train with Hazmat Technicians from other agencies (Fire Districts, Colorado State Patrol, Union Pacific Railroad) and complete 22 practical tests. Result: Hazmat Technicians completed their practical tests and received their updates certification.</p>



Performance Measurements:

	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Calls For Service	44,318	45,360	44,827	44,835
Emergency Calls For Service (E911)	5,203	5,514	7,438	6,052
Part 1 Crimes	1,876	1,781	1,722	1,793
Adult Arrests	864	820	598	761
Juvenile Arrests	521	454	366	447

Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Goal: Increase the Amount of Citizens Signed Up for Emergency Notifications. Objective: Attend community events to educate citizens on the importance of registering for emergency notifications. Objective: Promote citizen registration through Public Service Announcements, Media Releases and printed material. • Goal: Formulate plans and actions to insure Centennial remains the “Safest City In Colorado” for it’s size. Objective: Utilize COMPSTAT to analyze trends and problems and develop action plans to deal with them. Objective: Assign the Impact Team to work on special assignments or problem areas. Objective: Utilize enhanced bicycle patrols for extra patrols in areas not accessible by car.
	<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Goal: Take strong proactive measures to prevent gang influences from spreading further in the city, and combat known gang activity. Objective: Increase the staffing of the Impact Team with the assignment of targeting and combating gang activities in Centennial. Objective: Continue with the Graffiti Removal Program to insure prompt removal from public view. • Goal: Assist business groups, Neighborhood Watch Associations, and others with education and improvements to reduce crime. Objective: Conduct Crime Prevention Through Environmental Design surveys when requested. This can be for businesses, schools, or individuals. Objective: Conduct security surveys when requested. This can be for businesses, schools, or individuals. Objective: Conduct citizen and youth academies to increase the public knowledge of what the mission of the Arapahoe County Sheriff’s Office is, and how we operate in general.
	<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 strive to identify ways and means to help the city meet its 2013 budget projection. This includes grant applications, and efficiencies around reorganization when practical. Objective: The Arapahoe county Sheriff’s Office will analyze programs and services, actively pursue grant opportunities, and evaluate our organizational structure to determine ways to be more efficient with taxpayer dollar expenditures.
	<p>Environment</p>	<ul style="list-style-type: none"> • Goal: Create and execute fire mitigation projects. Objective: Partner with Arapahoe County Open Space, Cherry Creek State Park, South Metro Fire and Rescue, and the Cunningham Fire Protection District to reduce some of our wildland fire hazards. • Goal: Straighten our Partnerships with local fire departments. Objective: Continue to build relationships with East District Fire Departments by helping with their planned wild land fire training and Hazmat training.



**Law Enforcement
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	18,366,289	19,432,377	18,644,864	18,916,174	(516,203)	-2.7%
Other Services & Supplies	-	-	-	-	-	-
TOTAL	\$ 18,366,289	\$ 19,432,377	\$ 18,644,864	\$ 18,916,174	\$ (516,203)	-2.7%



Overview: Animal Services is committed to preserving the quality of life in Centennial by serving and protecting the citizens and animals in our community with proactive enforcement of animal related laws. This division also educates residents about responsible pet ownership.

1. Protect Public Health, Safety, and Welfare of Animals. Animal Services will protect public safety, health, quality of life, and welfare of animals by responding to citizen complaints in a timely manner and seeking long term resolution of human animal conflict.
2. Education. Animal Services will seek to explain the purpose of regulations to foster community support and help identify solutions in an effort to assist individuals with voluntary compliance.
3. Enhance Regulations. Animal Services will seek to proactively identify regulatory enhancements to address local issues and to recommend tailored solutions that fit the expectations of the community.
4. Efficient and Effective Service. Animal Services will maintain an accountable, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements and improving business processes.
5. Customer Service. Animal Services will interact with all customers in a respectful, responsive, accountable and trustworthy manner to achieve customer satisfaction.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Achieved 96 percent live release rate. (ALL animals wearing City license tags were returned to their owner). • Sustained complete transparency of monthly performance posted on City website. • Exceeded response time goals to emergency priority calls for service (less than 30 minutes). • Thoroughly investigated more than 300 calls of animal cruelty, 70 calls of aggressive animals, 102 bites, and confiscated 27 animals to protect public safety and health.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Attended and helped assist basic CAS and ACSO Centennial presentations/shift reports. • Participated in 25 Centennial community and public events. • Implemented bike patrols in public parks which has resulted in improving public safety, use of trails and open space as well as building stronger relationships with public.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Increased the percentage of licensed animals to 23 percent (23%)--highest percentage in City's history. • Increased cost recovery efforts resulted in 40 percent (40%) above year-to-date revenue budget. • Implemented online animal licensing program.
 <p>Environment</p>	<ul style="list-style-type: none"> • Implemented GIS Mapping, Chameleon software, and Global Positioning System to more effectively deploy resulting in reduced use of fossil fuels, reduced mileage driven, and better use of staff resource. • Implemented bike patrols in public parks which has resulted in eliminated of fossil fuels, improved public safety, use of trails and open space as well as building stronger relationships with public. • Implemented online animal license program. • Implemented mobile computers to deploy with officers, resulted in immediate increased efficiency and effectiveness in field as well reduced need of paper forms.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Total Calls for Service	6,769	7,989	7,700	6,000
Number of Aggressive Animal Incidents/Animal Bites	88/92	59/82	70/90	72/88
Animal Live Release Rate (Wildlife Included)	85%	95%	97%	95%
Percent of Animals Licensed	12.15%	20%	23%	20%
Total Revenue Generated	\$67,510.00	\$88,300	\$76,000	\$75,000

Goals and Objectives:

<p>City Services</p>	<ul style="list-style-type: none"> • Sustain complete transparency through monthly performance reports and key performance measures. • Track, measure, and maintain response times within levels established by policy and procedures. • Complete a minimum of 450 calls for service per month (5,400 per year). • Thoroughly investigate all reports of aggressive animals and animal bites. • Strive to maintain a 90 percent (90%) Live Release Rate, excluding wildlife.
<p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Participate in Centennial sponsored community events. • Be available to attend District, CenCON, and HOA Meetings. • Continue use of media outlets, newsletter and website to educate citizens about responsible pet ownership. • Attend and provide basic CAS presentation as ACSO Centennial shift reports.
<p>Economic Health</p>	<ul style="list-style-type: none"> • Continue to explore the possibility of regionalizing animal care and control programs. • Develop and implement an animal license marketing/public relations campaign.
<p>Environment</p>	<ul style="list-style-type: none"> • Maximize opportunities for staff to conduct bicycle and foot patrol to minimize the use of fossil fuels and promote a healthy lifestyle. • Continue with bike patrol program on limited basis.

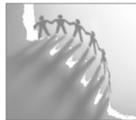
**Animal Services
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	598,992	622,390	622,390	601,102	(21,288)	-3.4%
Other Services & Supplies	-	-	-	-	-	-
TOTAL	\$ 598,992	\$ 622,390	\$ 622,390	\$ 601,102	\$ (21,288)	-3.4%



Overview: The mission of the City of Centennial Municipal Court is to efficiently and expeditiously adjudicate all cases filed within our jurisdiction while providing exemplary customer service. The Municipal Court will strive to be recognized as providing a courteous and innovative system of justice. The Court will serve the public trust with integrity and be accountable for its public resources.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> Continued to reduce wait time for arraignments, held an average of forty five minutes from start to finish at first court appearance. Reduced failure to appear rate by making reminder calls prior to defendants arraignment. Developed uniform court statistical reporting system.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> Maintained quality customer service as rated by citizens in our survey. Enhanced staff education and training/customer service focus. Implemented yearly audit of disposition reporting to the Department of Motor Vehicles to ensure accuracy. Community outreach to wildfire victims.
 <p>Economic Health</p>	<ul style="list-style-type: none"> Increased collection of fines by revising payment plan procedure. Developed a relationship with rental car agencies to trace parking violations. All checks processed through Telecheck to ensure payment reduced the amount of NSF checks.
 <p>Environment</p>	<ul style="list-style-type: none"> Court staff member participated as an active member of the ECO Team. Kiosk project completed. The Kiosk is used to pay tickets on line, schedule passport appointments, take all city survey's, service to citizens without the internet, and paperless communication with the city.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Percentage of Plea Bargains Mailed into the Court	70%	72%	75%	75%
Percent of Cases Closed/Resolved	97.80%	98.43%	98.00%	98.00%
Percentage of Cases Open/Not Resolved	2.20%	1.57%	2.00%	2.00%
Number of Defendants Attending Court Ordered Education Classes	455	282	300	300
Number of Cases per Court Clerk	3,902	4,914	4,000	4,000

Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Mail restitution pamphlet to all victims. • Rights of advisal and setting slips in Spanish. • Enhance availability of automated court information to the public by posting FAQ's and answers on the web site. • Develop staff recognition and retention strategies. • Develop a community service program.
	<p>Community Quality of Life/ Citizen Engagement</p>	<ul style="list-style-type: none"> • Call on collection accounts prior to sending to collection agency to give one more chance to pay. • Continue to asses the effectiveness of ongoing City public safety programs such as Teen Discovery and Traffic School. • Continue to review current procedures / processes to improve service delivery.
	<p>Economic Health</p>	<ul style="list-style-type: none"> • Court Software Health check and audit to reduce IT costs and insure the integrity of the software program. • Improve payment plan forms to include a request for documentation for indigence. • Identify and pursue grant funding opportunities.
	<p>Environment</p>	<ul style="list-style-type: none"> • E-citations to reduce paper and efficiency. • Continue efforts to promote the Kiosk project as paperless communication with the City. • Continue efforts using electronic storage of documents and reports whenever possible.

**Municipal Court
Budget Summary by Budget Category**

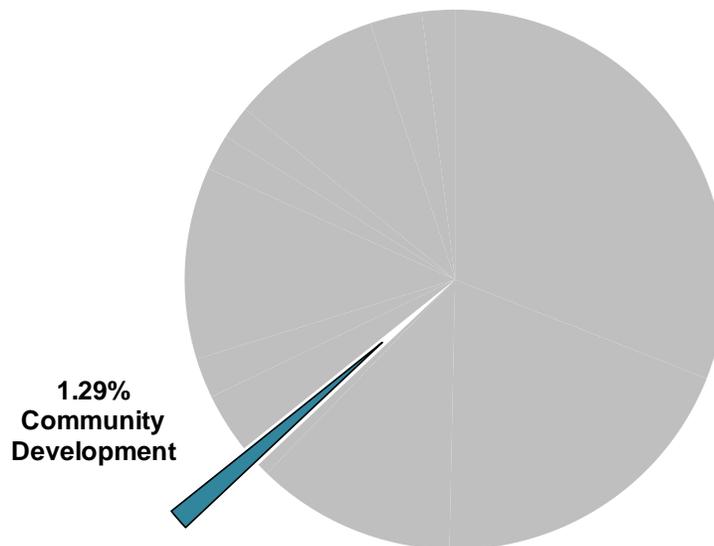
	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 331,881	\$ 354,057	\$ 320,876	\$ 361,256	\$ 7,199	2.0%
Contracted Services	1,639,002	1,752,265	1,688,701	1,737,092	(15,173)	-0.9%
Other Services & Supplies	171,601	140,830	141,580	142,630	1,800	1.3%
TOTAL	\$ 2,142,484	\$ 2,247,152	\$ 2,151,157	\$ 2,240,978	\$ (6,174)	-0.3%



COMMUNITY DEVELOPMENT

The Community Development function of the City of Centennial represents the Administration of Community Development, Code Compliance, 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.

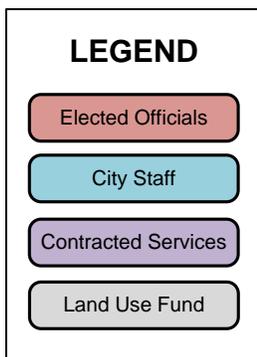
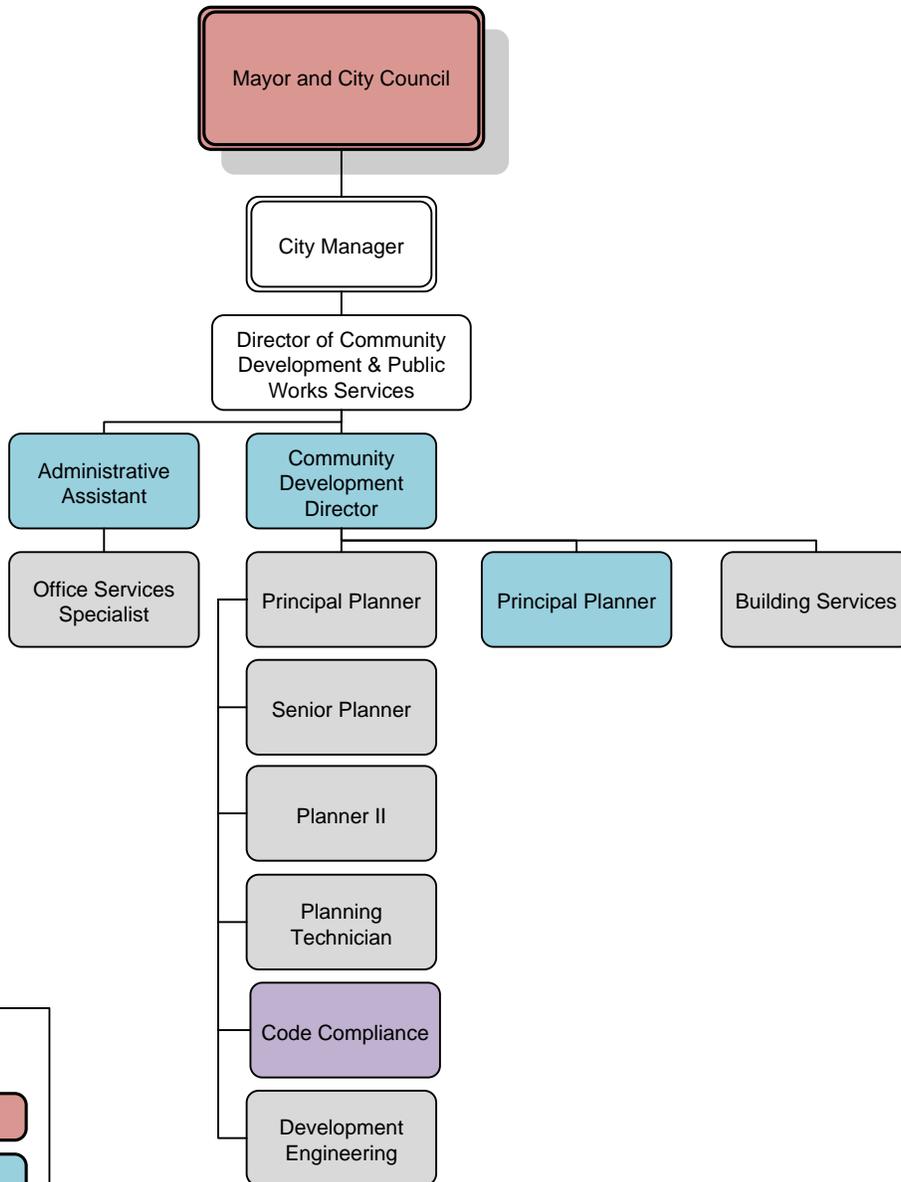
2013 Expenditures Community Development



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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 445,840	\$ 350,591	\$ 231,181	\$ 418,830	\$ 68,239	19.5%
Contracted Services	477,653	496,759	395,000	406,850	(89,909)	-18.1%
Other Services & Supplies	23,474	77,000	127,000	77,000	-	0.0%
Capital Outlay	-	-	-	-	-	-
Total Before Transfers	\$ 946,967	\$ 924,350	\$ 753,181	\$ 902,680	\$ (21,670)	-2.3%
Transfers to Land Use Fund	112,244	60,699	230,678	(28,762)	(89,461)	-147.4%
TOTAL	\$ 1,059,211	\$ 985,049	\$ 983,859	\$ 873,918	\$ (111,131)	-11.3%



Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Community Development	4.00	3.50	3.50	-
Code Compliance	3.75	3.75	3.75	-
TOTAL	7.75	7.25	7.25	-



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, open space programming, current planning, building, code compliance, animal services, and transit shelters/bus benches. The Director's Office manages these duties by overseeing five 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 by reviewing development applications; issuing fence and sign permits; and reviewing, permitting and inspecting physical (non-engineering) 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 (City's share of the Arapahoe County Open Space Tax), 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.



Prior Year Accomplishments:

 City Services	<ul style="list-style-type: none"> Supported Zoning Map efforts, Land Development Code amendments (such as Deferred Code Items) and Transportation Master Plan (TMP) to ensure successful completion of projects. Maintained a high level of accountability and productivity in the delivery of services by monitoring and developing performance measurements for each division, including key performance measurement program and customer service surveys; managed the implementation of the new Building Services contract; ensured successful implementation of Innoprise software including online services.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> Supported the Open Space program to fund trail enhancements to improve recreational opportunities within the City. Coordinated departmental community workshops and public outreach meetings including land development code amendments, transportation master plan, the home improvement program, and licensing of animals. This was accomplished through community workshops, Breakfast with Community Development meetings, CenCON, City Council District meetings, City sponsored events, neighborhood meetings, and HOA meetings. Contributed to the addition of more retail businesses in the City through development and the annexations.
 Economic Health	<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. Actively participated on the Annexation Team to pursue annexation opportunities, including the Centennial Promenade and Easter Lima for future business opportunities. Maintained and improved the HOA and civic association registration system.
 Environment	<ul style="list-style-type: none"> Increased access and availability of Open Space for Centennial residents.

Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Land Use Fund Annual Expenses	\$2,991,828	\$2,957,524	\$2,787,678	\$2,528,238
Land Use Fund Annual Revenue (Excluding Use Tax Transfer)	\$3,400,676	\$2,845,280	\$2,557,000	\$2,557,000
Percent of LUF Budget Covered by Revenue	114%	96%	92%	101%
Number of City Employees in Department	4	4	3.5	3.5
City Employee Turnover Rate	25%	0%	25%	0%
Number of City Employees Participating in Training	4	3	3.5	3.5
Number of Customer Surveys	4	350	400	400
Number of Presentations to City Council	41	50	38	35



Performance Measurements: (Cont.)	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of CenCON Meetings	2	4	4	3
Number of Public Education/Community Workshops	6	10	10	10
Number of District/HOA Meetings Attended	7	50	20	15
Production of P&D Annual Report	Yes	Yes	Yes	Yes
Number of Neighborhood Resource Guides Distributed	350	1000	1000	1000
Number of Presentations by School District to City Council	0	0	0	0
Number of Presentations by Park and Recreation Districts to City Council	0	0	0	0
Number of Customer Service Training Workshops	0	0	1	1
Number of Miles of Trails Constructed	0.5	1.26	1	1
Number of Open Space Acres Acquired	0	43	0	0
Number of Parks Improved	4	4	3	3

Goals and Objectives:

<p>City Services</p>	<ul style="list-style-type: none"> • Maintain a high level of accountability and productivity in the delivery of services by monitoring and developing performance measurements for each division, including key performance measurements program and customer service surveys. • Continue to identify business process enhancements in each division to provide continual process improvements. Ensure continued, successful implementation of Innoprise software.
<p>Community Quality of Life/Citizen Engagement</p>	<ul style="list-style-type: none"> • Continue to support the Open Space program to acquire more open space and parkland and fund trail enhancements in order to improve recreational opportunities within the City. • Enhance the appearance of major roadways through the on-going maintenance of non-ad based bus benches (installed in 2011) and enforce ban on temporary signs within the right-of-way. Continue to promote a proactive code compliance strategy to maintain well kept appearance of neighborhoods and commercial areas. • Attend and participate in City sponsored customer service training workshops. • 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.



Goals and Objectives: (Cont.)



Economic Health

- 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; ensure on-line submittals and payments, customer access via on-line are being offered and promoted to customers using Innoprise Software; implement paperless plan review in building; and more.
- Continue to promote 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.

**Community Development
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 445,840	\$ 350,591	\$ 231,181	\$ 418,830	\$ 68,239	19.5%
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	23,474	57,000	107,000	57,000	-	0.0%
Total Before Transfers	\$ 469,314	\$ 407,591	\$ 338,181	\$ 475,830	\$ 68,239	16.7%
Transfers to Land Use Fund	112,244	60,699	230,678	(28,762)	(89,461)	-147.4%
TOTAL	\$ 581,558	\$ 468,290	\$ 568,859	\$ 447,068	\$ (21,222)	-4.5%



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. 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 Center Park, the related Lone Tree Creek Trail and Open Space and master planning the recently acquired Potomac site.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Participated in the comprehensive update to the City's Land Development Code by completing the zoning district mapping and participation 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. • Finalized and initiated strategies for revitalization and redevelopment of 29 commercial centers City-wide that implement smart growth principles and that will create pedestrian friendly places. • Implemented commercial sign standards that will improve center visibility and way-finding and preserve compatibility with neighborhoods. • Continued with sub-area planning process and initiated plan for the next priority sub-area (I-25 Corridor). • Expanded 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. • Supported the Engineering group in the preparation of a comprehensive transportation master plan.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Continued 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. Secured grant funding to advance a number of these projects including a planning grant to develop a master plan for the Potomac site. • Linked citizens to resources available to them to access parks and recreation activities and resources. • Completed Phase I construction of Center Park where citizens of Centennial will be able to gather and share recreational activities and special community events. Prepared and took park rules and regulations and administrative policies through approval. • Completed evaluation to implement 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 - operated within budget and continued to use existing City funding sources to leverage grants from state and local sources to support and expand park, open space and trail projects. • Implemented 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"> • Completed new trail connectivity projects that will improve options for non-motor vehicle transportation, including use of trails for commuting to shop, work and recreate. • Continued to implement partnerships to acquire open space and enhance and protect natural areas.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of Neighborhood Plans (NP)	1	1	1	2
Average Number of Participants at Neighborhood Planning Meetings	15	0	35	25
Number of NP Presentations before P&Z Commission	2	0	3	5
Number of NP Presentations before City Council	1	1	3	5
Percent of Plans Completed within Budget	100%	100%	100%	100%

Goals and Objectives:

	<p>City Services</p>	<ul style="list-style-type: none"> • Continue with sub-area planning process to develop plan for next priority sub-area (I-25 Corridor). • Expand 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. • Expand citizen web access to GIS based information regarding property zoning, districts, etc. and to more advanced on-line mapping service available to both citizens and City employees, contractors and clients. • Continue to support the Engineering group in the preparation of the comprehensive transportation master plan. • Continue to participated in the comprehensive update to the City's Land Development Code (LDC) by completing the zoning district mapping and participation in workshops to implement the commercial zoning district workshops to communicate and educate landowners regarding new mapping. The LDC will implement the City's Comprehensive Plan and subarea plans and strengthens sustainable land use practices in the City. • Support the analysis of demographic data using the 2010 Census and American Community Survey and use of this information in various on-going planning and management aspects of the City.
	<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. • 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"> • Continue to maintained a lean, transparent, responsive, and fiscally responsible division - operated within budget and continued 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"> • Continue to implement partnerships to acquire open space and enhance and protect natural areas. • 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.



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. In a proactive manner, the Code Compliance 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.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Participated in customer service surveys and enhanced service delivery through information gained from survey results. • Completed a policy analysis of and recommended regulation enhancements to the junk and inoperable vehicle code. • Modified the Code Compliance module in Cartegraph to more effectively and efficiently record and track performance measures. • Implemented a mobility program in the workflow process to improve staff efficiencies and increase officers time in the field interacting with citizens. • Obtained State of Colorado Level 1 Code officer certifications.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Facilitated workshops with business and neighborhood groups, including CenCon and the Algonquin Acres community. • Attended City-sponsored customer service training. • Increased time allotted to sign removal along principal corridors from an average of 8 hours/week to an average of 15 hours/week.
 <p>Economic Health</p>	<ul style="list-style-type: none"> • Educated new and established retail businesses on the placement of temporary signs to ensure maximum visibility. • Partnered with financial institutions and field service companies to make certain foreclosed properties are being maintained to the standards of the code. • Pursued additional enforcement remedies to achieve compliance.
 <p>Environment</p>	<ul style="list-style-type: none"> • Educated new and established retail businesses on the temporary sign code to enable them to reduce sign pollution. • Maintained a paperless record keeping management system for code cases. • Implemented the use of fuel-efficient vehicles.



Performance Measurements:	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of Presentations to City Council	9	4	3	3
Number of CenCON Meetings	1	2	6	9
Number of District/HOA Meetings	5	9	5	7
Number of complaints (New Cases)	3,264	3,581	2,500	2,500
Percent of complaints responded to within 48 business hours	1	1	100	100
Number of violations (proactive and reactive)	3,264	3,581	3,500	3,300
Number of unfounded complaints	540	627	225	175
Number of inspections	6,904	7,749	8,750	8,750
Number of Active Cases/Prior Month	258	555	750	750
Number of Active Cases/Current Month	3,256	4,136	1,050	1,050
Average number of days to investigate complaint	2	2	2	2
Compliance rate	98%	98%	98%	98%
Number of court cases	1	1	5	7
Number of abatements	0	0	3	4
Average number of days for compliance	20	17	16	16
Number of dropped court cases	0	0	2	3
Number of dismissed court cases	0	0	0	0
Number of phone calls	5,624	4,011	5,000	5,000
Number of temp signs in ROW pulled	3,369	2,592	1,900	1,500



Goals and Objectives:

 City Services	<ul style="list-style-type: none"> • Continue to participate in customer service surveys to enhance service delivery. • Continue to assess and make recommendations to update codes to reflect the changing community. • Improve business processes with technology enhancements. • Develop outreach strategies to educate citizens and business owners on current regulations and engage them in change. • Continue to develop the knowledge, skills and abilities of staff through professional association training.
 Community Quality of Life / Citizen Engagement	<ul style="list-style-type: none"> • Continue to explore opportunities to facilitate presentations/workshops on Code Compliance processes and City codes. • Continue to attend City-sponsored customer service training. • Staff a booth at civic events, National Night Out, neighborhood events, or other outreach events to foster partnerships with the community. • Identify opportunities and create partnerships with the community to revitalize and enhance streets, sidewalks, and trails.
 Economic Health	<ul style="list-style-type: none"> • Continue to deliver high quality service that is transparent, fiscally responsible and responsive by meeting, tracking and reporting performance measures. • Continue to educate new and established retail businesses on the placement of temporary signs to ensure maximum visibility. • Identify opportunities to partner with service organizations and businesses on community revitalization and beautification projects.
 Environment	<ul style="list-style-type: none"> • Continue to educate new and established retail businesses on the temporary sign code to enable them to reduce sign pollution. • Continue to maintain a paperless record keeping management system for code cases and explore additional sustainability solutions.

**Code Compliance
Budget Summary by Budget Category**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	477,653	496,759	395,000	406,850	(89,909)	-18.1%
Other Services & Supplies	-	20,000	20,000	20,000	-	0.0%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 477,653	\$ 516,759	\$ 415,000	\$ 426,850	\$ (89,909)	-17.4%



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Land Use Fund



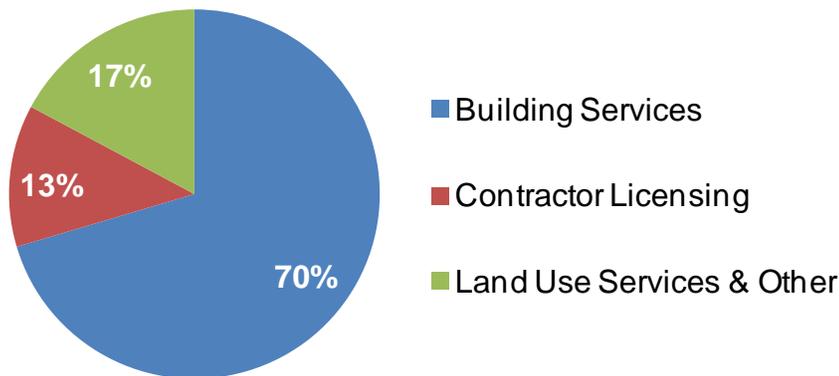
LAND USE FUND



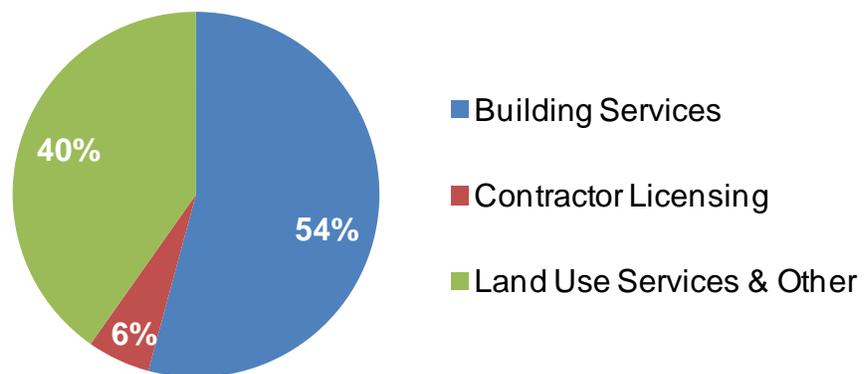
LAND USE

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.

2013 Revenues

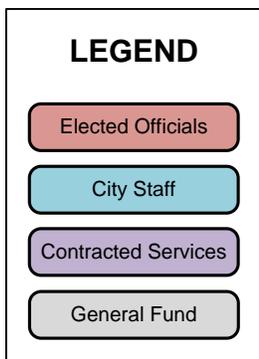
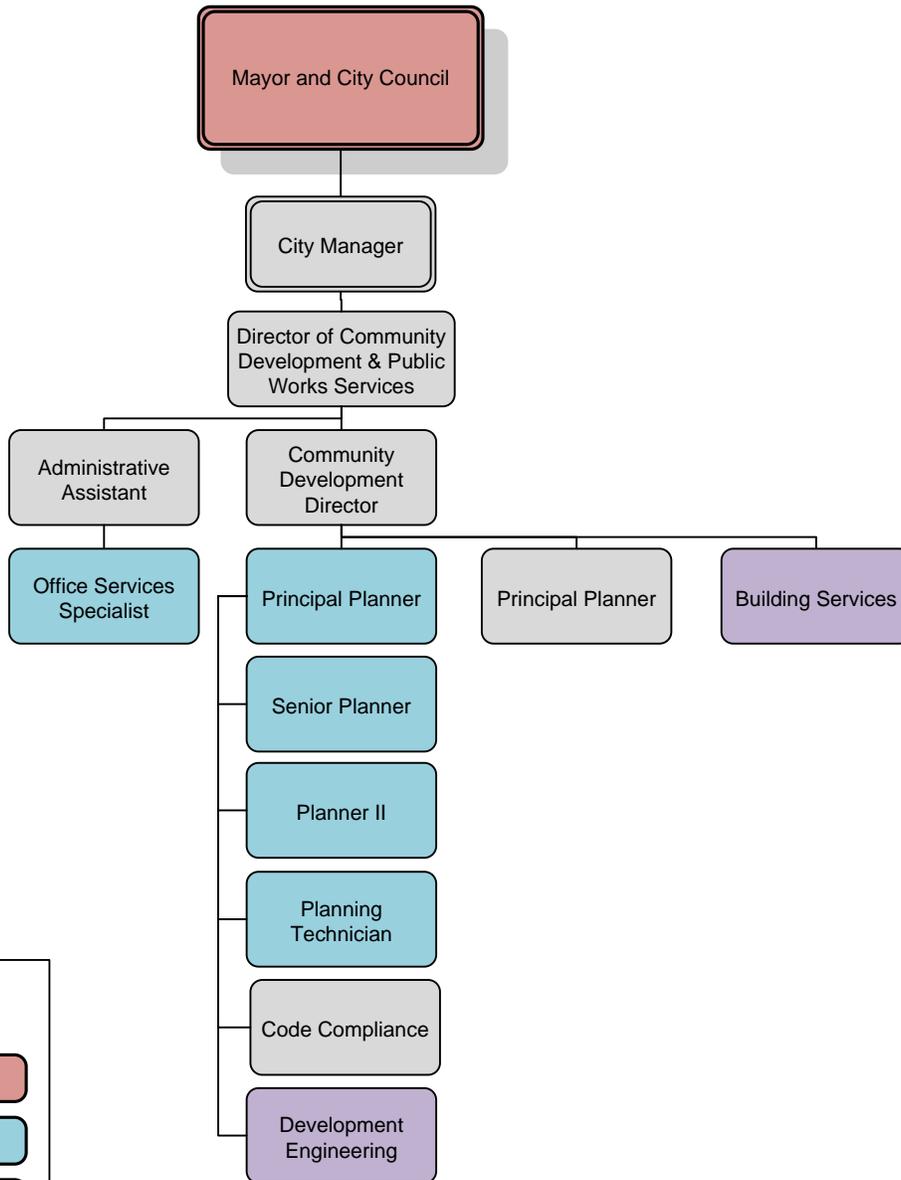


2013 Expenses



Total Adopted Budget by Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ 1,016,026	\$ 707,329	\$ 732,709	\$ 476,121	\$ (231,208)	-32.7%
Contracted Services	1,706,245	1,645,600	2,370,600	1,650,600	5,000	0.3%
Other Services & Supplies	235,253	264,770	404,369	401,517	136,747	51.6%
TOTAL	\$ 2,957,524	\$ 2,617,699	\$ 3,507,678	\$ 2,528,238	\$ (89,461)	-3.4%



Staff and Contracted Resources Summary

	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
Current Planning	6.50	5.00	5.00	-
Engineering	4.00	-	-	-
Engineering Contracted	-	1.00	1.00	-
GIS Services	1.00	-	-	-
Building	8.00	8.00	8.00	-
TOTAL	19.50	14.00	14.00	-



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.

Prior Year 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. • Managed the multi-year Official Zoning Map project to implement the Land Development Code (LDC). • Monitored citizen and customer service expectations and satisfaction through customer service surveys. Implemented improvements based upon customer suggestions. • Encouraged citizen participation in current planning process with NCAA focus group meetings and community meetings related to NCAA. Conducted community meetings about pets and wildlife. • Kept citizens and stakeholders informed about development and other projects with meetings and workshops.
 <p>Community Quality of Life / Citizen Engagement</p>	<ul style="list-style-type: none"> • Supported neighborhoods by providing residents with information by attending at least two HOA and CenCON meetings. Attended CenCON to discuss agricultural animals and pets and wildlife. Attended Algonquin HOA to address code violations. • Furthered efforts to provide citizens and stakeholders with information by facilitating community meetings on agricultural animals and pets and wildlife. • Encouraged citizen participation in the current planning process through community meetings. • Participated in City sponsored customer service workshop. • Researched Citizen Planning Academy models in anticipation of future program.
 <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. • Provided strong project management for annexations. • Continued to implement business practices to make doing business with the City simple, efficient and as responsive as possible by increasing the number of paperless submittals. Accepted 90 percent (90%) of submittals electronically.
 <p>Environment</p>	<ul style="list-style-type: none"> • Monitored ordinances for environmentally sound practices. Evaluated oil and gas regulations and presented options to City Council. • Increased the number of paperless reviews to 90 percent (90%) and continued to update the interactive land use application map to allow citizens access without having to drive to the



Performance Measurements:	2009 Actual	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of LDC Amendments Processed	5	0	8	17	8
Percent of Prepared Amendments Adopted	0%	0%	100%	100%	100%
Number of Contiguous Acres Annexed	261	0	70	53	0
Average Number of Days to Process Annexation	38	0	35	40	40
Number of Fence Permits Received	202	148	190	200	100
Number of Fence Permits Issued	202	148	190	200	100
Average Number of Days to Complete Fence Permits	2.2	2.5	2.8	3	3
Number of Sign Permits Requested	141	104	181	175	175
Number of Sign Permits Issued	141	104	181	175	175
Average Number of Days to Complete Sign Permits	2.5	1.6	2.6	3	3
Number of Variance Applications Received	5	12	17	10	8
Number of Variances Heard by Board of Adjustment (BOA)	4	12	17	10	8
Percent of Variances Approved by BOA	100%	92%	88%	75%	90%
Number of P&Z Commission Meetings Facilitated	19	14	20	20	23
Number of Applications Presented to P&Z Commission	24	17	16	22	23
Number of Applications Presented to City Council	39	21	33	32	33



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 measures. • Manage multi-year Official Zoning Map project to implement LDC. • Manage LDC amendments. • Continue to monitor citizen and customer service expectations and satisfaction through customer service surveys. Implement improvements based upon customer suggestions. • Encourage citizen participation in the current planning process through community meetings. • Further efforts to keep citizens and other stakeholders informed about development and other projects by facilitating community meetings, workshops, etc.
 <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 with City Council District Meetings as requested. • Further efforts to keep citizens and other stakeholders informed about development and other projects by facilitating community meetings, workshops, etc. • Encourage citizen participation in the current planning process through community meetings. • Facilitate and participate in City sponsored customer service workshops. • Develop Citizen Planning Academy. • Provide a Planning 101 for CenCON and citizens.
 <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. • Provide strong project management for annexations. • Continue to implement business practices to make doing business with the City as simple, efficient and as responsive as possible; increase the number of paperless submittals.
 <p>Environment</p>	<ul style="list-style-type: none"> • Monitor current and future ordinances for environmentally sound practices. • Increase the number of paperless submittals and electronic review: continue to update and enhance planning and zoning information and the interactive land use application map on the City's website, such that customers and citizens can receive public information from home and office, rather than traveling to the Civic Center.



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, by enforcing compliance of the adopted International Codes. This is achieved by examining submitted plans and conducting necessary inspections to assure compliance with all City of Centennial building codes and ordinances.

Prior Year Accomplishments:

<p>City Services</p>	<ul style="list-style-type: none"> • Maintained high level of accountability and productivity by consistently meeting all performance measurements. • Continued to monitor citizen and customer expectations and satisfaction through customer service surveys. Implemented process improvements based upon customer suggestions.
<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 by facilitating community workshops as well as attending HOA, CenCON, or City Council District meetings as requested or required. • Maintained strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses.
<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. Oversaw the new contract for the Building Division, specifically the implementation of new services and improved performance measures within the approved budget. • Continued to implement business processes to make doing business with the City as simple, efficient and as responsive as possible: made available paperless submittals; increased the number and/or percent of permits received through Rapid Review Thursdays over 2011; maintained new performance measurements for permits; integrated contractor licensing; helped implement technology for inspections to provide better customer service; and implemented on-line submittals.
<p>Environment</p>	<ul style="list-style-type: none"> • Enhanced customer access to Building Services via web interface; implemented paperless plan review/submittals and mobile technology for inspections; continued to update and enhance building information (applications, handouts, fees and relevant information) on the City's website.

Performance Measurements:	2009 Actual	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of Inspections	13,060	14,600	14,745	15,000	15,000
Number of Failed Inspections	2,890	2,172	3,008	2,800	2650
Total Number of Permits Issued	7,592	6,490		6,000	5500
Valuation of Permits	\$114,189,269	\$162,570,622	\$129,137,135	\$135,000,000	\$140,000,000
Number of New Single-family Permits Issued	23	35	14	20	17
Number of Single-family COs	19	30	10	10	10



Performance Measurements (Cont.):	2009 Actual	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Number of Residential Addition/Remodel Permits Issued	458	533	598	500	470
Number of New Commercial Projects Permitted	16	11	7	10	7
Number of Commercial Addition/Remodel Permits Issued	282	258	444	280	250
Number of Plan Reviews Performed	997	1,005	1607	1015	1100
Total Revenue (fees)	\$2,150,991	\$2,097,005	\$1,881,849	\$2,000,000	\$2,000,000

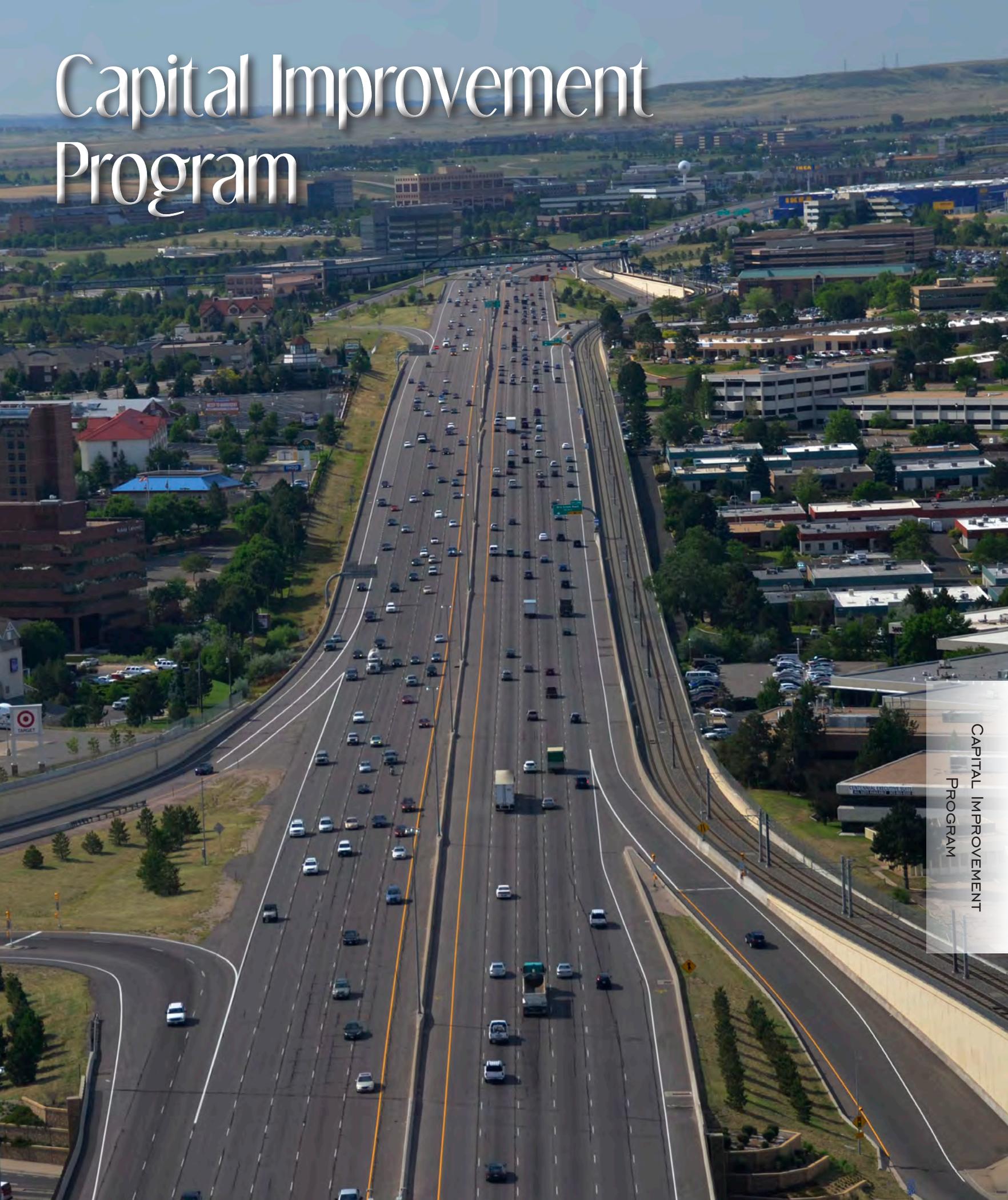
Goals and Objectives:

	<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.
<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, CenCON, or City Council District meetings as requested or required. • Maintain strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses.
<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 to 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 2012; maintain new performance measurements for permits; integrate contractor licensing; help implement technology for inspections to provide better customer service; and implement on-line submittals.
<p>Environment</p>	<ul style="list-style-type: none"> • Enhance customer access to Building Services via web interface; further implementation of 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 website.



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Capital Improvement Program

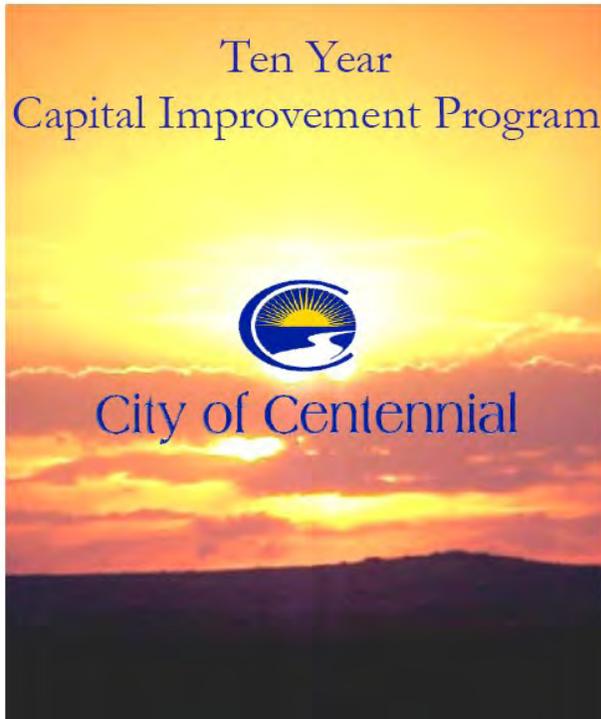


CAPITAL IMPROVEMENT
PROGRAM



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 Public Works Department, while individual projects are managed by members of the Public Works Department and its contractors, Community Development Department, Facilities & Fleet, 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 comes 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 Conservation Trust Fund is funded by the State lottery program and is also restricted in its uses.

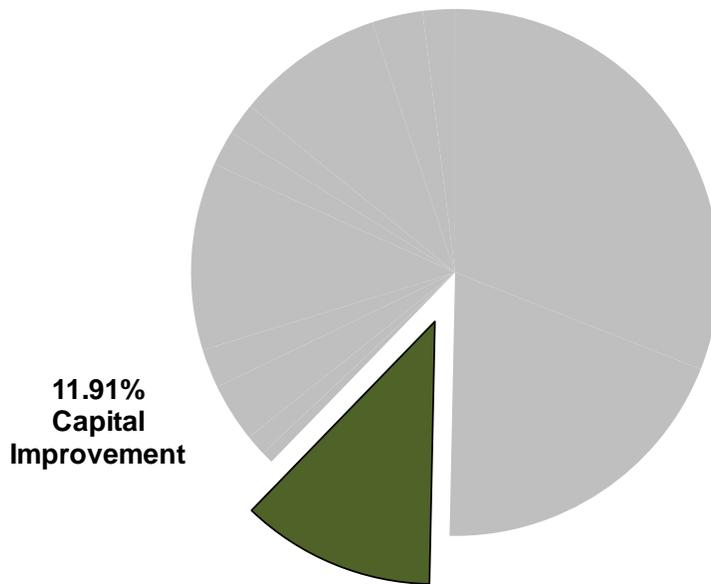
The City of Centennial currently has far more capital needs than resources to fund them. More than 80 percent of the land within the City is currently developed and much of the infrastructure has been in place for more than 25 years. Through proper assessment, and planning and development of a Capital 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 2013 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 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.



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.

2013 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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	408,933	425,000	416,798	375,000	(50,000)	-11.8%
Capital Outlay	5,734,762	4,221,500	20,421,453	7,993,000	3,771,500	89.3%
TOTAL	\$ 6,143,695	\$ 4,646,500	\$ 20,838,251	\$ 8,368,000	\$ 3,721,500	80.1%



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 Capital Improvement Program (CIP) Committee, which is comprised of City Staff.

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.

Prior Year Accomplishments:

 <p>City Services</p>	<ul style="list-style-type: none"> • Completed Phase II Transportation Master Plan and set priorities for future CIP Planning. • Continued to update and monitor formal performance measures for CIP. • Maintained a pavement condition index in the high 70s through the effective use of various roadway treatments. • Updated the Five and Ten-Year CIP.
 <p>Community Quality of Life/Citizen Engagement</p>	<ul style="list-style-type: none"> • Continued outreach programs to inform citizens of significant pavement rehabilitation programs. • Continued to respond 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"> • Completed all CIP projects within established budgets. • Proactively investigated and applied for all eligible grants. • Continued to monitor pricing and negotiated for the best value taking full advantage of the favorable market conditions.
 <p>Environment</p>	<ul style="list-style-type: none"> • Specified the use of "green" materials including green concrete for the concrete program. • Investigated new pavement recycling materials to be used as part of the program.

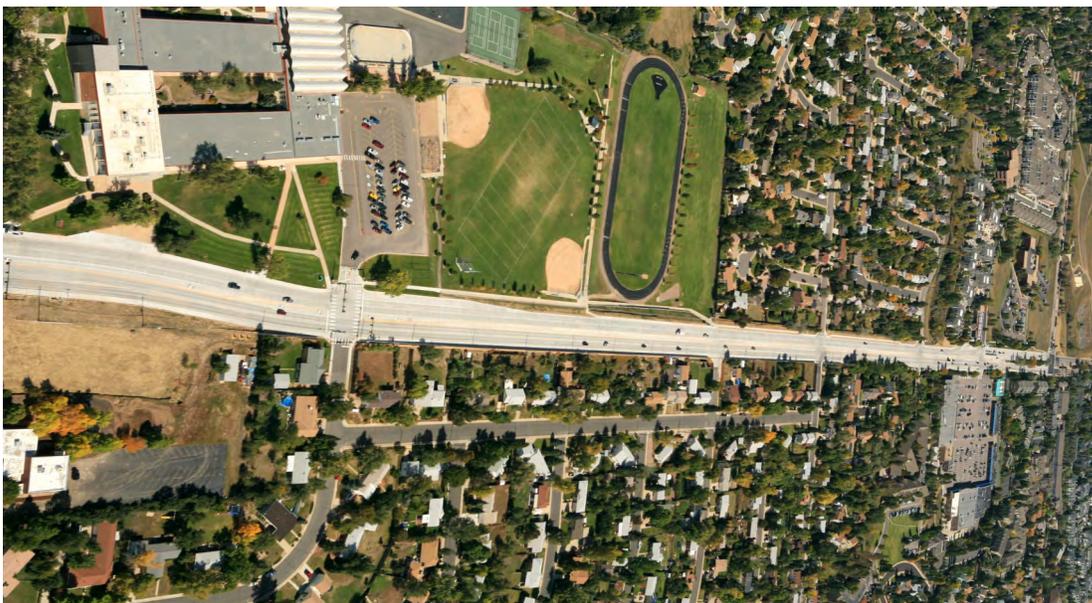
Performance Measurements:

Pavement Rehabilitation and Surface Treatment Program	2009 Actual	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
Centerline Street Miles Reconstructed	0.1	0.9	1.3	0	0.7
Centerline Street Miles Mill & Overlay	8	8.3	10.3	14.6	14.5
Centerline Street Miles Surface Treated	19.4	15.9	14	13.6	18



Goals and Objectives:

	<ul style="list-style-type: none"> • Monitor next phase of the Transportation Master Plan. • Update and monitor formal performance measures for CIP. • Maintain a pavement condition index in the high 70s through the effective use of various roadway treatments. • Continue to update the Five and Ten-Year CIP.
	<ul style="list-style-type: none"> • Continue outreach programs to inform citizens of pavement rehabilitation programs. • 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. • Monitor pricing and negotiate for the best value taking full advantage of the favorable market conditions.
	<ul style="list-style-type: none"> • Specify the use of "green" materials including green concrete for the concrete program. • Investigate new pavement recycling materials to be used as part of the program.



Arapahoe Road - Colorado Boulevard to Holly Street Roadway Reconstruction



2013-2017 Capital Improvement Program

Project Name: General Transportation Studies

Project Type: Professional Services

First Show n in CIP: 2012

Council District: All

Project Description: One time transportation studies and/or participation in transportation systems studies with other agencies and jurisdictions.

Goals Met: Quality of Life, Economic Health, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
City total portion							

Total Design & CM Costs:	\$ 250,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 250,000

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

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Building Maintenance & Improvements

Project Type: Facilities

First Show n in CIP: 2010

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 and the Public Works Facility.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ 259,092	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 709,092
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ 259,092	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 709,092
Funds from other							
EECBG	109,092	-	-	-	-	-	\$ 109,092
Sources:	-	-	-	-	-	-	\$ -

Funding: \$ 150,000 \$ 50,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 600,000
City total portion

Total Design & CM Costs:	\$ 709,092
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 600,000

Annual O&M Impacts: This project does not create new annual O&M costs, but does address capital O&M needs for the Civic Center.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Building Contingency

Project Type: Facilities

First Show n in CIP: 2011

Council District: All

Project Description: This project is for the repair or replacement of major components of the Civic Center and the Public Works Facility, such as HVAC, roof and other systems that cannot be funded in the annual maintenance budget. Funds not used in any year are carried to the next to account for larger expenditures.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ 150,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 400,000
City total portion

Total Design & CM Costs:	\$ 400,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 400,000

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

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Cherrywood Circle Bridge Rail

Project Type: Rehabilitation - Major Structures **First Show n in CIP:** 2013 **Council District:** 1

Project Description: This project will upgrade the bridge rail on the Cherrywood Circle bridge over Big Dry Creek with safety enhancements.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	50,000	-	-	-	-	50,000
Subtotal	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
Funds from other Sources:	-	-	-	-	-	\$ -	-
Funding:	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
City total portion							

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 50,000
Total City Project Costs:	\$ 50,000

Annual O&M Impacts: The maintenance of this bridge rail will be provided through the Public Works contract.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Grant Match Funds / Other

Project Type: Streets & Intersections

First Show n in CIP: 2012

Council District: ALL

Project Description: Provide matches to grants from other agencies and jurisdictions for street and intersection projects. Specific projects are dependent on grants awarded to and accepted by the City.

Goals Met: Quality of Life, Economic Health, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	100,000	75,000	75,000	75,000	75,000	75,000	475,000
Subtotal	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 475,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ 100,000 \$ 75,000 \$ 75,000 \$ 75,000 \$ 75,000 \$ 75,000 \$ 475,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 475,000
Total City Project Costs:	\$ 475,000

Annual O&M Impacts: Specific costs for O & M will be determined when a project is selected for funding and construction.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Infill Sidewalk Program

Project Type: Sidewalks

First Show n in CIP : 2012

Council District: ALL

Project Description: The program is for the construction of new or missing sidewalk segments throughout the City and may also be used to match grants for sidewalk projects. Specific projects will be identified based upon prioritized need and other funding sources available.

Goals Met: Quality of Life, Economic Health, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	100,000	75,000	75,000	75,000	75,000	75,000	475,000
Subtotal	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 475,000
Funds from other Sources:							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Funding:	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 475,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 475,000
Total City Project Costs:	\$ 475,000

Annual O&M Impacts: Additional O&M costs for these projects are expected to be minimal and will be absorbed in the Public Works operating budget.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Signal Communication Improvements

Project Type: Various Traffic

First Shown in CIP: 2009

Council District: All

Project Description: This project will install communications with existing traffic signals to reduce delays and inefficiencies that occur without communication between signals.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	1,445,235	140,000	40,000	40,000	40,000	40,000	1,745,235
Subtotal	\$ 1,445,235	\$ 140,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 1,745,235
Funds from other Sources:							
DRCOG	1,222,280	-	-	-	-	-	1,222,280
	-	-	-	-	-	-	-

Funding: \$ 222,955 \$ 140,000 \$ 40,000 \$ 40,000 \$ 40,000 \$ 40,000 \$ 522,955
City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,745,235
Total City Project Costs:	\$ 522,955

Annual O&M Impacts: Costs for maintenance of new equipment are expected to be around \$4,000 and will be addressed in the Public Works operating budget for traffic signal maintenance and repair.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Street Rehabilitation Program

Project Type: Rehabilitation - Roadway

First Show n in CIP : 2009

Council District: All

Project Description: This project includes pavement reconstruction, overlay, surface treatment and concrete repair for streets identified in the pavement management program for locations throughout the City.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	13,768,807	6,600,000	6,600,000	6,600,000	6,600,000	6,600,000	46,768,807
Subtotal	\$ 13,768,807	\$ 6,600,000	\$ 6,600,000	\$ 6,600,000	\$ 6,600,000	\$ 6,600,000	\$ 46,768,807
Funds from other Sources:							
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

Funding: \$ 13,768,807 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 46,768,807

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 46,768,807
Total City Project Costs:	\$ 46,768,807

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 annual street maintenance.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: County Line Road Street Rehabilitation

Project Type: Streets and Intersections

First Shown in CIP: 2013

Council District: 3

Project Description: Per the terms of the IGA, the total cost to reimburse Lone Tree for County Line Road paving split over two years (2013 and 2014). Work to include mill and overlay on the westbound lanes of County Line Road between Inverness and Quebec.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	100,000	100,000	-	-	-	200,000
Subtotal	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	200,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ - \$ 100,000 \$ 100,000 \$ - \$ - \$ - \$ 200,000
City total portion

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

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 annual street maintenance.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Intergovernmental Intersection Improvements

Project Type: Streets and Intersection

First Show n in CIP: 2013

Council District: All

Project Description: This line item will fund preparatory work, right-of-way acquisition, and other needs for upcoming intersection improvement projects.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	100,000
Land Acquisition:	-	100,000	-	-	-	-	100,000
Construction:	-	-	-	-	-	-	-
Subtotal	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ - \$ 200,000 \$ - \$ - \$ - \$ - \$ 200,000
City total portion

Total Design & CM Costs:	\$ 100,000
Total Land Acquisition Costs:	\$ 100,000
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 200,000

Annual O&M Impacts: No additional annual O&M costs are created with this program.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Potomac/Briarwood Signal

Project Type: Traffic Control & Signals

First Show n in CIP: 2013

Council District: 3

Project Description: Funded by Hazard Elimination State grant of \$75,300 and Dove Valley Metro District Contribution of \$227,700. No additional City funds are needed for this project.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	303,000	-	-	-	-	303,000
Subtotal	\$ -	\$ 303,000	\$ -	\$ -	\$ -	\$ -	303,000
Funds from other Sources:	Hazard Elimination Grant	-	75,300	-	-	-	75,300
	Dove Valley	-	227,700	-	-	-	227,700

Funding: \$ - \$ - \$ - \$ - \$ - \$ - \$ -
City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 303,000
Total City Project Costs:	\$ -

Annual O&M Impacts: Annual cost for signal power and maintenance will be wrapped into the City's existing Public Works General Fund contracts.

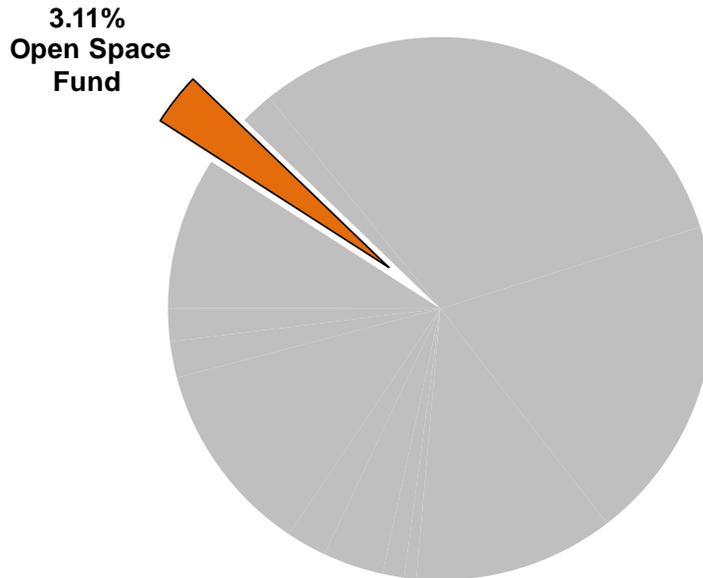
PROJECT LOCATION:





In 2003 and 2011, 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, 2023. 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.

2013 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**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ 80,000	\$ 56,500	\$ 80,000	\$ -	0.0%
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	50,015	550,000	550,000	50,000	(500,000)	-90.9%
Capital Outlay	6,280,607	1,879,333	5,360,729	2,055,000	175,667	9.3%
TOTAL	\$ 6,330,622	\$ 2,509,333	\$ 5,967,229	\$ 2,185,000	\$ (324,333)	-12.9%



Prior Year Accomplishments:

	<ul style="list-style-type: none"> • The open space program has resulted in the construction and enhancement of numerous trail, park and open space projects and has enhanced the quality of neighborhoods and recreation services available to residents.
	<ul style="list-style-type: none"> • The open space program implemented a number of projects that expanded access and availability of parks, trails and open space to citizens. <ul style="list-style-type: none"> • Implementation of City-wide Trail Signage – Piney Creek Trail Signage program • Implementation of trail linkage projects • Greenfield Crossing and Piney Creek Trail Completion • Piney Creek bridge replacement • deKoevend and Arapahoe Park and Rusty Sun park completion • Initiated planning of the 44-acre Potomac Park Site
	<ul style="list-style-type: none"> • Construction of Civic Center Park. • Initiation of the Potomac Park Planning process. Potomac Park could potentially attract visitors that will use retail services in the central area. These amenities will serve employees and help attract quality employers to the area.
	<ul style="list-style-type: none"> • Continued acquisition and improvements of open spaces to advance environmental stewardship and values and citizen access to natural open lands. • Trail development, such as the planning and development of the Lone Tree Creek Trail, enhanced options for non-motorized transportation and reduced fossil fuel consumption.



Goals and Objectives:

	<ul style="list-style-type: none"> The open space program will continue to support the construction and enhancement of numerous trail, park and open space projects to enhance the quality of neighborhoods and recreation services available to residents.
	<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 2007 Parks, Open Space, Trails and Recreation Master Plan. These include: Piney Creek Hollow Park and trailhead upgrades, Cherokee Trail Park development, Tollgate Park improvements, Centennial Link Trail Phase II, Holly Park Tennis Center, Abbott Park improvements, Lee Gulch Trail Widening, Rotary Club Civic Center Gardens, Lone Tree Creek right-of-way acquisition. Completion of Potomac Park planning process.
	<ul style="list-style-type: none"> Planning and development of Potomac Park site will potentially help attract businesses, including both retail and primary employment to the Central area of the City. This park may attract visitors and employees that will use retail services in the area. Continue to maintain a lean, transparent, responsive, and fiscally responsible division operating within budget and continue to use existing City funding sources to leverage grants from state and local sources to support and expand park, open space, and trail projects.
	<ul style="list-style-type: none"> Continue acquisition and improvement of open spaces to advance environmental stewardship and values and citizen access to natural open lands. Continue trail development, such as the planning and development of the Lone Tree Creek Trail, to enhance options for non-motorized transportation and reduce fossil fuel consumption.



2013-2017 Capital Improvement Program

Project Name: Parker Jordan Open Space Maintenance

Project Type: Parks and Trails

First Show n in CIP : 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 E. Broncos Parkway. The Parker Jordan Metro District covers 50% of the cost.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

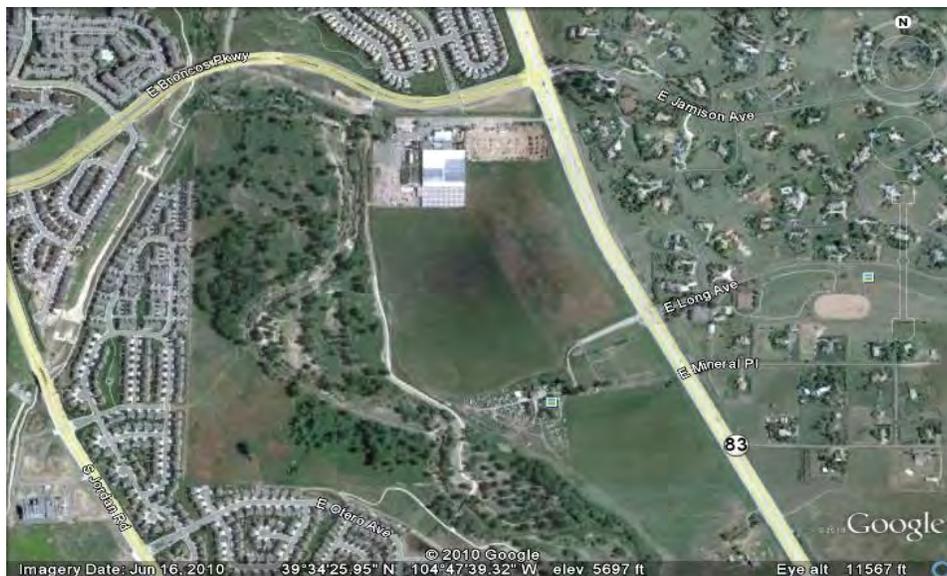
	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	150,000	50,000	50,000	50,000	50,000	50,000	400,000
Subtotal	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 400,000
City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 400,000
Total City Project Costs:	\$ 400,000

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

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Regional Park Contribution

Project Type: Parks and Trails

First Shown in CIP: 2012

Council District: All

Project Description: This is funding for a regional park to service the Centennial community. Specific project(s) for this funding will be determined at a future date.

Goals Met: City Services and Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	750,000	-	-	-	150,000	150,000	1,050,000
Subtotal	\$ 750,000	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 1,050,000
Funds from other Sources:	-	-	-	-	-	\$ -	-
	-	-	-	-	-	\$ -	-

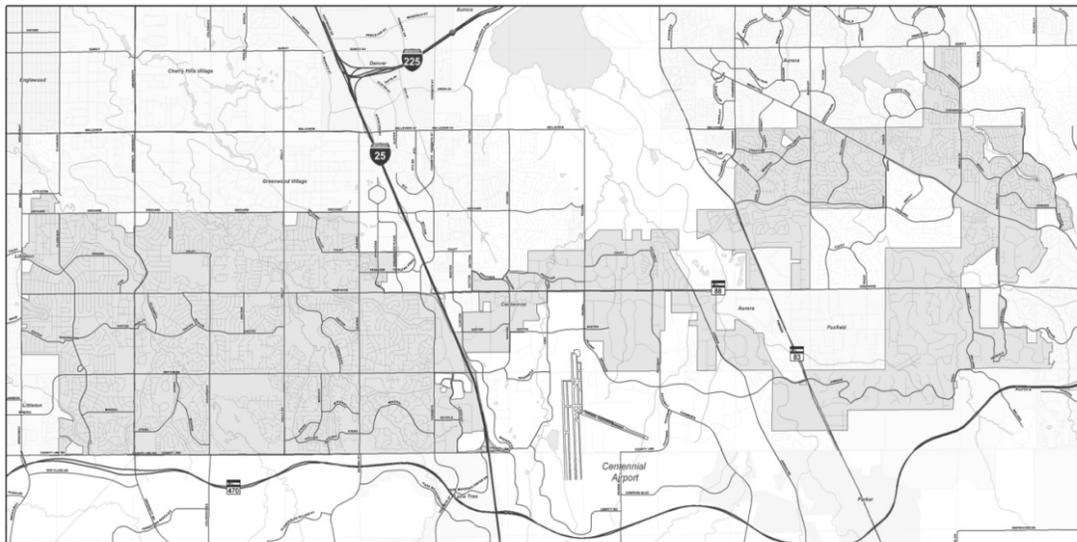
Funding: \$ 750,000 \$ - \$ - \$ - \$ 150,000 \$ 150,000 \$ 1,050,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,050,000
Total City Project Costs:	\$ 1,050,000

Annual O&M Impacts: Actual O&M costs will depend on the specific project selected and will be considered during project selection and design.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Potomac Park

Project Type: Parks and Trails

First Show n in CIP : 2012

Council District: 3

Project Description: The project is for conceptual design of the Potomac Park parcel, located near Potomac Street and Fremont Street. In addition, it is for future Capital Improvements to the site based upon the Master Plan.

Goals Met: City Services and Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	103,500	-	300,000	300,000	500,000	500,000	1,703,500
Subtotal	\$ 103,500	\$ -	\$ 300,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 1,703,500
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ 103,500 \$ - \$ 300,000 \$ 300,000 \$ 500,000 \$ 500,000 \$ 1,703,500
City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,703,500
Total City Project Costs:	\$ 1,703,500

Annual O&M Impacts: This is a conceptual design project therefore no O&M costs will be generated by the project. O&M costs will be determined prior to construction funding being allocated.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Arapahoe Park and Recreation District Projects

Project Type: Parks and Trails

First Shown in CIP: 2011

Council District: 3 & 4

Project Description: Improvements to parks in the Arapahoe Park and Recreation District (APRD). Projects may include Fox Hill Park, Indian Ridge School Park, Village Park, Tollgate Park, and Cherokee Trail Park. Specific projects for future years will be indentified in funding agreements with APRD.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	525,000	180,000	175,000	175,000	175,000	175,000	1,405,000
Subtotal	\$ 525,000	\$ 180,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,405,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ 525,000 \$ 180,000 \$ 175,000 \$ 175,000 \$ 175,000 \$ 175,000 \$ 1,405,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,405,000
Total City Project Costs:	\$ 1,405,000

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

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: South Suburban Park & Recreation District Projects

Project Type: Parks and Trails

First Show n in CIP: 2011

Council District: 1 & 2

Project Description: Improvements for South Suburban Parks and Recreation District (SSPRD) ball fields, tennis courts, restrooms and other facilities. Locations may include deKoevend Park, Arapahoe Park, and Abbott Park. Specific projects for future years will be indentified in funding agreements with SSPRD.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	828,666	575,000	550,000	550,000	550,000	550,000	3,603,666
Subtotal	\$ 828,666	\$ 575,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 3,603,666
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ 828,666 \$ 575,000 \$ 550,000 \$ 550,000 \$ 550,000 \$ 550,000 \$ 3,603,666

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 3,603,666
Total City Project Costs:	\$ 3,603,666

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

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Neighborhood Trail Connections

Project Type: Parks and Trails

First Show n in CIP : 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	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	600,000	250,000	250,000	250,000	250,000	250,000	1,850,000
Subtotal	\$ 600,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,850,000
Funds from other Sources:	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Funding:	\$ 600,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,850,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,850,000
Total City Project Costs:	\$ 1,850,000

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:





2013-2017 Capital Improvement Program

Project Name: Piney Creek Trail Bridge Replacement

Project Type: Parks and Trails

First Show n in CIP: 2010

Council District: All

Project Description: This project serves to replace an aging bridge structure along the Piney Creek Trail. It is located just east of Parker Road.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	150,000	-	100,000	-	-	-	250,000
Subtotal	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
Funds from other Sources:	-	-	-	-	-	\$ -	-

Funding: \$ 150,000 \$ - \$ 150,000 \$ - \$ - \$ - \$ 300,000
City total portion

Total Design & CM Costs:	\$ 50,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 250,000
Total City Project Costs:	\$ 300,000

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:





2013-2017 Capital Improvement Program

Project Name: City Wide Neighborhood Park Improvements

Project Type: Parks and Trails

First Show n in CIP: 2013

Council District: All

Project Description: This program provides for neighborhood park improvements through partnerships with local park and recreation providers. Cherokee Trail Park is a City owned park that is expected to be improved during this period. As other specific projects are identified additional funding sources will be pursued.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	400,000	175,000	525,000	175,000	175,000	1,450,000
Subtotal	\$ -	\$ 400,000	\$ 175,000	\$ 525,000	\$ 175,000	\$ 175,000	\$ 1,450,000
Funds from other Sources:	-	-	-	-	-	-	-

Funding: \$ - \$ 400,000 \$ 175,000 \$ 525,000 \$ 175,000 \$ 175,000 \$ 1,450,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,450,000
Total City Project Costs:	\$ 1,450,000

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:





2013-2017 Capital Improvement Program

Project Name: Centennial Link Trail

Project Type: Parks and Trails **First Show n in CIP:** 2009 **Council District:** All

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 the South Suburban Park and Recreation District (SSPRD).

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Land Acquisition:	-	-	-	-	-	-	-
Construction:	1,948,950	350,000	-	-	-	-	2,298,950
Subtotal	\$ 1,948,950	\$ 350,000	\$ -	\$ -	\$ -	\$ -	2,298,950
Funds from other Sources:							
Arapahoe County	450,600	-	-	-	-	-	450,600
GOCO	188,350	-	-	-	-	-	188,350
Funding:	\$ 1,310,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	1,660,000

City total portion

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 2,298,950
Total City Project Costs:	\$ 1,660,000

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:





2013-2017 Capital Improvement Program

Project Name: Lone Tree Creek Trail and Park Improvements

Project Type: Parks and Trails

First Shown in CIP: 2011

Council District: All

Project Description: This project will include design of the Lone Tree Creek floodplain to accommodate future trail and park enhancements adjacent to Centennial Center Park, a trail/sidewalk along Arapahoe Road and trail extending to the north towards Cherry Creek State Park providing additional circulation.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	100,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	100,000	200,000	200,000	-	-	-	500,000
Subtotal	\$ 100,000	\$ 300,000	\$ 200,000	\$ -	\$ -	\$ -	600,000
Funds from other Sources:	-	-	-	-	-	\$ -	-

Funding: \$ 100,000 \$ 300,000 \$ 200,000 \$ - \$ - \$ - \$ 600,000

City total portion

Total Design & CM Costs:	\$ 100,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 500,000
Total City Project Costs:	\$ 600,000

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

PROJECT LOCATION:

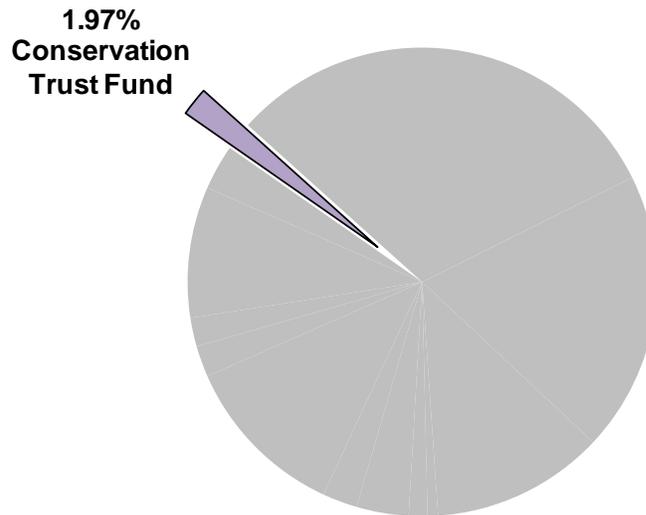




CONSERVATION TRUST FUND

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

2013 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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	13,134	110,000	149,366	135,500	25,500	23.2%
Capital Outlay	3,389,276	-	235,724	1,250,000	1,250,000	-
TOTAL	\$ 3,402,410	\$ 110,000	\$ 385,090	\$ 1,385,500	\$ 1,275,500	1159.5%



2013-2017 Capital Improvement Program

Project Name: Park Maintenance

Project Type: Parks and Trails

First Show n in CIP : 2011

Council District: All

Project Description: This items covers annual maintenance for park & open space property in Centennial. The focus of the work is on the City's main park located near the Centennial Civic Center and the Potomac Park Site.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	162,500	135,000	150,000	160,000	170,000	480,000	1,257,500
Subtotal	\$ 162,500	\$ 135,000	\$ 150,000	\$ 160,000	\$ 170,000	\$ 480,000	\$ 1,257,500
Funds from other Sources:	-	-	-	-	-	\$ -	-
Funding:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,257,500
City total portion							

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 1,257,500
Total City Project Costs:	\$ 1,257,500

Annual O&M Impacts: This project covers annual O&M costs for park & open space property.

PROJECT LOCATION:





2013-2017 Capital Improvement Program

Project Name: Capital Outlay

Project Type: Parks and Trails

First Show n in CIP: 2013

Council District: All

Project Description: This item covers annual expenditures for capital expenditures related to parks and trails in Centennial. The improvements are for Potomac Park and City-wide regional park reserve.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

	Prior Funding	2013	2014	2015	2016	2017	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	1,250,000	300,000	300,000	300,000	-	2,150,000
Subtotal	\$ -	\$ 1,250,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 2,150,000
Funds from other Sources:	-	-	-	-	-	-	-
Funding:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,150,000
City total portion							

Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 2,150,000
Total City Project Costs:	\$ 2,150,000

Annual O&M Impacts: This project covers annual O&M costs for park & open space property.

PROJECT LOCATION:





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Miscellaneous Funds



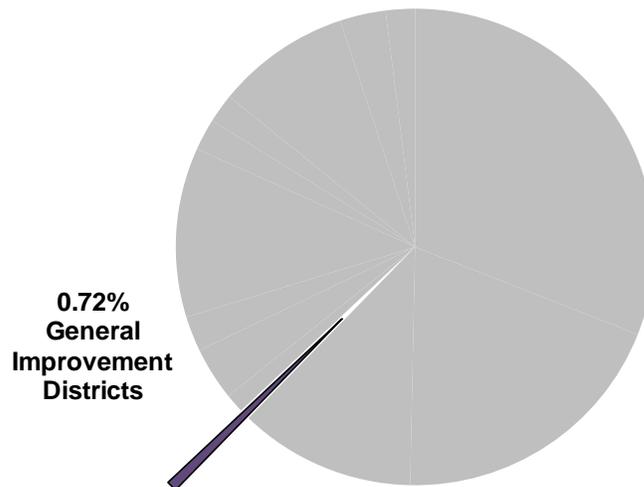
GENERAL IMPROVEMENT DISTRICTS

Overview: During 2002, Arapahoe County transferred governing responsibility and accountability of three General Improvement Districts (GID) to the City. The transferred GIDs include the Foxridge 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.

2012 Uses: Antelope GID revenues are used for debt service. The other three districts have used the funds for retaining wall reconstruction, fence repair and replacement, and landscaping.

2013 Planning: Antelope GID will again be used only for debt service. The other three districts will use revenues for general landscape and irrigation maintenance, fence repair or replacement, and other uses permitted by the founding documents for each GID.

2013 Expenditures General Improvement Districts



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

General Improvement District Fund Summary Budget Summary by Budget Category

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	-	-
Contracted Services	282,132	199,122	199,122	199,122	-	0.0%
Other Services & Supplies	228,561	300,757	300,878	304,689	3,932	1.3%
Capital Outlay	-	-	-	-	-	-
TOTAL	\$ 510,693	\$ 499,879	\$ 500,000	\$ 503,811	\$ 3,932	0.8%



**City of Centennial
General Improvement District Funds Summary
2011 - 2013 Summary of Revenues, Expenditures & Other Uses**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 269,508	\$ 262,732	\$ 260,758	\$ 359,095	\$ 96,363	36.7%
Specific Ownership	16,038	16,742	16,022	16,022	(720)	-4.3%
Investment Income	1,002	1,300	1,600	1,670	370	28.5%
TOTAL REVENUES	\$ 286,548	\$ 280,774	\$ 278,380	\$ 376,787	\$ 96,013	34.2%
EXPENDITURES						
Contracted Services:						
General	\$ 282,132	\$ 199,122	\$ 199,122	\$ 199,122	\$ -	0.0%
Subtotal - Contracted Services	\$ 282,132	\$ 199,122	\$ 199,122	\$ 199,122	\$ -	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 4,045	\$ 3,940	\$ 3,911	\$ 5,386	\$ 1,446	36.7%
Utilities	11,718	10,000	10,000	10,000	-	0.0%
Debt Service:						
Principal	65,000	65,000	65,000	70,000	5,000	7.7%
Interest	140,121	137,371	137,371	134,707	(2,664)	-1.9%
Miscellaneous	7,677	84,446	84,596	84,596	150	0.2%
Subtotal - Other Serv. & Supp.	\$ 228,561	\$ 300,757	\$ 300,878	\$ 304,689	\$ 3,932	1.3%
TOTAL EXPENDITURES	\$ 510,693	\$ 499,879	\$ 500,000	\$ 503,811	\$ 3,932	0.8%
REVENUES (UNDER) EXPENDITURES	\$ (224,145)	\$ (219,105)	\$ (221,620)	\$ (127,024)	\$ 92,081	42.0%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (476,412)	\$ (1,075)	\$ (1,075)	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (476,412)	\$ (1,075)	\$ (1,075)	-
NET CHANGE IN FUND BALANCE	\$ (224,145)	\$ (219,105)	\$ (698,032)	\$ (128,099)	\$ 91,006	41.5%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 1,050,276	\$ 219,105	\$ 826,131	\$ 128,099	\$ (91,006)	-41.5%
FUND BALANCE - END OF YEAR	\$ 826,131	\$ -	\$ 128,099	\$ -	\$ -	-

**City of Centennial
General Improvement District Fund Summary
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 11,643	\$ 14,996	\$ 15,000	\$ 15,114
District Infrastructure	814,488	-	113,099	-
Unassigned	-	(14,996)	-	(15,114)
TOTAL FUND RESERVES	\$ 826,131	\$ -	\$ 128,099	\$ -



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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 41,449	\$ 46,616	\$ 44,631	\$ 47,299	\$ 683	1.5%
Specific Ownership	2,466	2,305	2,707	2,707	402	17.4%
Investment Income	150	200	180	200	-	0.0%
TOTAL REVENUES	\$ 44,065	\$ 49,121	\$ 47,518	\$ 50,206	\$ 1,085	2.2%
EXPENDITURES						
Contracted Services:						
General	\$ 85,899	\$ 19,122	\$ 19,122	\$ 19,122	\$ -	0.0%
Subtotal - Contracted Services	\$ 85,899	\$ 19,122	\$ 19,122	\$ 19,122	\$ -	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 622	\$ 699	\$ 669	\$ 709	\$ 10	1.4%
Utilities	8,726	8,000	8,000	8,000	-	0.0%
Miscellaneous	168	21,300	21,300	21,300	-	0.0%
Subtotal - Other Services & Supplies	\$ 9,516	\$ 29,999	\$ 29,969	\$ 30,009	\$ 10	0.0%
TOTAL EXPENDITURES	\$ 95,415	\$ 49,121	\$ 49,091	\$ 49,131	\$ 10	0.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ (51,350)	\$ -	\$ (1,573)	\$ 1,075	\$ 1,075	-
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (96,164)	\$ (1,075)	\$ (1,075)	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (96,164)	\$ (1,075)	\$ (1,075)	-
NET CHANGE IN FUND BALANCE	\$ (51,350)	\$ -	\$ (97,737)	\$ -	\$ -	-
FUND BALANCE - BEGINNING OF YEAR	\$ 149,087	\$ -	\$ 97,737	\$ -	\$ -	-
FUND BALANCE - END OF YEAR	\$ 97,737	\$ -	\$ -	\$ -	\$ -	-

**Cherry Park
General Improvement District
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 1,322	\$ 1,474	\$ 1,473	\$ 1,474
District Infrastructure	96,415	-	-	-
Unassigned	-	(1,474)	(1,473)	(1,474)
TOTAL FUND RESERVES	\$ 97,737	\$ -	\$ -	\$ -



**Foxridge General Improvement District
Fund Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 52,162	\$ 51,218	\$ 51,290	\$ 51,302	84	0.2%
Specific Ownership	3,107	3,301	3,125	3,125	(176)	-5.3%
Investment Income	179	200	350	365	165	82.5%
TOTAL REVENUES	\$ 55,448	\$ 54,719	\$ 54,765	\$ 54,792	73	0.1%
EXPENDITURES						
Contracted Services:						
General	\$ 21,364	\$ 80,000	\$ 80,000	\$ 80,000	-	0.0%
Subtotal - Contracted Services	\$ 21,364	\$ 80,000	\$ 80,000	\$ 80,000	-	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 782	\$ 768	\$ 769	\$ 770	2	0.3%
Utilities	2,208	1,000	1,000	1,000	-	0.0%
Miscellaneous	981	27,464	27,464	27,464	-	0.0%
Subtotal - Other Services & Supplies	\$ 3,971	\$ 29,232	\$ 29,233	\$ 29,234	2	0.0%
TOTAL EXPENDITURES	\$ 25,335	\$ 109,232	\$ 109,233	\$ 109,234	2	0.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ 30,113	\$ (54,513)	\$ (54,468)	\$ (54,442)	71	0.1%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (68,613)	\$ -	-	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (68,613)	\$ -	-	-
NET CHANGE IN FUND BALANCE	\$ 30,113	\$ (54,513)	\$ (123,081)	\$ (54,442)	71	0.1%
FUND BALANCE - BEGINNING OF YEAR	\$ 147,410	\$ 54,513	\$ 177,523	\$ 54,442	(71)	-0.1%
FUND BALANCE - END OF YEAR	\$ 177,523	\$ -	\$ 54,442	\$ -	-	-

**Foxridge
General Improvement District
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 1,663	\$ 3,277	\$ 3,277	\$ 3,277
District Infrastructure	175,860	-	51,165	-
Unassigned	-	(3,277)	-	(3,277)
TOTAL FUND RESERVES	\$ 177,523	\$ -	\$ 54,442	\$ -



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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 71,173	\$ 69,669	\$ 69,669	\$ 69,750	81	0.1%
Specific Ownership	4,234	4,436	4,250	4,250	(186)	-4.2%
Investment Income	481	700	800	825	125	17.9%
TOTAL REVENUES	\$ 75,888	\$ 74,805	\$ 74,719	\$ 74,825	\$ 20	0.0%
EXPENDITURES						
Contracted Services:						
General	\$ 174,869	\$ 100,000	\$ 100,000	\$ 100,000	-	0.0%
Subtotal - Contracted Services	\$ 174,869	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 1,068	\$ 1,045	\$ 1,045	\$ 1,046	1	0.1%
Utilities	784	1,000	1,000	1,000	-	0.0%
Miscellaneous	528	29,682	29,682	29,682	-	0.0%
Subtotal - Other Services & Supplies	\$ 2,380	\$ 31,727	\$ 31,727	\$ 31,728	\$ 1	0.0%
TOTAL EXPENDITURES	\$ 177,249	\$ 131,727	\$ 131,727	\$ 131,728	\$ 1	0.0%
REVENUES OVER (UNDER) EXPENDITURES	\$ (101,361)	\$ (56,922)	\$ (57,008)	\$ (56,903)	19	0.0%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (271,514)	\$ -	-	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (271,514)	\$ -	-	-
NET CHANGE IN FUND BALANCE	\$ (101,361)	\$ (56,922)	\$ (328,522)	\$ (56,903)	19	0.0%
FUND BALANCE - BEGINNING OF YEAR	\$ 486,786	\$ 56,922	\$ 385,425	\$ 56,903	(19)	0.0%
FUND BALANCE - END OF YEAR	\$ 385,425	\$ -	\$ 56,903	\$ -	-	-

**Walnut Hills
General Improvement District
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 2,277	\$ 3,952	\$ 3,952	\$ 3,952
District Infrastructure	383,148	-	52,951	-
Unassigned	-	(3,952)	-	(3,952)
TOTAL FUND RESERVES	\$ 385,425	\$ -	\$ 56,903	\$ -



**Antelope General Improvement District
Fund Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
REVENUES						
Property Tax	\$ 104,724	\$ 95,229	\$ 95,168	\$ 190,744	\$ 95,515	100.3%
Specific Ownership	6,231	6,700	5,940	5,940	(760)	-11.3%
Investment Income	192	200	270	280	80	40.0%
TOTAL REVENUES	\$ 111,147	\$ 102,129	\$ 101,378	\$ 196,964	\$ 94,835	92.9%
EXPENDITURES						
Other Services & Supplies:						
Revenue Collection Services:						
County Treasurer's Fee	\$ 1,573	\$ 1,428	\$ 1,428	\$ 2,861	\$ 1,433	100.4%
Debt Service:						
Principal	65,000	65,000	65,000	70,000	5,000	7.7%
Interest	140,121	137,371	137,371	134,707	(2,664)	-1.9%
Miscellaneous	6,000	6,000	6,150	6,150	150	2.5%
Subtotal - Other Services & Supplies	\$ 212,694	\$ 209,799	\$ 209,949	\$ 213,718	\$ 3,919	1.9%
TOTAL EXPENDITURES	\$ 212,694	\$ 209,799	\$ 209,949	\$ 213,718	\$ 3,919	1.9%
REVENUES OVER (UNDER) EXPENDITURES	\$ (101,547)	\$ (107,670)	\$ (108,571)	\$ (16,754)	\$ 90,916	84.4%
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (40,121)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (40,121)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (101,547)	\$ (107,670)	\$ (148,692)	\$ (16,754)	\$ 90,916	84.4%
FUND BALANCE - BEGINNING OF YEAR	\$ 266,993	\$ 107,670	\$ 165,446	\$ 16,754	\$ (90,916)	-84.4%
FUND BALANCE - END OF YEAR	\$ 165,446	\$ -	\$ 16,754	\$ -	\$ -	-

**Antelope
General Improvement District
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
TABOR Emergency Reserves	\$ 6,381	\$ 6,294	\$ 6,298	\$ 6,412
District Infrastructure	159,065	-	10,456	-
Unassigned	-	(6,294)	-	(6,412)
TOTAL FUND RESERVES	\$ 165,446	\$ -	\$ 16,754	\$ -



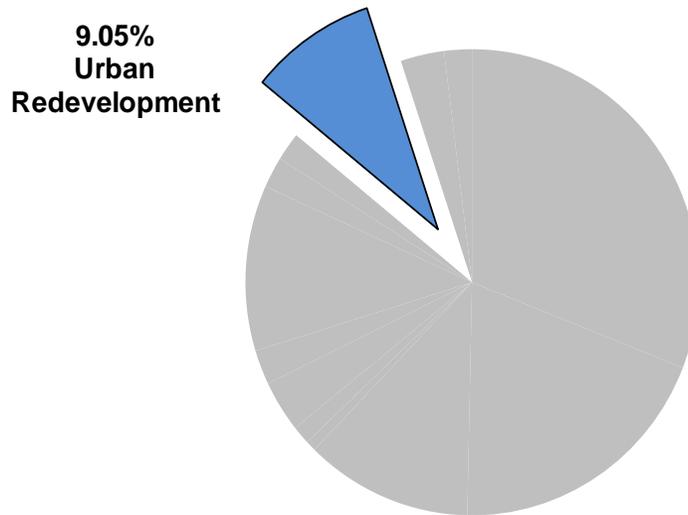
CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

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.

2012 Uses: The primary use of CURA funds was the pass-through of property taxes and sales taxes received by the Authority as a result of amounts collected above the base pursuant to the Public Finance Agreement. CURA also receives an annual payment from the Southglenn Metropolitan District for operating costs.

2013 Planning: Property tax and sales tax amounts collected above the base are contractually obligated to be passed through to the Southglenn Metropolitan District, as a result of contractual obligations of the Authority. These amounts are also budgeted as revenues for the Authority.

2013 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

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Contracted Services	-	-	-	-	-	-
Other Services & Supplies	5,000,756	5,789,910	6,414,280	6,353,998	564,088	9.7%
TOTAL	\$ 5,000,756	\$ 5,789,910	\$ 6,414,280	\$ 6,353,998	\$ 564,088	9.7%



**City of Centennial
Centennial Urban Redevelopment Authority Fund
2011 - 2013 Summary of Revenues, Expenditures & Other Uses**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted	
					\$ Chg	% Chg
REVENUES						
Sales Tax	\$ 303,884	\$ 426,847	\$ 544,088	\$ 726,311	\$ 299,464	70.2%
Property Tax	4,643,968	5,213,063	5,477,687	5,477,687	264,624	5.1%
Construction Funds	-	-	242,505	-	-	-
Authority Operating Revenue	27,803	150,000	150,000	150,000	-	0.0%
TOTAL REVENUES	\$ 4,975,655	\$ 5,789,910	\$ 6,414,280	\$ 6,353,998	\$ 564,088	9.7%
EXPENDITURES						
Other Services & Supplies:						
Sales Tax Sharing Pass-Thru	\$ 303,884	\$ 426,847	\$ 544,088	\$ 726,311	\$ 299,464	70.2%
Property Tax Pass-Thru	4,669,069	5,213,063	5,477,687	5,477,687	264,624	5.1%
Legal Services - Outside Counsel	7,970	-	-	-	-	-
Construction Services	-	-	242,505	-	-	-
Miscellaneous	19,833	150,000	150,000	150,000	-	0.0%
Subtotal - Other Serv. & Supp.	\$ 5,000,756	\$ 5,789,910	\$ 6,414,280	\$ 6,353,998	\$ 564,088	9.7%
TOTAL EXPENDITURES	\$ 5,000,756	\$ 5,789,910	\$ 6,414,280	\$ 6,353,998	\$ 564,088	9.7%
REVENUES OVER EXPENDITURES	\$ (25,101)	\$ -	\$ -	\$ -	\$ -	-
OTHER FINANCING USES						
Use of Prior Year Fund Balance	\$ -	\$ -	\$ (409,319)	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ -	\$ -	\$ (409,319)	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ (25,101)	\$ -	\$ (409,319)	\$ -	\$ -	-
FUND BALANCE -						
BEGINNING OF YEAR	\$ 434,420	\$ -	\$ 409,319	\$ -	\$ -	-
FUND BALANCE - END OF YEAR	\$ 409,319	\$ -	\$ -	\$ -	\$ -	-

**City of Centennial
Centennial Urban Redevelopment Authority Fund
2011 - 2013 Reserves**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted
Restricted				
Urban Redevelopment	\$ 409,319	\$ -	\$ -	\$ -
TOTAL FUND RESERVES	\$ 409,319	\$ -	\$ -	\$ -

Staff and Contracted Resources

STAFF AND CONTRACTED
RESOURCES





STAFF RESOURCES SUMMARY

Staff Resources Summary by Function

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012/2013 Difference
General Fund				
Elected Officials	-	-	-	-
City Clerk's Office	3.00	3.50	3.50	-
City Manager's Office	7.34	8.59	8.59	-
Economic Development	1.33	1.33	1.33	-
Human Resources	5.00	2.00	2.00	-
Information Technology ¹	4.00	2.00	2.00	-
Communications	1.33	2.33	2.33	-
Finance	10.00	12.50	12.50	-
Public Works ¹	4.00	4.00	4.00	-
Municipal Court	6.00	6.00	6.00	-
Community Development Administration	4.00	3.50	3.50	-
Land Use Fund				
Current Planning	6.50	5.00	5.00	-
Engineering ¹	4.00	-	-	-
GIS Services	1.00	-	-	-
TOTAL	57.50	50.75	50.75	-

¹ Indicates services provided through contract and managed by City staff.

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



Staff Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference	Salary Range Low	Salary Range High	Department 2013 Salary Reported In
General Fund							
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	1.00	-	74,300	118,900	City Clerk's Office
Deputy City Clerk	1.00	1.00	1.00	-	46,675	67,769	City Clerk's Office
Passport Clerk	-	0.50	0.50	-	26,600	37,200	City Clerk's Office
Senior Records & Information Management Clerk	1.00	1.00	1.00	-	29,200	40,800	City Clerk's Office
City Clerk's Office	3.00	3.50	3.50	-			
City Manager's Office							
City Manager	1.00	1.00	1.00	-	180,000	180,000	City Manager's Office
Assistant City Manager / Director of Administrative Services	1.00	1.00	1.00	-	97,800	156,400	City Manager's Office
Director of the Office of Innovation Management Analyst	-	1.00 ¹	1.00	-	97,800	156,400	City Manager's Office
Senior Management Analyst	1.00	2.00 ²	2.00	-	48,600	72,900	City Manager's Office
Contract Administrator	1.00	- ²	-	-			
Customer Services Manager	1.00	- ³	-	-			
Government and Community Affairs Manager	-	1.00 ¹	1.00	-	48,600	72,900	City Manager's Office
Government Affairs Liaison	1.00	-	-	-			
Executive Assistant to the City Manager	-	0.75 ¹	0.75	-	48,600	72,900	City Manager's Office
Administrative Assistant	1.00	1.00	1.00	-	48,600	72,900	City Manager's Office
City Manager's Office	0.34	0.84 ⁴	0.84	-	43,800	63,400	City Manager's Office
City Manager's Office	7.34	8.59	8.59	-			
Economic Development							
Economic Development Manager	1.00	1.00	1.00	-	74,300	118,900	City Manager's Office
Administrative Assistant	0.33	0.33	0.33	-	43,800	63,400	City Manager's Office
Economic Development	1.33	1.33	1.33	-			
Human Resources							
Human Resources Manager	1.00	1.00	1.00	-	91,300	146,100	Human Resources
Human Resources Technician	1.00	- ⁶	-	-			
Risk Management Analyst	1.00	- ⁷	-	-			
Receptionist	1.00	- ⁷	-	-			
Administrative Assistant	1.00	1.00	1.00	-	43,800	63,400	Human Resources
Human Resources	5.00	2.00	2.00	-			
Information Technology							
Support Services Manager	1.00	- ⁷	-	-			
Facilities Technician	0.50	- ⁷	-	-			
Systems Analyst	1.00	1.00	1.00	-	55,500	83,300	Information Technology
GIS Specialist	-	1.00 ⁸	1.00	-	43,800	63,400	Information Technology
Web Help Desk Coordinator	1.00	- ⁷	-	-			
Help Desk Technician	0.50	- ⁷	-	-			
Information Technology*	4.00	2.00	2.00	-			



Staff Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference	Salary Range Low	Salary Range High	Department 2013 Salary Reported In
General Fund							
Communications							
Public Information and Special Events Manager	1.00	1.00	1.00	-	74,300	118,900	Communications
Communications Specialist	-	1.00 ¹	1.00	-	40,200	60,200	Communications
Administrative Assistant	0.33	0.33	0.33	-	43,800	63,400	Communications
Communications	1.33	2.33	2.33	-			
Finance							
Finance Director	1.00	1.00	1.00	-	97,800	156,400	Finance
Accounting Manager	1.00	1.00	1.00	-	67,500	104,700	Finance
Senior Accountant	1.00	2.00 ⁵	2.00	-	55,500	83,300	Finance
Revenue Analyst	1.00	1.00	1.00	-	48,600	72,900	Finance
Revenue Manager	1.00	1.00	1.00	-	67,500	104,700	Finance
Accounting Technician	2.00	2.00	2.00	-	34,800	48,700	Finance
Payroll Technician	-	0.50 ⁶	0.50	-	34,800	48,700	Finance
Project Accountant	1.00	- ⁵	-	-			
Accountant	1.00	1.00	1.00	-	43,800	63,400	Finance
Sales Tax Administrator	1.00	1.00	1.00	-	55,500	83,300	Finance
Compliance Technician	-	1.00 ¹	1.00	-	38,000	55,200	Finance
Contract Administrator	-	1.00 ³	1.00	-	48,600	72,900	Finance
Finance	10.00	12.50	12.50	-			
Public Works							
Director of Community Development & Public Works Services	-	0.50 ¹	0.50	-	97,800	156,400	Public Works
Public Works Director	1.00	- ⁷	-	-			
Deputy Public Works Director	1.00	1.00	1.00	-	74,300	118,900	Public Works
Project Programmer	1.00	1.00	1.00	-	55,500	83,300	Public Works
Administrative Assistant	1.00	0.50 ⁴	0.50	-	43,800	63,400	Public Works
Construction Inspector/Contract Liaison	-	1.00 ⁹	1.00	-	43,800	63,400	Public Works
Public Works*	4.00	4.00	4.00	-			
Municipal Court							
Court Administrator	1.00	1.00	1.00	-	74,300	118,900	Municipal Court
Judicial Assistant	1.00	1.00	1.00	-	34,800	48,700	Municipal Court
Deputy Court Clerk I	3.00	3.00	3.00	-	29,200	40,800	Municipal Court
Deputy Court Clerk II	1.00	1.00	1.00	-	34,800	48,700	Municipal Court
Municipal Court	6.00	6.00	6.00	-			
Community Development Administration							
Director of Community Development & Public Works Services	-	0.50 ¹	0.50	-	97,800	156,400	Community Development
Community Development Director	1.00	1.00	1.00	-	97,800	156,400	Community Development
Long Range Planning Manager	1.00	- ⁷	-	-			
Principal Planner	1.00	1.00	1.00	-	62,700	97,100	Community Development
Administrative Assistant	1.00	1.00	1.00	-	43,800	63,400	Community Development
Community Development Administration	4.00	3.50	3.50	-			



Staff Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference	Salary Range Low	Salary Range High	Department 2013 Salary Reported In
Land Use Fund							
Current Planning							
Deputy Director of Community Development	1.00	- ⁷	-	-			
Senior Planner	2.00	1.00 ⁷	1.00	-	55,500	83,300	Land Use Fund
Planner I	1.00	- ¹⁰	-	-			
Planner II	-	1.00 ¹⁰	1.00	-	48,600	72,900	Land Use Fund
Planning Technician	1.00	1.00	1.00	-	38,000	55,200	Land Use Fund
Principal Planner	-	1.00 ¹	1.00	-	62,700	97,100	Land Use Fund
Office Services Support	1.50	1.00 ⁷	1.00	-	26,600	37,200	Land Use Fund
Current Planning	6.50	5.00	5.00	-			
Engineering							
City Engineer	1.00	- ⁷	-	-			
Senior Engineer	2.00	- ⁷	-	-			
Construction Inspector	1.00	- ⁹	-	-			
Engineering*	4.00	-	-	-			
GIS Services							
GIS Program Specialist	1.00	- ⁸	-	-			
GIS Services	1.00	-	-	-			
TOTAL	57.50	50.75	50.75	-			

¹ New position due to reorganization

² Senior Management Analyst position reclassified as Management Analyst

³ Contract Administrator reclassified and moved from City Manager's Office to Finance due to reorganization

⁴ .5 Administrative Assistant moved from Public Works to City Manager's Office due to reorganization

⁵ Project Accountant position reclassified to Senior Accountant

⁶ .5 FTE reclassified as Payroll Technician and moved to Finance, and .5 FTE eliminated

⁷ Position eliminated due to reorganization

⁸ GIS Specialist moved from Land Use Fund to General Fund Support Services due to reorganization

⁹ Construction Inspector moved from Land Use Fund to Public Works and reclassified to Construction Inspector/Contract Liaison due to reorganization

¹⁰ Planner I reclassified to Planner II

* Indicates service provided through contract



CONTRACTED RESOURCES SUMMARY

Contracted Resources Summary by Function

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
General Fund				
City Attorney's Office	5.00	5.90	6.00	0.10
Sales/Use Tax Administration and Compliance	2.00	2.00	2.00	-
Information Technology	-	2.15	2.15	-
Public Works	40.93	41.50	41.50	-
Engineering	-	1.00	1.00	-
Facilities	-	1.50	1.50	-
Law Enforcement	159.75	159.75	159.75	-
Animal Services	5.50	5.50	5.50	-
Code Compliance	3.75	3.75	3.75	-
Land Use Fund				
Building	8.00	8.00	8.00	-
Engineering	-	1.00	1.00	-
TOTAL	224.93	232.05	232.15	0.10

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 within service levels.

Contracted full time equivalent (FTE) resources can fluctuate depending on the level of service provided, available funding, and length of projects. The City of Centennial may also from time-to-time contract with private service providers on an hourly basis for other City services.



Contracted Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
General Fund				
City Attorney's Office				
City Attorney	1.00	1.00	1.00	-
Deputy City Attorney	0.50	0.75	0.75	-
Assistant City Attorney	2.00	2.75	2.75	-
Administrative Assistant	1.00	0.90	0.90	-
Office Manager	0.50	0.50	0.60	0.10
City Attorney's Office	5.00	5.90	6.00	0.10
Sales/Use Tax Administration and Compliance				
Sales Tax and Business License Administrators	2.00	2.00	2.00	-
Sales/Use Tax Administration and Compliance	2.00	2.00	2.00	-
Information Technology				
On-site Help Desk	-	0.75	0.75	-
Remote Help Desk	-	0.50	0.50	-
System Administrator	-	0.50	0.50	-
Backup Administrator	-	0.20	0.20	-
IT Director	-	0.20	0.20	-
Information Technology	-	2.15	2.15	-
Public Works				
Program 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	1.00	1.00	-
City Traffic Engineer	1.00	1.00	1.00	-
Principal Traffic Engineer	1.00	1.00	1.00	-
Engineer	1.00	1.00	1.00	-
Traffic Technician	1.00	1.00	1.00	-
Construction Inspector	2.00	3.00	3.00	-
Permits Technician	1.00	0.50	0.50	-
Field Services Manager	1.00	1.00	1.00	-
CIP Engineer	0.33	1.00	1.00	-
CIP Construction Coordinator	0.50	1.00	1.00	-
Inspector	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	2.00	2.00	-
Equipment Operator	12.00	14.00	14.00	-



Contracted Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
General Fund				
Public Works Cont.				
CIP Manager	0.39	-	-	-
Administrative Assistant	0.75	-	-	-
Project Inspectors	0.63	-	-	-
CIP Traffic Engineer	0.08	-	-	-
Project Engineers	0.81	-	-	-
Designer	0.10	-	-	-
Surveyor	0.02	-	-	-
Staff Engineers	0.32	-	-	-
Public Works	40.93	41.50	41.50	-
Engineering				
Engineer	-	1.00	1.00	-
Engineering	-	1.00	1.00	-
Facilities				
Facilities Manager	-	1.00	1.00	-
Facilities Technician	-	0.50	0.50	-
Facilities	-	1.50	1.50	-
Law Enforcement				
Patrol	76.00	76.00	76.00	-
Traffic Unit	9.00	9.00	9.00	-
School Resource Section	4.00	4.00	4.00	-
Investigators	24.75	24.75	24.75	-
Crime Lab	3.00	3.00	3.00	-
Emergency Planning	2.00	2.00	2.00	-
Environmental Crimes Unit	1.00	1.00	1.00	-
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	159.75	159.75	159.75	-
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	-

Contracted Resources Summary



Contracted Resources Summary by Position

Department/Division	2011 Actual FTE	2012 Revised FTE	2013 Adopted FTE	2012 / 2013 Difference
General Fund				
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	-	-	-	-
Permit Technicians	2.00	2.00	2.00	-
Contractor Licensing Technician	1.00	1.00	1.00	-
Building	8.00	8.00	8.00	-
Engineering				
Engineer	-	1.00	1.00	-
Engineering	-	1.00	1.00	-
TOTAL	224.93	232.05	232.15	0.10
TOTAL STAFF AND CONTRACTED RESOURCES				
	282.43	282.80	282.90	0.10

¹ The City of Centennial may also from time-to-time contract with private service providers on an hourly basis for other City services.

General Fund Budget Detail

GENERAL FUND
BUDGET DETAIL





GENERAL FUND BUDGET DETAIL

Elected Officials Budget Detail

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 78,050	\$ 80,800	\$ 79,400	\$ 78,000	\$ (2,800)	-3.5%
Benefits	8,967	9,251	9,091	8,931	(320)	-3.5%
Subtotal - Personnel Services	\$ 87,017	\$ 90,051	\$ 88,491	\$ 86,931	\$ (3,120)	-3.5%
Contracted Services:						
Legislative Assistance	\$ 56,000	\$ 50,000	\$ 56,000	\$ 60,000	\$ 10,000	20.0%
TMA Landscaping Services	10,217	15,312	15,312	18,000	2,688	17.6%
Subtotal - Contracted Services	\$ 66,217	\$ 65,312	\$ 71,312	\$ 78,000	\$ 12,688	19.4%
Other Services & Supplies:						
City-wide Dues & Memberships	\$ 61,366	\$ 61,716	\$ 61,285	\$ 61,858	\$ 142	0.2%
Other City-wide Dues & Memberships	40,000	40,000	40,000	40,000	-	0.0%
Intergovernmental Affairs	-	10,000	10,000	10,000	-	0.0%
Council Workshop Meetings	6,795	10,000	7,000	10,000	-	0.0%
Meetings/Training/Travel	9,674	10,000	10,000	30,000	20,000	200.0%
Miscellaneous	9,927	55,000	52,000	20,000	(35,000)	-63.6%
Subtotal - Other Services & Supplies	\$ 127,762	\$ 186,716	\$ 180,285	\$ 171,858	\$ (14,858)	-11.6%
TOTAL	\$ 280,996	\$ 342,079	\$ 340,088	\$ 336,789	\$ (5,290)	-1.5%



**City Attorney's Office
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
Legal Services - General	\$ 747,538	\$ 588,947	\$ 635,947	\$ 635,947	\$ 47,000	8.0%
Legal Services - Outside Counsel	103,312	80,106	80,106	80,106	-	0.0%
Subtotal - Contracted Services	\$ 850,850	\$ 669,053	\$ 716,053	\$ 716,053	\$ 47,000	7.0%
Other Services & Supplies:						
Publications & Subscriptions	\$ 4,948	\$ 5,000	\$ 5,000	\$ 5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 4,948	\$ 5,000	\$ 5,000	\$ 5,000	-	0.0%
TOTAL	\$ 855,798	\$ 674,053	\$ 721,053	\$ 721,053	\$ 47,000	7.0%



**City Clerk's Office
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 184,379	\$ 201,913	\$ 209,050	\$ 207,227	\$ 5,314	2.6%
Benefits	38,349	42,802	44,001	48,338	5,536	12.9%
Subtotal - Personnel Services	\$ 222,728	\$ 244,715	\$ 253,051	\$ 255,565	\$ 10,850	4.4%
City Clerk						
Other Services & Supplies:						
Professional Services	\$ 24,906	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	0.0%
Commission/Board/ Authority Services	3,450	5,000	10,400	15,975	10,975	219.5%
Printing & Publishing	3,769	8,000	8,000	8,000	-	0.0%
Records Storage	11,002	15,000	15,000	15,000	-	0.0%
Miscellaneous	1,332	2,940	2,940	2,940	-	0.0%
Subtotal - Other Services & Supplies	\$ 44,459	\$ 120,940	\$ 126,340	\$ 131,915	\$ 10,975	9.1%
Liquor Licensing						
Contracted Services:						
Enforcement Services	\$ 41,311	\$ 43,377	\$ 44,435	\$ 45,990	\$ 2,613	6.0%
Prosecution Services	-	3,000	3,000	3,000	-	0.0%
Legal Services - General	7,562	10,200	10,200	10,200	-	0.0%
Subtotal - Contracted Services	\$ 48,873	\$ 56,577	\$ 57,635	\$ 59,190	\$ 2,613	4.6%
Other Services & Supplies:						
Printing & Publishing	\$ 199	\$ 700	\$ 700	\$ 700	\$ -	0.0%
Courier Services	323	1,260	1,260	1,260	-	0.0%
Commission/Board/ Authority Services	1,734	2,100	2,100	2,100	-	0.0%
Miscellaneous	-	800	800	800	-	0.0%
Subtotal - Other Services & Supplies	\$ 2,256	\$ 4,860	\$ 4,860	\$ 4,860	\$ -	0.0%
TOTAL	\$ 318,316	\$ 427,092	\$ 441,886	\$ 451,530	\$ 24,438	5.7%



**City Manager's Office
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 825,719	\$ 878,930	\$ 762,081	\$ 853,556	\$ (25,374)	-2.9%
Benefits	182,360	256,763	185,370	212,921	(43,842)	-17.1%
Subtotal - Personnel Services	\$ 1,008,079	\$ 1,135,693	\$ 947,451	\$ 1,066,477	\$ (69,216)	-6.1%
Other Services & Supplies:						
Youth Commission Activities	\$ 7,048	\$ 8,000	\$ 8,000	\$ 8,000	-	0.0%
Senior Commission Activities	-	5,000	5,000	5,000	-	0.0%
Miscellaneous	-	5,000	5,000	5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 7,048	\$ 18,000	\$ 18,000	\$ 18,000	\$ -	0.0%
TOTAL	\$ 1,015,127	\$ 1,153,693	\$ 965,451	\$ 1,084,477	\$ (69,216)	-6.0%



**Economic Development
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
Project Specific	\$ 29,522	\$ 150,000	\$ 150,000	\$ 225,000	\$ 75,000	50.0%
Subtotal - Contracted Services	\$ 29,522	\$ 150,000	\$ 150,000	\$ 225,000	\$ 75,000	50.0%
Other Services & Supplies:						
Professional Services	\$ 419	\$ 10,000	\$ 10,000	\$ 10,000	-	0.0%
Printing & Publishing	2,983	10,000	10,000	10,000	-	0.0%
Meetings/Training/Travel	9,841	35,000	35,000	35,000	-	0.0%
Dues & Memberships	20,195	20,500	20,500	20,500	-	0.0%
Miscellaneous	10,048	-	-	-	-	-
Subtotal - Other Services & Supplies	\$ 43,486	\$ 75,500	\$ 75,500	\$ 75,500	\$ -	0.0%
TOTAL	\$ 73,008	\$ 225,500	\$ 225,500	\$ 300,500	\$ 75,000	33.3%



**Human Resources
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Human Resources						
Personnel Services:						
Salaries and Wages	\$ 231,728	\$ 293,598	\$ 287,526	\$ 165,000	\$ (128,598)	-43.8%
Benefits	65,365	84,429	47,482	61,441	(22,988)	-27.2%
Subtotal - Personnel Services	\$ 297,093	\$ 378,027	\$ 335,008	\$ 226,441	\$ (151,586)	-40.1%
Contracted Services:						
Payroll Processing	\$ 25,958	\$ 30,000	\$ 30,000	\$ -	\$ (30,000)	-100.0%
Security Services	-	-	-	98,400	98,400	-
Temporary Personnel	12,234	-	-	-	-	-
Project Specific	8,453	10,000	10,000	10,000	-	0.0%
Subtotal - Contracted Services	\$ 46,645	\$ 40,000	\$ 40,000	\$ 108,400	\$ 68,400	171.0%
Other Services & Supplies:						
Personnel Recruitment Services	\$ 11,776	\$ 11,000	\$ 35,884	\$ 6,000	\$ (5,000)	-45.5%
Personnel Raise Pool	-	70,465	-	122,675	52,210	74.1%
Benefit Improvement Costs	240	-	-	-	-	-
Tuition Reimbursement	-	-	-	10,200	10,200	-
Internship Services	83,235	108,465	109,557	107,120	(1,345)	-1.2%
Subtotal - Other Services & Supplies	\$ 95,251	\$ 189,930	\$ 145,441	\$ 245,995	\$ 56,065	29.5%
Risk Management						
Other Services & Supplies:						
Property & Casualty Insurance Services	\$ 330,837	\$ 400,000	\$ 350,000	\$ -	\$ (400,000)	-100.0%
Workers Compensation Insurance Services	9,536	20,000	12,000	-	(20,000)	-100.0%
Miscellaneous	39,702	-	40,000	-	-	-
Subtotal - Other Services & Supplies	\$ 380,075	\$ 420,000	\$ 402,000	\$ -	\$ (420,000)	-100.0%
TOTAL	\$ 819,064	\$ 1,027,957	\$ 922,449	\$ 580,836	\$ (447,121)	-43.5%



**Information Technology
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 225,294	\$ 248,215	\$ 281,756	\$ 123,785	\$ (124,430)	-50.1%
Benefits	73,136	81,584	87,525	54,668	(26,916)	-33.0%
Subtotal - Personnel Services	\$ 298,430	\$ 329,799	\$ 369,281	\$ 178,453	\$ (151,346)	-45.9%
Contracted Services:						
Information Technology Outsourcing Services	\$ 114,359	\$ 142,500	\$ 142,500	\$ 193,600	\$ 51,100	35.9%
Financial System Services	65,784	68,500	68,500	68,500	-	0.0%
Website Hosting & Support Services	40,444	30,250	37,000	40,000	9,750	32.2%
Project Specific	-	60,000	67,977	30,000	(30,000)	-50.0%
Subtotal - Contracted Services	\$ 220,587	\$ 301,250	\$ 315,977	\$ 332,100	\$ 30,850	10.2%
Other Services & Supplies:						
Internet Access Services	\$ -	\$ -	\$ 7,300	\$ 16,600	\$ 16,600	-
Equipment - Purchased	61,709	71,500	36,500	40,000	(31,500)	-44.1%
Software Supplies	29,751	44,200	116,786	35,000	(9,200)	-20.8%
Telephone/Data - Local, T1, Circuits, Fax	31,152	38,000	35,000	15,000	(23,000)	-60.5%
Telephone/Data - Alarm Lines	-	-	-	900	900	-
Telephone - Cellular/Pagers	12,280	13,000	16,500	16,500	3,500	26.9%
Equipment - Rental, Repair, Maintenance	28,894	34,000	34,000	34,000	-	0.0%
Miscellaneous	2,172	10,000	9,000	9,000	(1,000)	-10.0%
Subtotal - Other Services & Supplies	\$ 165,958	\$ 210,700	\$ 255,086	\$ 167,000	\$ (43,700)	-20.7%
TOTAL	\$ 684,975	\$ 841,749	\$ 940,344	\$ 677,553	\$ (164,196)	-19.5%



**Communications
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ -	\$ -	\$ -	\$ 136,319	\$ 136,319	-
Benefits	-	-	-	45,407	45,407	-
Subtotal - Personnel Services	\$ -	\$ -	\$ -	\$ 181,726	\$ 181,726	-
Other Services & Supplies:						
Community Services	\$ 23,007	\$ 76,750	\$ 124,275	\$ 120,000	\$ 43,250	56.4%
Printing & Publishing	90,664	90,200	90,200	97,000	6,800	7.5%
Miscellaneous	35,376	28,800	28,800	22,000	(6,800)	-23.6%
Subtotal - Other Services & Supplies	\$ 149,047	\$ 195,750	\$ 243,275	\$ 239,000	\$ 43,250	22.1%
TOTAL	\$ 149,047	\$ 195,750	\$ 243,275	\$ 420,726	\$ 224,976	114.9%



**Finance
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 600,953	\$ 663,370	\$ 692,099	\$ 832,696	\$ 169,326	25.5%
Benefits	158,333	214,948	195,642	256,347	41,399	19.3%
Subtotal - Personnel Services	\$ 759,286	\$ 878,318	\$ 887,741	\$ 1,089,043	\$ 210,725	24.0%
Contracted Services:						
Supplemental Use Tax Administration	\$ 44,762	\$ 47,000	\$ 47,000	\$ 49,350	\$ 2,350	5.0%
Auditing Services - Sales Tax Program	106,735	174,420	260,000	260,000	85,580	49.1%
Auditing Services	47,250	36,500	39,000	39,000	2,500	6.8%
Financial System Services	-	32,000	32,000	22,000	(10,000)	-31.3%
Sales Tax Collection / Processing Services	341,267	369,337	369,337	385,695	16,358	4.4%
Investment Advisory Services	153	22,000	12,000	22,000	-	0.0%
Payroll Processing	-	-	-	30,000	30,000	-
Project Specific	888	12,500	12,500	12,500	-	0.0%
Subtotal - Contracted Services	\$ 541,055	\$ 693,757	\$ 771,837	\$ 820,545	\$ 126,788	18.3%
Other Services & Supplies:						
Bank/Merchant Processing	\$ 33,805	\$ 50,200	\$ 40,000	\$ 40,000	\$ (10,200)	-20.3%
Property & Casualty Insurance Services	-	-	-	395,329	395,329	-
Workers Compensation Insurance Services	-	-	-	18,000	18,000	-
Risk Management Miscellaneous	-	-	-	40,000	40,000	-
Miscellaneous	7,596	5,000	5,000	5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 41,401	\$ 55,200	\$ 45,000	\$ 498,329	\$ 443,129	802.8%
TOTAL	\$ 1,341,742	\$ 1,627,275	\$ 1,704,578	\$ 2,407,917	\$ 780,642	48.0%



**Nondepartmental
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
Project Specific						
Grant Match Funds Contingency	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Annexation Services Contingency	-	50,000	50,000	50,000	-	0.0%
Snow Removal Services Contingency	-	50,000	50,000	50,000	-	0.0%
Legal Services Contingency	-	50,000	50,000	50,000	-	0.0%
Legal Services - Special Projects	-	-	140,000	140,000	140,000	-
Professional Services	24,878	75,000	109,350	75,000	-	0.0%
Subtotal - Contracted Services	\$ 24,878	\$ 275,000	\$ 449,350	\$ 415,000	\$ 140,000	50.9%
Other Services & Supplies:						
Revenue Collection Services:						
County Vendor Fee	\$ 180,733	\$ 173,643	\$ 191,710	\$ 195,545	\$ 21,902	12.6%
County Treasurer's Fee	80,167	77,887	78,899	79,935	2,048	2.6%
Incentive Agreements	2,218,172	4,123,956	4,200,325	4,684,969	561,013	13.6%
Grant Administration	-	-	6,458	-	-	-
Leasing Services - Additional Space	-	-	-	2,800	2,800	-
Leasing Services - Land Use Services Sublease	-	-	-	(38,325)	(38,325)	-
Miscellaneous	(15,995)	75,000	75,000	75,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 2,463,077	\$ 4,450,486	\$ 4,552,392	\$ 4,999,924	\$ 549,438	12.3%
Capital Outlay:						
Land	\$ 378,509	\$ -	\$ -	\$ -	\$ -	-
Subtotal - Capital Outlay	\$ 378,509	\$ -	\$ -	\$ -	\$ -	-
TOTAL	\$ 2,866,464	\$ 4,725,486	\$ 5,001,742	\$ 5,414,924	\$ 689,438	14.6%



**Central Services
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Other Services & Supplies:						
Office Supplies	\$ 47,546	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	0.0%
Postage & Courier Services	23,142	35,840	35,840	35,840	-	0.0%
Printing & Publishing	23,937	24,300	24,300	24,300	-	0.0%
Publications and Subscriptions	5,539	6,000	6,000	6,000	-	0.0%
Dues and Memberships	17,934	25,940	25,940	28,440	2,500	9.6%
Meetings/Training/Travel	62,830	90,650	90,650	90,650	-	0.0%
Tuition Reimbursement Program	10,000	10,200	10,200	-	(10,200)	-100.0%
Miscellaneous	3,501	10,000	10,000	10,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 194,429	\$ 267,930	\$ 267,930	\$ 260,230	\$ (7,700)	-2.9%
TOTAL	\$ 194,429	\$ 267,930	\$ 267,930	\$ 260,230	\$ (7,700)	-2.9%



**Public Works
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 371,436	\$ 728,238	\$ 788,697	\$ 354,281	\$ (373,957)	-51.4%
Benefits	83,008	206,318	189,288	116,198	(90,120)	-43.7%
Subtotal - Personnel Services	\$ 454,444	\$ 934,556	\$ 977,985	\$ 470,479	\$ (464,077)	-49.7%
Contracted Services:						
Public Works Service Provider	\$ 9,256,183	\$ 9,068,885	\$ 9,088,338	\$ 9,743,347	\$ 674,462	7.4%
Total Other Contracted Services	\$ 9,256,183	\$ 9,068,885	\$ 9,088,338	\$ 9,743,347	\$ 674,462	7.4%
<u>Other Program Services</u>						
Animal Disposal	\$ 3,281	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	0.0%
Mosquito Control	34,460	36,183	36,183	39,183	3,000	8.3%
Other Professional Services	38,942	60,000	60,000	660,000	600,000	1000.0%
Total Other Public Works Services	\$ 76,683	\$ 99,683	\$ 99,683	\$ 702,683	\$ 603,000	604.9%
Total Contracted Services - Program Management	\$ 9,332,866	\$ 9,168,568	\$ 9,188,021	\$ 10,446,030	\$ 1,277,462	13.9%
Other Contracted Services:						
Maint. / Operations						
<u>Streets</u>						
Materials - Snow Removal	\$ 309,422	\$ 332,770	\$ 332,770	\$ 342,770	\$ 10,000	3.0%
Materials - Asphalt	77,016	90,000	90,000	94,500	4,500	5.0%
Materials - Fuel	164,434	137,000	137,000	137,000	-	0.0%
Subtotal Streets and Roads	\$ 550,872	\$ 559,770	\$ 559,770	\$ 574,270	\$ 14,500	2.6%
Total Other Contracted Services: Maint. / Operations	\$ 550,872	\$ 559,770	\$ 559,770	\$ 574,270	\$ 14,500	2.6%
<u>Roadway Engineering</u>						
Roadway Data Collection	\$ -	\$ 160,000	\$ 160,000	\$ -	\$ (160,000)	-100.0%
On-Call Services	963	5,000	5,000	5,000	-	0.0%
Subtotal Roadway Engineering	\$ 963	\$ 165,000	\$ 165,000	\$ 5,000	\$ (160,000)	-97.0%
<u>Traffic Signals</u>						
Signal Additions/Repair	\$ 174,034	\$ 174,590	\$ 174,590	\$ 199,590	\$ 25,000	14.3%
Signal Maintenance	55,779	75,000	94,221	75,000	-	0.0%
Subtotal Traffic Signals	\$ 229,813	\$ 249,590	\$ 268,811	\$ 274,590	\$ 25,000	10.0%
Total Other Contracted Services - Engineering	\$ 230,776	\$ 414,590	\$ 433,811	\$ 279,590	\$ (135,000)	-32.6%
Total Contracted Services	\$ 10,114,514	\$ 10,142,928	\$ 10,181,602	\$ 11,299,890	\$ 1,156,962	11.4%



Public Works (Cont.)
Budget Detail

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Other Services & Supplies:						
Utilities - Street Lights	\$ 743,759	\$ 839,500	\$ 839,500	\$ 839,500	\$ -	0.0%
Maintenance - Street Lights	81,957	98,000	98,000	98,000	-	0.0%
Utilities - Other Maintenance	1,910	5,843	5,843	5,843	-	0.0%
Utilities - Traffic Signals	67,710	79,225	39,225	39,225	(40,000)	-50.5%
Utilities - Other	-	5,843	5,843	5,843	-	0.0%
Subtotal Street Lights	\$ 895,336	\$ 1,028,411	\$ 988,411	\$ 988,411	\$ (40,000)	-3.9%
Public Works Contingency Costs	\$ 16,135	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
Public Works Transition Contingency Costs	-	400,000	400,000	400,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 911,471	\$ 1,458,411	\$ 1,418,411	\$ 1,418,411	\$ (40,000)	-2.7%
Capital Outlay:						
Machinery & Equipment	\$ 9,700	\$ -	\$ -	\$ -	\$ -	-
Subtotal - Capital Outlay	\$ 9,700	\$ -	\$ -	\$ -	\$ -	-
Total Public Works, Before Transfers	\$ 11,490,129	\$ 12,535,895	\$ 12,577,998	\$ 13,188,780	\$ 652,885	5.2%
Transfer to Capital Improvement Fund	\$ 4,686,487	\$ 4,442,000	\$ 14,931,665	\$ 7,975,000	\$ 3,533,000	79.5%
TOTAL PUBLIC WORKS AND CAPITAL IMPROVEMENT FUND TRANSFER	\$ 16,176,616	\$ 16,977,895	\$ 27,509,663	\$ 21,163,780	\$ 4,185,885	24.7%



**Facilities & Fleet
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Facilities						
Contracted Services:						
Security Services	\$ 67,693	\$ 82,400	\$ 82,400	\$ -	\$ (82,400)	-100.0%
Subtotal - Contracted Services	\$ 67,693	\$ 82,400	\$ 82,400	\$ -	\$ (82,400)	-100.0%
Other Services & Supplies:						
Leasing Services - Additional Space	\$ 120	\$ 2,800	\$ 2,800	\$ -	\$ (2,800)	-100.0%
Leasing Services - Land Use Services Sublease	(38,325)	(38,325)	(38,325)	-	38,325	-100.0%
Professional Services	38,039	33,200	93,200	187,000	153,800	463.3%
Utilities - Civic Center	55,323	66,000	50,000	50,000	(16,000)	-24.2%
Utilities - Centennial Center Park	1,314	20,000	15,000	15,000	(5,000)	-25.0%
Telephone/Data - Alarm Lines	711	900	900	-	(900)	-100.0%
Building - Improvements	9,471	10,500	110,500	10,500	-	0.0%
Equipment - Rental, Repair, Maintenance	6,574	16,000	16,000	-	(16,000)	-100.0%
Equipment - Purchased	1,585	12,000	12,000	7,500	(4,500)	-37.5%
Office Furniture & Fixtures	2,081	21,045	21,045	21,045	-	0.0%
Sewer And Water - Civic Center	12,172	12,200	12,200	12,200	-	0.0%
Sewer And Water - Centennial Center Park	-	20,000	-	-	(20,000)	-100.0%
Trash and Recycle - Civic Center	2,750	3,000	3,000	3,000	-	0.0%
Trash and Recycle - Centennial Center Park	-	3,000	4,000	4,000	1,000	33.3%
Repair and Maintenance Building	20,088	80,500	40,000	40,000	(40,500)	-50.3%
Repair and Maintenance Grounds	29,779	30,000	48,000	30,000	-	0.0%
Repair and Maintenance Office Equipment	258	767	500	500	(267)	-34.8%
Repair and Maintenance Other	4,819	5,000	5,000	5,000	-	0.0%
Miscellaneous	7	7,375	7,375	7,375	-	0.0%
Subtotal - Other Services & Supplies	\$ 146,766	\$ 305,962	\$ 403,195	\$ 393,120	\$ 87,158	28.5%
Fleet						
Capital Outlay:						
Vehicles	\$ -	\$ 9,000	\$ 9,000	\$ -	\$ (9,000)	-100.0%
Subtotal - Capital Outlay	\$ -	\$ 9,000	\$ 9,000	\$ -	\$ (9,000)	-100.0%
Other Services & Supplies:						
Vehicle Fuel & Maintenance Supplies	\$ 4,518	\$ 9,500	\$ 9,500	\$ 9,500	\$ -	0.0%
Subtotal - Other Services & Supplies	\$ 4,518	\$ 9,500	\$ 9,500	\$ 9,500	\$ -	0.0%
TOTAL	\$ 218,977	\$ 406,862	\$ 504,095	\$ 402,620	\$ (4,242)	-1.0%



**Law Enforcement
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Sheriffs Office Services	\$ 19,950,180	\$ 21,106,519	\$ 20,256,500	\$ 20,577,756	\$ (528,763)	-2.5%
Subtotal - Contracted Services	\$ 19,950,180	\$ 21,106,519	\$ 20,256,500	\$ 20,577,756	\$ (528,763)	-2.5%
Less Allocation to Other Departments:						
Traffic Officers	(1,377,297)	(1,446,162)	(1,382,598)	(1,430,989)	15,173	-1.0%
Liquor Enforcement	(41,311)	(43,377)	(44,435)	(45,990)	(2,613)	6.0%
Indirect	(165,283)	(184,603)	(184,603)	(184,603)	-	0.0%
TOTAL	\$ 18,366,289	\$ 19,432,377	\$ 18,644,864	\$ 18,916,174	\$ (516,203)	-2.7%



**Animal Services
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
City Services:						
Animal Services	\$ 596,992	\$ 607,390	\$ 607,390	\$ 601,102	\$ (6,288)	-1.0%
Project Specific	2,000	15,000	15,000	-	(15,000)	-100.0%
Subtotal - Contracted Services	\$ 598,992	\$ 622,390	\$ 622,390	\$ 601,102	\$ (21,288)	-3.4%
TOTAL	\$ 598,992	\$ 622,390	\$ 622,390	\$ 601,102	\$ (21,288)	-3.4%



**Municipal Court
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 234,126	\$ 245,593	\$ 228,992	\$ 251,377	\$ 5,784	2.4%
Benefits	97,755	108,464	91,884	109,879	1,415	1.3%
Subtotal - Personnel Services	\$ 331,881	\$ 354,057	\$ 320,876	\$ 361,256	\$ 7,199	2.0%
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Traffic Officer Services	\$ 1,377,297	\$ 1,446,162	\$ 1,382,598	\$ 1,430,989	\$ (15,173)	-1.0%
Indirect Costs	165,283	184,603	184,603	184,603	-	0.0%
Temporary Personnel	-	500	500	500	-	0.0%
Judge Services	67,620	71,000	71,000	71,000	-	0.0%
Prosecution Services	25,835	40,000	40,000	40,000	-	0.0%
Legal Services - General	2,967	10,000	10,000	10,000	-	0.0%
Subtotal - Contracted Services	\$ 1,639,002	\$ 1,752,265	\$ 1,688,701	\$ 1,737,092	\$ (15,173)	-0.9%
Other Services & Supplies:						
Professional Services	\$ 55,569	\$ 62,000	\$ 62,000	\$ 62,000	\$ -	0.0%
Postage & Courier	4,751	4,500	4,500	4,500	-	0.0%
Printing & Publishing	9,573	15,700	15,700	15,700	-	0.0%
Bank/Merchant Processing	41,169	38,800	38,800	38,800	-	0.0%
Equipment - Rental, Repair, Maintenance	12,454	9,000	9,000	9,000	-	0.0%
Software Supplies	3,700	500	500	500	-	0.0%
Office Supplies	4,735	6,000	6,000	6,000	-	0.0%
Dues and Memberships	120	320	320	320	-	0.0%
Meetings/Training/Travel	1,701	1,010	1,760	2,810	1,800	178.2%
Allowance for Bad Debt	36,722	-	-	-	-	-
Miscellaneous	1,107	3,000	3,000	3,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 171,601	\$ 140,830	\$ 141,580	\$ 142,630	\$ 1,800	1.3%
TOTAL	\$ 2,142,484	\$ 2,247,152	\$ 2,151,157	\$ 2,240,978	\$ (6,174)	-0.3%



**Community Development Administration
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 365,640	\$ 284,798	\$ 188,505	\$ 346,400	\$ 61,602	21.6%
Benefits	80,200	65,793	42,676	72,430	6,637	10.1%
Subtotal - Personnel Services	\$ 445,840	\$ 350,591	\$ 231,181	\$ 418,830	\$ 68,239	19.5%
Other Services & Supplies:						
Professional Services	\$ 3,430	\$ 56,000	\$ 106,000	\$ 56,000	-	0.0%
Printing & Publishing	606	1,000	1,000	1,000	-	0.0%
Project Specific	19,438	-	-	-	-	-
Subtotal - Other Services & Supplies	\$ 23,474	\$ 57,000	\$ 107,000	\$ 57,000	\$ -	0.0%
Total Community Development Administration Before Transfers	\$ 469,314	\$ 407,591	\$ 338,181	\$ 475,830	\$ 68,239	16.7%
Transfers to Land Use Fund:						
Building Use Tax	\$ 419,329	\$ 325,000	\$ 325,000	\$ 325,000	-	0.0%
General Fund Support	(307,085)	(264,301)	(94,322)	(353,762)	(89,461)	33.8%
Subtotal Transfers to Land Use Fund	\$ 112,244	\$ 60,699	\$ 230,678	\$ (28,762)	\$ (89,461)	-147.4%
TOTAL	\$ 581,558	\$ 468,290	\$ 568,859	\$ 447,068	\$ (21,222)	-4.5%



**Code Compliance
Budget Detail**

	2011 Actual	2012 Adopted	2012 Revised	2013 Adopted	2012 Adopted/ 2013 Adopted \$ Chg	% Chg
Contracted Services:						
Code Compliance	\$ 477,653	\$ 496,759	\$ 395,000	\$ 406,850	\$ (89,909)	-18.1%
Subtotal - Contracted Services	\$ 477,653	\$ 496,759	\$ 395,000	\$ 406,850	\$ (89,909)	-18.1%
Other Services & Supplies:						
Professional Services	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
Subtotal - Other Services & Supplies	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0.0%
TOTAL	\$ 477,653	\$ 516,759	\$ 415,000	\$ 426,850	\$ (89,909)	-17.4%



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Appendix





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.

Allocation

Funds that are apportioned or designated to a program, function, or activity.

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.

Asset

Resources owned or held by a government, which have monetary value.

Authorized Positions

Employee positions, which are authorized in the adopted budget, to be filled during the year.

Automobile Use Tax

An Automobile Use Tax of 2.5 percent 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.

Baseline

Current trends and future expectations, assuming no programmatic changes or adjustments, to revenue and expenditure policies.

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.

Budgetary Control

The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

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 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 one-time revenue and is reported in the Land Use Fund.

Capital Assets

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

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 (CIF)

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 Compliance 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).

Deficit

(1) The excess of the liabilities of a fund over its assets (2) The excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.

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., Community Development, Public Works, etc.).

Depreciation

(1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, inadequacy and obsolescence (2) The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

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 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.

Disbursement

The expenditures of monies from an account.

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.

Expense

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Fee

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

Fiduciary Funds

Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.

Fines

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

Fiscal Policy

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

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 Support Services 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).

Geographic Information System (GIS)

A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information (e.g., data identified according to their locations).

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 constructed in environmentally

friendly ways ("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.

Line Item

Funds requested and/or appropriated on a detailed or itemized basis.

Long-term Debt

Debt with a maturity of more than one year after the date of issuance.

Master Plan

A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.

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 that 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.

Operating Revenue

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

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.

Program Budget

A budget, which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

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 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.

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 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.

Service Level

Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

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.

Trust Funds

Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.

Undesignated Reserves

Article X, Section 20 of the Colorado Constitution requires a three percent 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.

Unencumbered Balance

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

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
BRE	Business Revitalization and Expansion
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
CMRS	Commercial Mobile Radio Service
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



CQL	Community Quality of Life
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
HIP	Home Improvement Program
HOA	Homeowners' Association
HOT Lanes	High-Occupancy Toll Lanes
HOV	High-Occupancy Vehicle
HRIS	Human Resource Information System
HUTF	Highway Users Tax Fund
HVAC	Heating, Ventilation and Air Conditioning
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 Measurement
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)
OS	Open Space
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
RI/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. 2012-R-68

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AMENDING AND ADOPTING THE CITY OF CENTENNIAL REVISED 2012 BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION AND ADOPTING THE 2013 PROPOSED BUDGET AND APPROPRIATING SUMS OF MONEY

WHEREAS, pursuant to Section 11.5 of the Centennial Home Rule Charter and Section 2-2-130(b)(3) of the Centennial Municipal Code, 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 is authorized by Section 11.13 of its Home Rule Charter and Section 29-1-109, C.R.S., to establish and amend its annual budget and to make transfers and supplemental appropriations of budgeted funds; and

WHEREAS, the City Manager prepared and submitted a revised 2012 Budget (“2012 Revised Budget”) and proposed budget for Fiscal Year 2013 (“2013 Budget”) to the City Council for the Council’s consideration in accordance with the Home Rule Charter for the City of Centennial and any applicable law; and

WHEREAS, both the 2012 Revised Budget and the 2013 Budget remain in balance, as required by Colorado State Budget Law (§ 29-1-103, C.R.S.) and the Home Rule Charter; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., both the 2012 Revised Budget and the 2013 Budget were 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 05, 2012, 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 2012 Revised Budget and 2013 Budget; and

WHEREAS, in accordance with the requirements of Section 11.13 of the City’s Home Rule Charter, the supplemental appropriations contemplated hereunder (a) do not exceed the amount by which actual and anticipated revenues of 2012 exceed the revenues estimated in the budget, and (b) are authorized only following a public hearing prior to the vote of the City Council on this resolution; and (c) require an affirmative vote of a majority of the City Council; 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. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the City Council is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the City and are included within the 2012 Revised Budget as shown on the attached "All City Funds Summary" as "2012 Revised Financial Uses," which numbers includes all 2012 appropriations, including the supplements authorized hereby, for each identified fund.

Section 3. 2013 Budget.

- A. The 2013 Proposed Budget for the City of Centennial as presented to the City Council is hereby approved and adopted and shall be known as the 2013 Budget for the City. The 2013 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 2013 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. 2013 Appropriations.

- A. Appropriations for 2013 are hereby approved for the City and are identified in the 2013 Budget and the attached "All City Funds Summary" as "2013 Financial Uses."



City of Centennial
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- B. The 2013 Budget provides that appropriations for budget year 2013 for the City (except for the City's General Fund) shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption.

ADOPTED by an affirmative vote of a majority of the City Council in accordance with Section 11.13(a) (3) of the City's Home Rule charter with a vote of 9 in favor and 0 against this 5th day of November, 2012.

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

ATTEST:
By: Brenda J. Madison
City Clerk

APPROVED AS TO FORM:
POMARIE
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 2012 Revised Budget and the 2013 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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
General	\$ 28,323,770	\$ 58,727,497	\$ 62,190,324	\$ 24,860,943	\$ 57,999,287	\$ 56,855,107	\$ 26,005,123
Special Revenue Funds	4,793,224	3,784,268	7,345,073	1,232,419	2,338,081	3,570,500	-
Open Space	3,494,400	3,294,302	6,451,702	337,000	1,848,000	2,185,000	-
Conservation Trust	1,298,824	489,966	893,371	895,419	490,081	1,385,500	-
Capital Improvement Fund	2,922,311	18,158,576	20,838,251	242,636	8,368,000	8,368,000	242,636
Enterprise Fund (Land Use)	-	2,787,678	2,787,678	-	2,528,238	2,528,238	-
Total All City Funds	\$ 36,039,305	\$ 83,458,019	\$ 93,161,326	\$ 26,335,998	\$ 71,233,606	\$ 71,321,845	\$ 26,247,759

Note: Subsequent to the adoption of the 2012 Revised and 2013 Budgets on November 5, 2012, a supplemental budget appropriation was approved on November 19, 2012 for the Land Use Fund. The 2012 Revised Financial Resources for the Land Use Fund is amended to \$3,507,678 and the 2012 Revised Financial Uses for the Land Use Fund is amended to \$3,507,678. The resolution for the supplemental budget appropriation is shown on the following two pages.



**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2012-R-71

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
CENTENNIAL, COLORADO AMENDING THE 2012 BUDGET AND
APPROVING A SUPPLEMENTAL APPROPRIATION FOR THE LAND
USE FUND**

WHEREAS, by Resolution 2011-R-86, the City Council approved the 2012 budget and appropriated funds in accordance with such budget; and

WHEREAS, the City is authorized by Section 11.13 of its Home Rule Charter and Section 29-1-109, C.R.S., to establish and amend its annual budget and to make transfers and supplemental appropriations of budgeted funds; and

WHEREAS, the City provided notice of a public hearing concerning this Resolution in accordance with Section 29-1-106, C.R.S, by publishing notice once in a newspaper of general circulation and held such public hearing as required by state statute and by Section 11.13(a)(2) of the Home Rule Charter; and

WHEREAS, the City Council desires to amend the 2012 budget and approve supplemental budget appropriations for the Land Use Fund as set forth in this Resolution; and

WHEREAS, the additional appropriations contemplated by this Resolution do not exceed the amount of estimated revenues and fund balance in budget year 2012.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AS FOLLOWS:

Section 1. The City Council hereby amends the Land Use Fund 2012 Budget for the City of Centennial as follows:

Land Use Fund – 2012 Revenues	2012 Budget As Amended to Date	2012 Amended	\$ Change	% Change
Building Services	\$1,800,000	\$2,500,000	\$700,000	38.9%
Contractor Licensing	\$230,000	\$250,000	\$20,000	8.7%
Total Revenues	\$2,030,000	\$2,650,000	\$720,000	35.5%



City of Centennial
 Resolution No. 2012-R-71
 Page 2

Land Use Fund – 2012 <u>Expenses</u>	2012 Budget As Amended to Date	2012 Amended	\$ Change	% Change
Building Services	\$1,350,000	\$2,050,000	\$700,000	51.9%
Contractor Licensing	\$115,000	\$135,000	\$20,000	17.4%
Total Expenses	\$1,465,000	\$2,185,000	\$720,000	49.2%

Section 2. The City Council hereby approves the following supplemental appropriations from the Land Use Fund for Fiscal Year 2012 in addition to other funds previously appropriated for 2012:

Land Use Fund Building Services \$700,000
 Land Use Fund Contractor Licensing \$ 20,000

Section 3. The Finance Director of the City of Centennial is authorized to make mathematical computations to the 2012 Budget to ensure that the amendments provided by this Resolution are properly accounted for and such Budget properly reflects the approved amendments.

Section 4. This Resolution shall be effective immediately upon adoption.

ADOPTED by an affirmative vote of a majority of the City Council in accordance with Section 11.13(a)(3) of the City’s Home Rule charter with a vote of 7 in favor and 0 against this 19th day of November, 2012.

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

ATTEST:

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

Approved as to Form:
 By: [Signature]
 For City Attorney’s Office



**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2012-R-73

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL,
COLORADO TO SET THE 2012 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 2013 ("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 5, 2012, and approved the 2013 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 5, 2012, 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 2013 is \$56,855,107; and

WHEREAS, the 2012 net valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$1,556,590,320; 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 2013 budget year, there is hereby levied a tax of 4.982 mills plus 0.147 mills for abatements and refunds upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$7,983,752 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. 2012-R-73
Page 2

ADOPTED by a vote of 9 in favor and 0 against this 10th day of
December, 2012.

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

ATTEST:

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

APPROVED AS TO FORM:

Pomting
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 2012, the _____ City Council _____ of the
(governing body)

_____ City of Centennial _____ hereby certifies a total levy of _____ 5.129 _____ mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ _____ 1,556,590,320 _____

to produce \$ _____ 7,983,752 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 4.982 _____ mills	\$ _____ 7,754,850 _____
2. Refund / Abatements	_____ .147 _____ mills	\$ _____ 228,902 _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	_____ 5.129 _____ mills	\$ _____ 7,983,752 _____
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	_____ 5.129 _____ mills	\$ _____ 7,983,752 _____

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

Signed _____ *Carly A. Noon* _____ Title _____ Mayor _____

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

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2012-CPGID-R-01

**A RESOLUTION AMENDING AND ADOPTING THE CHERRY
PARK GENERAL IMPROVEMENT DISTRICT REVISED 2012
BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION
AND ADOPTING THE 2013 BUDGET AND APPROPRIATING 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 Section 31-25-609, C.R.S., 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, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council of the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2012 Budget ("2012 Revised Budget") and a proposed District 2013 Budget ("2013 Budget") to the City Council acting as 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 2012 Revised Budget and 2013 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2012 Revised Budget and 2013 Budget were 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 5, 2012, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and



Cherry Park General Improvement District
Resolution No. 2012-CPGID-R-01
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2012 Revised Budget and 2013 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.

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

Section 1. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the District and are included within the 2012 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Cherry Park GID" as "2012 Revised Financial Uses" which number includes all 2012 appropriations, including the supplemental appropriation authorized hereby, for the District.

Section 3. 2013 Budget.

- A. The 2013 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 2013 Budget for the District. The 2013 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 2013 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.



Cherry Park General Improvement District
Resolution No. 2012-CPGID-R-01
Page 3

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. 2013 Appropriations.

- A. Appropriations for 2013 are hereby approved for the District and are identified in the 2013 Budget and the attached "General Improvement District Funds Summary" as "2013 Financial Uses."
- B. The 2013 Budget provides that appropriations for budget year 2013 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 9 in favor and 0 against this 5th day of November, 2012.

By: Cathy A. Hoover
Chairperson of the District

ATTEST:
By: Brenda S. Madison
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 2012 Revised Budget and the 2013 Budget of the Cherry Park General Improvement District as adopted by the Board of Directors of the District.

By: Cathy A. Hoover
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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
Special Revenue Funds	826,131	278,380	976,412	128,099	376,787	504,886	-
Cherry Park GID	97,737	47,518	145,255	-	50,206	50,206	-
FoxRidge GID	177,523	54,765	177,846	54,442	54,792	109,234	-
Walnut Hills GID	385,425	74,719	403,241	56,903	74,825	131,728	-
Antelope GID	165,446	101,378	250,070	16,754	196,964	213,718	-



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

RESOLUTION NO. 2012-CPGID-R-03

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CHERRY
PARK GENERAL IMPROVEMENT DISTRICT TO SET THE 2012 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 2013 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 5, 2012; 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 5, 2012, 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 2013 Financial Uses is \$50,206; and

WHEREAS, the 2012 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$10,658,440.

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



Cherry Park General Improvement District
Resolution No. 2012-CPGID-R-03
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2013 budget year, there is hereby levied a tax of 4.437 mills, less a temporary rate reduction for Budget Year 2013 of 0.093 mills for a total mill levy of 4.344 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$46,300 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 10th day of December, 2012.

By: Cathy A. Noon
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 2012, the Board of Directors of the
(governing body)

Cherry Park General Improvement District hereby certifies a total levy of 4,344 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 10,658,440

to produce \$ 46,300 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>4.437</u> mills	\$ <u>47,291</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< <u>0.093</u> > mills	\$ < <u>991</u> >
SUBTOTAL	<u>4,344</u> mills	\$ <u>46,300</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>4,344</u> mills	\$ <u>46,300</u>

Contact Person: Dawn Priddy, 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
IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2012-FRGID-R-01

**A RESOLUTION AMENDING AND ADOPTING THE FOXRIDGE
GENERAL IMPROVEMENT DISTRICT REVISED 2012 BUDGET
AND APPROVING A SUPPLEMENTAL APPROPRIATION AND
ADOPTING THE 2013 BUDGET AND APPROPRIATING 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 Section 31-25-609, C.R.S., 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, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2012 Budget (“2012 Revised Budget”) and a proposed District 2013 Budget (“2013 Budget”) to the City Council acting as 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 2012 Revised Budget and 2013 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2012 Revised Budget and 2013 Budget were 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 5, 2012, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and



Foxridge General Improvement District
Resolution No. 2012-FRGID-R-01
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2012 Revised Budget and 2013 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.

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

Section 1. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the District and are included within the 2012 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "FoxRidge GID" as "2012 Revised Financial Uses" which number includes all 2012 appropriations, including the supplemental appropriation authorized hereby, for the District.

Section 3. 2013 Budget.

- A. The 2013 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 2013 Budget for the District. The 2013 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 2013 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.



Foxridge General Improvement District
Resolution No. 2012-FRGID-R-01
Page 3

- 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. 2013 Appropriations.

- A. Appropriations for 2013 are hereby approved for the District and are identified in the 2013 Budget and the attached "General Improvement District Funds Summary" as "2013 Financial Uses."
- B. The 2013 Budget provides that appropriations for budget year 2013 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 9 in favor and 0 against this 5th day of November, 2012.

By: Cathy A. Now
Chairperson of the District

ATTEST:
By: Brenda J. Madison
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 2012 Revised Budget and the 2013 Budget of the Foxridge General Improvement District as adopted by the Board of Directors of the District.

By: Cathy A. Now
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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
Special Revenue Funds	826,131	278,380	976,412	128,099	376,787	504,886	-
Cherry Park GID	97,737	47,518	145,255	-	50,206	50,206	-
FoxRidge GID	177,523	54,765	177,846	54,442	54,792	109,234	-
Walnut Hills GID	385,425	74,719	403,241	56,903	74,825	131,728	-
Antelope GID	165,446	101,378	250,070	16,754	196,964	213,718	-



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

RESOLUTION NO. 2012-FRGID-R-02

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
FOXRIDGE GENERAL IMPROVEMENT DISTRICT TO SET THE 2012
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 2013 Budget ("Budget") to the Board of Directors of the District and the Budget was adopted by the Board on November 5, 2012; 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 5, 2012, 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 2013 Financial Uses is \$109,234; and

WHEREAS, the 2012 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$23,850,080.

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



Foxridge General Improvement District
Resolution No. 2012-FRGID-R-02
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2013 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 \$51,302 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 10th day of December, 2012.

By: Cathy A. Noe
Chairperson of the District

ATTEST:
By: Brenda J. Madson
Secretary to District

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



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4320
Page 1.

FOXRIDGE GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2012, 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 \$ _____ 23,850,080 _____

to produce \$ _____ 51,302 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 2.151 _____ mills	\$ _____ 51,302 _____
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	_____ 2.151 _____ mills	\$ _____ 51,302 _____
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	_____ 2.151 _____ mills	\$ _____ 51,302 _____

Contact Person: _____ Dawn Priday, 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

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2012-WHGID-R-02

**A RESOLUTION AMENDING AND ADOPTING THE WALNUT
HILLS GENERAL IMPROVEMENT DISTRICT REVISED 2012
BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION
AND ADOPTING THE 2013 BUDGET AND APPROPRIATING 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 Section 31-25-609, C.R.S., 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, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, 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 a revised 2012 Budget ("2012 Revised Budget") and a proposed District 2013 Budget ("2013 Budget") to the City Council acting as 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 2012 Revised Budget and 2013 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2012 Revised Budget and 2013 Budget were 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 5, 2012, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and



Walnut Hills General Improvement District
Resolution No. 2012-WHIGID-R-02
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2012 Revised Budget and 2013 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.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:

Section 1. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the District and are included within the 2012 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Walnut Hills GID" as "2012 Revised Financial Uses" which number includes all 2012 appropriations, including the supplemental appropriation authorized hereby, for the District.

Section 3. 2013 Budget.

- A. The 2013 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 2013 Budget for the District. The 2013 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 2013 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.



Walnut Hills General Improvement District
Resolution No. 2012-WHGID-R-02
Page 3

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. 2013 Appropriations.

A. Appropriations for 2013 are hereby approved for the District and are identified in the 2013 Budget and the attached "General Improvement District Funds Summary" as "2013 Financial Uses."

B. The 2013 Budget provides that appropriations for budget year 2013 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 9 in favor and 0 against this 5th day of November, 2012.

By: Cathy A. Nor
Chairperson of the District

ATTEST:
By: Brenda J. Madison
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 2012 Revised Budget and the 2013 Budget of the Walnut Hills General Improvement District as adopted by the Board of Directors of the District.

By: Cathy A. 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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
Special Revenue Funds	826,131	278,380	976,412	128,099	376,787	504,886	-
Cherry Park GID	97,737	47,518	145,255	-	50,206	50,206	-
FoxRidge GID	177,523	54,765	177,846	54,442	54,792	109,234	-
Walnut Hills GID	385,425	74,719	403,241	56,903	74,825	131,728	-
Antelope GID	165,446	101,378	250,070	16,754	196,964	213,718	-



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

RESOLUTION NO. 2012-WHGID-R-03

**A RESOLUTION OF THE BOARD OF DIRECTORS OF WALNUT
HILLS GENERAL IMPROVEMENT DISTRICT TO SET THE 2012 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 2013 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 5, 2012; 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 5, 2012, 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 2013 Financial Uses is \$131,728; and

WHEREAS, the 2012 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$22,412,540.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:



Walnut Hills General Improvement District
Resolution No. 2012-WHGID-R-03
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2013 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 \$69,748 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 10th day of December, 2012.

By: Cathy A. Non
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 4742
Page 1.

WALNUT HILLS GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2012, 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 \$ 22,412,540

to produce \$ 69,748 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>3.112</u> mills	\$ <u>69,748</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>3.112</u> mills	\$ <u>69,748</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>69,748</u>

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

Signed *Carly A. Duv...* Title _____ Chair _____

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government
IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



**BOARD OF DIRECTORS
FOR THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2012-AGID-R-01

**A RESOLUTION AMENDING AND ADOPTING THE ANTELOPE
WATER SYSTEM GENERAL IMPROVEMENT DISTRICT REVISED
2012 BUDGET AND APPROVING A SUPPLEMENTAL
APPROPRIATION AND ADOPTING THE 2013 BUDGET AND
APPROPRIATING SUMS OF MONEY**

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 Section 31-25-609, C.R.S., 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, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council of the annual City budget of City-owned and controlled districts, and the City Manager has submitted a revised 2012 Budget ("2012 Revised Budget") and a proposed District 2013 Budget ("2013 Budget") to the City Council acting as 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 2012 Revised Budget and 2013 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2012 Revised Budget and 2013 Budget were 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 5, 2012, 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 2012 Revised Budget and 2013 Budget; and



Antelope Water System General Improvement District
Resolution No. 2012-AGID-R-01
Page 2

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.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:

Section 1. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the District and are included within the 2012 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Antelope GID" as "2012 Revised Financial Uses" which number includes all 2012 appropriations, including the supplemental appropriation authorized hereby, for the District.

Section 3. 2013 Budget.

- A. The 2013 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 2013 Budget for the District. The 2013 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 2013 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.



Antelope Water System General Improvement District
Resolution No. 2012-AGID-R-01
Page 3

Section 4. 2013 Appropriations.

- A. Appropriations for 2013 are hereby approved for the District and are identified in the 2013 Budget and the attached "General Improvement District Funds Summary" as "2013 Financial Uses."
- B. The 2013 Budget provides that appropriations for budget year 2013 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 9 in favor and 0 against this 5th day of November, 2012.

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

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 2012 Revised Budget and the 2013 Budget of the Antelope Water System General Improvement District as adopted by the Board of Directors of the District.

By: Cathy A. New
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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
Special Revenue Funds	826,131	278,380	976,412	128,099	376,787	504,886	-
Cherry Park GID	97,737	47,518	145,255	-	50,206	50,206	-
FoxRidge GID	177,523	54,765	177,846	54,442	54,792	109,234	-
Walnut Hills GID	385,425	74,719	403,241	56,903	74,825	131,728	-
Antelope GID	165,446	101,378	250,070	16,754	196,964	213,718	-



**BOARD OF DIRECTORS
FOR THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2012-AGID-R-02

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
TO SET THE 2012 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 2013 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 5, 2012; 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 5, 2012, 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 2013 Financial Uses is \$213,718; and

WHEREAS, the 2012 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$4,652,300.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:



TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses and debt service payments of the District during the 2013 budget year, there is hereby levied a tax of 1.290 mills for General Operating Expenses, plus 39.710 mills for General Obligation Bond and Interest, for a total mill levy of 41.000 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$190,744 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 10th day of December, 2012.

By: Cathy A. Noon
Chairperson of the District

ATTEST:
By: Sherrida J. Madison
Secretary to District

Approved as to Form:
By: [Signature]
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 2012, the _____ Board of Directors _____ of the
(governing body)

Antelope Water System General Improvement District hereby certifies a total levy of 41.000 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 4,652,300

to produce \$ 190,744 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>1.290</u> mills	\$ <u>6,001</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>1.290</u> mills	\$ <u>6,001</u>
4. General Obligation Bonds and Interest		
a. See attached description	<u>39.710</u> mills	\$ <u>184,743</u>
b. See attached description	_____ mills	\$ _____
SUBTOTAL	<u>39.710</u> mills	\$ <u>184,743</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>41.000</u> mills	\$ <u>190,744</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

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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: 39.710 Revenue: \$184,743

(Show here and on line 4 of Page 1)

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. 2012-CURA-R-02

A RESOLUTION AMENDING AND ADOPTING THE CENTENNIAL URBAN REDEVELOPMENT AUTHORITY REVISED 2012 BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION AND ADOPTING THE 2013 BUDGET AND APPROPRIATING 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, the 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, the Executive Director of the CURA caused to be prepared an annual budget for the CURA and the Director has submitted both a 2012 Revised (“2012 Revised Budget”) and 2013 Proposed Budget (“2013 Budget”) for consideration and formal approval by the Board; 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 2012 Revised and the 2013 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with applicable law, the proposed 2012 Revised Budget and 2013 Budget were 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 5, 2012, 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 2012 Revised Budget and 2013 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.



Centennial Urban Redevelopment Authority
Resolution No. 2012-CURA-R-02
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Centennial Urban Redevelopment Authority:

Section 1. 2012 Revised Budget.

- A. The 2012 Revised Budget as presented to the Board of Commissioners is hereby approved and adopted as a revision to the approved 2012 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2012 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. 2012 Supplemental Appropriations.

Supplemental appropriations for 2012 are hereby approved for the CURA and are included within the 2012 Revised Budget as shown on the attached “Centennial Urban Redevelopment Authority Summary” as “2012 Revised Financial Uses” in the row labeled “CURA” which number includes all 2012 appropriations, including the supplemental appropriation authorized hereby, for the CURA.

Section 3. 2013 Budget.

- A. The 2013 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 2013 Budget for the CURA. The 2013 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 2012 Revised and 2013 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. 2013 Appropriations.

- A. Appropriations for 2013 are hereby approved for the CURA and are identified in the 2013 Budget and the attached “Centennial Urban Redevelopment Authority Summary” as “2013 Financial Uses.”



Centennial Urban Redevelopment Authority
Resolution No. 2012-CURA-R-02
Page 3

B. The 2013 Budget provides that appropriations for budget year 2013 for the CURA shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2012 and such funds shall remain available for expenditure in 2013 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.

Section 5. This Resolution shall be effective immediately upon adoption

ADOPTED by a vote of 9 in favor and 0 against this 5th day of November, 2012.

By: Cathy A. Noon
Cathy A. Noon, CURA Chairperson

ATTEST:
By: Brenda J. Madison
Secretary to CURA

Approved as to Form:
By: [Signature]
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 Revised 2012 Budget and 2013 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	2012 Beginning Balance	2012 Revised Financial Resources	2012 Revised Financial Uses	2012 Ending Balance	2013 Financial Resources	2013 Financial Uses	2013 Ending Balance
Special Revenue Funds	409,319	6,414,280	6,823,599	-	6,353,998	6,353,998	-
CURA	409,319	6,414,280	6,823,599	-	6,353,998	6,353,998	-



CITY MANAGER AUTHORIZED EXPENDITURES

CITY OF CENTENNIAL, COLORADO

RESOLUTION NO. 2012-R-78

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 2013

WHEREAS, the City of Centennial is a home rule municipality governed by a Home Rule Charter that establishes, in Section 1.4, a Council-Manager form of government; and

WHEREAS, the Home Rule Charter further provides, in Section 8.1, that the City Manager is the chief administrative officer of the City; and

WHEREAS, Section 8.4(e) of the Home Rule Charter authorizes the City Council to delegate duties to the City Manager; 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, pursuant to Section 2-2-130(b) of the Municipal Code, the City Council has delegated to the City Manager authority to execute on behalf of the City contracts within defined limits; and

WHEREAS, more specifically Section 2-2-130(b)(1) provides that the City Manager has the authority without prior City Council approval 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, Section 2-2-130(b) permits the City Manager to approve contracts in excess of the City Manager's Approval Amount *with* prior City Council approval; and

WHEREAS, provided that funds are budgeted and appropriated for the specific purpose of a contract, the City Council desires to provide prior authorization to the City Manager to approve certain contracts and contract amounts for routine and common annual contracts necessary for the efficient operation of the City as set forth in **Exhibit A**.



City of Centennial
Resolution No. 2012-R-78
Page 2

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 or the Interim 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, 2013 Authorization Summary;*” and
- The contract amount is within the budgeted and appropriated amount established by the City Council for such purpose as reflected on **Exhibit A** or such contract provides a special authorization to make purchases for goods or services which are budgeted and appropriated; and
- 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, 2013.

Section 3. The City Council shall indemnify, hold harmless, and defend the City Manager or the Interim 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 10th day of December, 2012.

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

ATTEST:
By: Leanda J. Madison
City Clerk or Deputy City Clerk

Approved as to Form:
By: [Signature]
For City Attorney’s Office



City of Centennial
Resolution No. 2012-R-78
Page 3

EXHIBIT TO RESOLUTION
“Authorized Expenditures Over the City Manager’s Approval Amount Schedule
2013 Authorization Summary”



Exhibit A

Authorized Expenditures Over the City Manager's Approval Amount Schedule

2013 Authorization Summary

Department	Description	2013 Original Authorization	Fund
Finance			
	Auditing Services - Sales Tax Program	\$ 260,000	General Fund
Total	Finance	\$ 260,000	
Public Works			
	Materials - Snow Removal	\$ 342,770	General Fund
Total	Public Works	\$ 342,770	
Public Works/Capital Improvement Fund			
	Signal Additions/Repair	\$ 199,590	General Fund
	Signal Maintenance	75,000	General Fund
	Public Works Contingency Costs	30,000	General Fund
	Miscellaneous Capital Improvement Projects	145,410	Capital Improvement Fund
Total	Public Works/Capital Improvement Fund	\$ 450,000	
Facilities & Fleet			
	Professional Services	\$ 187,000	General Fund
Total	Facilities & Fleet	\$ 187,000	
Animal Services			
	Animal Control Services	\$ 560,602	General Fund
Total	Animal Services	\$ 560,602	
Land Use Fund			
	Professional Engineering Services	\$ 150,000	Land Use Fund
Total	Land Use Fund	\$ 150,000	
Capital Improvement Fund			
	Street Rehabilitation Program	\$ 6,600,000	Capital Improvement Fund
Total	Capital Improvement Fund	\$ 6,600,000	
TOTAL AUTHORIZED EXPENDITURES		\$ 8,550,372	

Special Authorization - The City Manager is generally authorized to execute certain contracts related to the City's Purchasing Card (P-Card) Program with UMB Bank which allows the City's directors, division managers, and certain authorized employees to obtain goods and services necessary to perform the day-to-day functions of government, such as but not limited to the purchase of office supplies and services, building and fleet maintenance services, fuels, road maintenance and asphalt or concrete materials, and snow and ice sand/salts. Such authority shall be governed by the City's approved Purchasing Policy and the City Manager's Purchasing Card Use Directives.



PURCHASING POLICY

CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-01
(Modified for Ratification)

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. 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.*

- 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.
- 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.

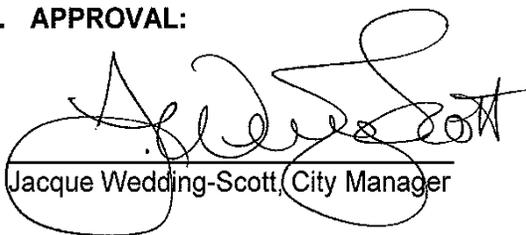
H. PROTEST POLICY AND PROCEDURE

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 business days of receiving the letter with a copy provided to City Council.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.

VII. APPROVAL:

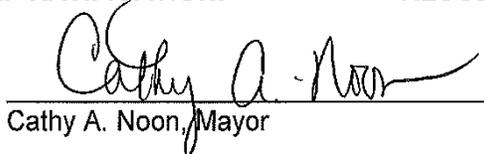

Jacque Wedding-Scott, City Manager

1.7. /2011
Date

VIII. RATIFICATION:

RESOLUTION NO.

2011-R-11


Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:


City Clerk or Deputy City Clerk



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.



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.



VII. APPROVAL:

Jacque Wedding Scott
Jacque Wedding Scott, City Manager

11.9.10
Date

VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11

Cathy A. Noon
Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:

Brenda J. Madison
City Clerk or Deputy City Clerk



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

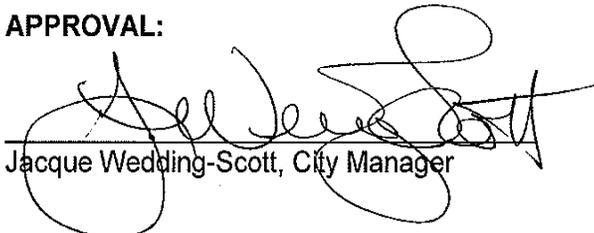
Monthly, the Finance Department shall review and distribute the actual year to date Expenditure reports to each Department. Each Department manager is responsible and accountable for ensuring total Departmental Expenditures are within Budget. If additional funds are necessary to provide services to the 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.

VII. APPROVAL:


Jacquie Wedding-Scott, City Manager

11.9.10
Date



VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11

Cathy A. Noon
Cathy A. Noon, Mayor

1-18-11
Date

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



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-04
Modified for Ratification

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 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 provided the following:

- all intrafund, or departmental transfers require notification to City Council on a monthly basis
- all transfers from personnel services budgets require notification to City Council on a monthly basis.

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:

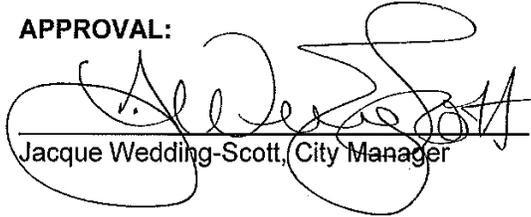
- long-term goals of the City
- a listing of all capital improvements and other capital Expenditures which are proposed to be undertaken during the current Budget and four years beyond, with appropriate supporting information as to the necessity of each
- cost estimates and recommended time schedules 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.

VII. APPROVAL:

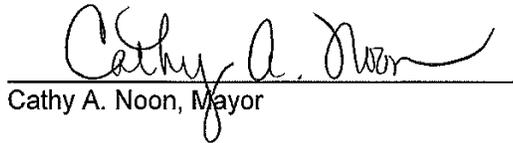


Jacquie Wedding-Scott, City Manager

1.7.11
Date

VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11



Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:



City Clerk or Deputy City Clerk



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 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 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.

VII. APPROVAL:



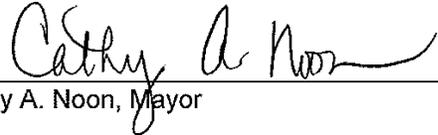
Jacquie Wedding-Scott, City Manager

11.9.10
Date

VIII. RATIFICATION:

RESOLUTION NO.

2011-R-11



Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:



City Clerk or Deputy City Clerk



CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-06
1st REVISION

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 that are either Nonspendable, Restricted, Committed, Assigned, or Unassigned. These classifications comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints for the specific purposes amounts in those funds can be spent.

Nonspendable Fund Balance

Nonspendable amounts are those that cannot be spent because they are either not in spendable form, or legally or contractually required to be maintained intact. Examples are items that are not expected to be converted to cash, including inventories and prepaids.

Restricted Fund Balance

Restricted amounts are those that are restricted for specific purpose. The spending constraints placed on the use of fund balance amounts are externally imposed by creditors, grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation that are legally enforceable. For example, the Fund Balances of the



Open Space and Conservation Trust Funds are reported as Restricted 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 Restricted 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 "Restricted". 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.

Committed Fund Balance

Committed amounts are those that can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council either by resolution or ordinance. The committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use by taking the same type of formal action it employed to previously commit those amounts. This classification also incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

Amounts included as Committed shall equal at least ten percent (10%) of fiscal year spending for operating Reserves in the General Fund. Fiscal year spending shall include total Expenditures, including transfers.

Assigned Fund Balance

Assigned amounts are those that are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. Intent is expressed by City Council through an informal action or Council can delegate the authority to express intent to a committee, the City Manager or other City official on a case by case basis.

All uses of Assigned Funds 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 as Assigned 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.



Unassigned Fund Balance

Unassigned amounts represent the remaining fund balance after amounts are set aside for other classifications. The General Fund is the only City Fund that can have an Unassigned Fund Balance.

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.

VII. APPROVAL:

David Zelenok, Acting City Manager

8/26/11

Date

VIII. RATIFICATION:

RESOLUTION NO.

2011-R-73

Cathy A. Noon, Mayor

9-8-11

Date

ATTEST:

City Clerk or Deputy City Clerk





CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2011-AP-03

CITY OF CENTENNIAL
INVESTMENT POLICY
1ST REVISION

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 City Council.

In addition, City Ordinance No. 2010-O-06 provides authority to the City Manager to approve and process all documentation and tasks necessary to conduct the financial affairs of the City including, but not limited to, all operations associated with banking and investment of the City funds.

II. PURPOSE OF POLICY:

The City of Centennial's ("City") Investment Policy ("Policy") addresses the methods, procedures, and practices which must be exercised to ensure effective and judicious fiscal and investment management of the City's and District funds. This policy will supersede City Council approved Investment Policy No. 2007-CCP-04.

III. SCOPE:

This policy shall apply to all of the City's funds, including the following:



A. General Fund: The general fund is the primary operating fund of the City. The fund contains the following listed major reserves which can be invested for a longer-term:

- Emergency Reserve for Taxpayer Bill of Rights (TABOR), a constitutionally mandated 3% reserve
- 10% Operating Reserves set aside for emergency City Operations

B. Special Revenue Funds:

- Capital Improvement Program Funds (including Capital Improvement, Open Space, and Conservation Trust Funds) consisting of financial resources to be used for the acquisition and construction of capital equipment and facilities
- Land Use Services Fund consisting of financial resources used for operations that are financed and operated in a manner similar to private business enterprises. These funds are generated through fees for land use services, building department applications, and contractor licensing
- Any other fund as created by City Council

C. Special Assessment Funds: The following special assessment funds are to be used for the City's district operations as deemed appropriate by the City pursuant to applicable policies.

- Antelope General Improvement District
- Cherry Park General Improvement District
- Walnut Hills General Improvement District
- Foxridge General Improvement

D. Debt Service Funds:

- Antelope General Improvement District Debt Service Fund to be used by the district for debt repayment.

E. Pooled Investments:

Cash shall be pooled for investment purposes for the General, Land Use, and Capital Improvement Funds. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average daily balances relative to the total pooled balance in the investment portfolio.

IV. DEFINITIONS:

See attached Exhibit A for definitions.



V. POLICY:

INVESTMENT OBJECTIVES

The City's and Districts' funds shall be invested in accordance with all applicable City policies and codes, Colorado statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

- Preservation of capital and protection of investment principal
- Maintenance of sufficient liquidity to meet anticipated cash flows
- Attainment of a market rate of return
- Diversification to avoid incurring unreasonable market risks

DELEGATION OF AUTHORITY

The City Manager or Delegate shall:

- determine the appropriate proportion of the City's portfolio to be invested after considering comment and input from the Investment Committee;
- be vested with responsibility for managing the City's investment program and for implementing this Investment Policy;
- have the ability to further delegate the authority to conduct investment transactions and to manage the operation of the investment portfolio to other specifically authorized staff members. No person may engage in an investment transaction except as expressly provided under the terms of this Policy;
- establish procedures and internal controls for the operation of the City's investment program, designed to prevent loss of public funds due to fraud, error, misrepresentation, and imprudent actions;
- have the ability to engage the services of outside investment advisors with respect to its investment program in either a discretionary or non-discretionary capacity, so long as it can be demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources; and
- in the absence of outside investment advisors, routinely monitor the contents of the portfolio, the available markets, and the relative safety of competing instruments, and shall price the portfolio monthly.

PRUDENCE

The standard of prudence to be used for managing the City's investment program is the "prudent investor" standard applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard



to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital." (Colorado Revised Statutes §15-1-304, Standard for Investments.)

The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally without risk and that its investment activities are a matter of public record. Accordingly, the City recognizes that occasional measured losses may occur in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the City.

The City Manager or Delegate and other authorized persons acting in accordance with established procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided abnormal risk or credit events are reported to the City Council and appropriate action is taken to mitigate adverse developments.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall:

- refrain from personal business activity that could conflict with proper execution and management of the City's investment program or that could impair their ability to make impartial investment decisions;
- disclose any material interests in financial institutions with which they conduct business;
- disclose any personal financial/investment positions that could be related to the performance of the investment portfolio;
- refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the City.

AUTHORIZED SECURITIES AND TRANSACTIONS

All investments will be made in accordance with the Colorado Revised Statutes as follows: C.R.S. §§ 11-10.5-101, et seq. Public Deposit Protection Act; C.R.S. §§ 24-75-601, et. seq. Funds - Legal Investments; C.R.S. § 24-75-603, Depositories; and C.R.S. § 24-75-701, Local governments – authority to pool surplus funds. Any revisions or extensions of these sections of the statutes will be assumed to be part of this Investment Policy immediately upon being enacted.

This Policy further restricts the investment of City and District funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Treasury bills, Treasury notes, Treasury bonds, and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement.



2. Federal Agency mortgage-backed securities and debentures with a final maturity not exceeding five years from the date of trade settlement.
3. Federal Instrumentality Securities: Debentures, discount notes, callable securities, step-up securities, and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement.

If a Federal Instrumentality Security is rated in the highest rating category by each of the Nationally Recognized Statistical Rating Organizations (NRSROs), then the security may be purchased with a final maturity not exceeding five years from the date of trade settlement.

If a Federal Instrumentality Security carries a rating lower than the highest category by any NRSRO, the security is eligible for purchase subject to any statutory limits regarding final maturity and rating as permitted by State law.

For securities authorized in this section, the City shall limit the combined total of investments to no more than 90 percent of the total portfolio and 30 percent per issuer.

4. Corporate Debt with a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs, and rated not less by any NRSRO that rates it. The aggregate investment in corporate debt shall not exceed 25% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in the obligations of any one issuer. In addition, AAA rated FDIC guaranteed corporate bonds are herein authorized, within the aforementioned diversification and maturity requirements. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.
5. Non-negotiable Certificates of Deposit with a maturity not exceeding one year from the date of trade settlement in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. § 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks."
6. Commercial Paper issued by domestic corporations with an original maturity of 270 days or less from the date of trade settlement that is rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the commercial paper. If the commercial paper issuer has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the issuer. The aggregate investment in commercial paper shall not exceed 25% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in



the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.

7. Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed above with a final maturity not exceeding ten years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the PSA Bond Market Trade Association Master Repurchase Agreement as modified by the City's Master Repurchase Agreement Annex. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction. Collateral shall be held in the City's third-party custodian bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.

Repurchase Agreements shall be entered into only with dealers that have executed a Master Repurchase Agreement with the City and are recognized as Primary Dealers by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure. Primary Dealers approved as Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by each service that rates the firm.

8. Eligible Banker's Acceptances with maturities not exceeding 180 days from the date of trade settlement, issued by FDIC insured state or national banks. Banker's Acceptances shall be rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker's acceptances shall not exceed 10% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.
9. Local Government Investment Pools authorized under C.R.S. § 24-75-702 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the pool to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
10. Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in



accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

11. Interest Bearing Bank Accounts in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. § 11-10.5-103. Amounts deposited that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of deposit, the bank shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks."

The foregoing list of authorized securities and transactions shall be strictly interpreted. Any deviation from this list must be pre-approved by the City Council.

The City may, from time to time issue bonds, the proceeds of which must be invested to meet specific cash flow requirements. In such circumstances and notwithstanding the paragraph immediately above, the reinvestment of debt issuance or related reserve funds may, upon the advice of Bond Counsel or financial advisors, deviate from the provisions of this Investment Policy with the formal approval of the City Council.

INVESTMENT DIVERSIFICATION

In conformance with industry best practices and the City's stated investment objectives, the investment portfolio shall be diversified with its investments to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio. Nevertheless, the asset allocation in the investment portfolio should be flexible depending upon the outlook for the economy, the securities markets and the City's anticipated cash flow needs.

INVESTMENT MATURITY AND LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. To the extent possible, investments shall be matched with anticipated cash flows and known future liabilities. Investments shall be limited to maturities not exceeding five years from the date of trade settlement. The weighted average final maturity of the investment portfolio shall not exceed three years.

SELECTION OF BROKER/DEALERS

The City Manager or Delegate shall maintain a list of broker/dealers approved for investment purposes, and it shall be the policy of the City to purchase securities only from those authorized firms.

To be eligible, a firm must meet at least one of the following criteria:



1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a Primary Dealer within its holding company structure
2. Report voluntarily to the Federal Reserve Bank of New York
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule)

The City Manager or Delegate will select broker/dealers on the basis of their expertise in public cash management and their ability to provide service to the City's account. Each authorized broker/dealer shall be required to submit and annually update a City approved Broker/Dealer Information Request form that includes the firm's most recent financial statements.

The City may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in item 6 of the Authorized Securities and Transactions section of this Policy.

COMPETITIVE TRANSACTIONS

All investment transactions shall be executed competitively with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid or offering prices shall be recorded. If the City is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities will be documented.

SELECTION OF BANKS

The City Manager or Delegate shall maintain a list of FDIC insured banks approved to provide depository and other banking services for the City. To be eligible, a bank shall qualify as an eligible public depository as defined in C.R.S § 11-10.5-103.

The City shall utilize Highline Financial to perform credit analysis on banks seeking authorization. The analysis shall include a composite rating, and individual ratings of liquidity, asset quality, profitability and capital adequacy. To be eligible for designation to provide depository and other banking services, a bank shall have an average Highline Financial rating of at least 30 for the four most recent reporting quarters.

SAFEKEEPING AND CUSTODY

The City Manager or Delegate shall approve one or more financial institutions to provide safekeeping and custodial services for the City. A City approved safekeeping agreement shall be executed with each custodian bank. The City's safekeeping banks shall qualify as eligible public depositories as defined in C.R.S. § 11-10.5-103.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities



shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities purchased by the City shall be delivered by either book entry or physical delivery and shall be held in third-party safekeeping by the City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

The City's custodian shall be required to furnish the City a list of holdings on at least a monthly basis and safekeeping receipts or customer confirmations shall be issued for each transaction.

PERFORMANCE BENCHMARKS

The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it (excluding safekeeping fees) shall be included in the computation of its rate of return net of fees.

REPORTING

The Investment Committee, consisting of the Mayor, the City Manager, the Finance Director, Staff member as appointed by the Finance Director, a City Council Member, and two Citizen Members, will submit to the City Council, at least semi-annually, a report listing the investments held by the City, the current market value of the investments and performance results. The report shall include a summary of investment earnings during the period.

POLICY REVISIONS

This Investment Policy shall be reviewed at least annually by the Investment Committee and may be amended by the City Council as conditions warrant.

VI. EFFECTIVE DATE

This Policy shall be effective upon signature.



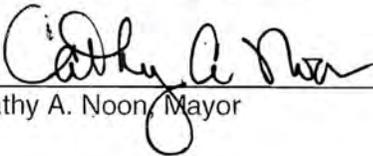
VII. APPROVAL



David S. Zelenok, Interim City Manager

Nov 23 '11
Date

VIII. RATIFICATION:



Cathy A. Noon, Mayor

Resolution No. 2011-R-93

12/21/2011
Date



Exhibit A

INVESTMENT POLICY DEFINITIONS

Accrued Interest - The accumulated interest due on a bond as of the last interest payment made by the issuer.

Agency - A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

Amortization - The systematic reduction of the amount owed on a debt issue through periodic payments of principal.

Average Life - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

Banker's Acceptances - A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

Basis Point - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

Beneficial Ownership - Greater than 5% of a class of certain registered equity securities. Schedule 13D must be filed by the owner with the SEC and amended if material changes occur.

Bid - The indicated price at which a buyer is willing to purchase a security or commodity.

Book Value - The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

Callable Bond - A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

Call Price - The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

Call Risk - The risk to a bondholder that a bond may be redeemed prior to maturity.

Cash Sale/Purchase - A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.



Collateralization - Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

Commercial Paper - An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

Convexity - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

Coupon Rate - The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

Credit Quality - The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

Credit Risk - The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Current Yield (Current Return) - A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

Delivery Versus Payment (DVP) - A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

Derivative Security - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

Discount - The amount by which the par value of a security exceeds the price paid for the security.

Diversification - A process of investing assets among a range of security types by sector, maturity, and quality **rating**.

Duration - A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Fair Value - The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

Federal Funds (Fed Funds) - Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may



lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed funds are considered to be immediately available funds.

Federal Funds Rate - Interest rate charged by one institution lending federal funds to the other.

Government Securities - An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, and Bonds."

Highline Financial (Highline) - Highline delivers the highest quality and most relevant banking data and analytics solutions available, enabling investors to manage financial risks and make profitable investment decisions. Highline rates the solvency of banks, Savings & Loans, credit unions and bank holding companies by calculating capital adequacy, asset quality, earnings strength and liquidity ratios. Its ratings also assess an institution's health using weighted criteria to evaluate the industry's condition as a whole, with ratios and respective weights adjusting to meet industry changes. Ratings are distributed on a bell curve whose scale ranges from 0 to 99 and, depending on the health of the industry, the bell curve can shift towards either end of that spectrum. A rating of 30 is generally considered quite adequate.

Interest Rate - See "Coupon Rate."

Interest Rate Risk - The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

Internal Controls - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. **Separation of transaction authority from accounting and record keeping** - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.



5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

Inverted Yield Curve - A chart formation that illustrates long-term securities having lower yields than short-term securities. This configuration usually occurs during periods of high inflation coupled with low levels of confidence in the economy and a restrictive monetary policy.

Investment Advisor - Discretionary - Investment advisors are used by public entities to assist their internal finance and treasury officers with managing their portfolios by offering resources that the public entities typically are unable to obtain on their own. Independent investment advisors use their professional expertise to enhance the safety and performance of their clients' investment portfolios. Investment advisors are able to make broad recommendations as to the guidelines and best practices that should be used to structure a well-managed investment program. An investment advisor can also provide its clients with general recommendations as to the types of securities that provide opportunity in the current investment environment.

Investment Manager - Non-discretionary - In a non-discretionary investment management relationship, it is agreed that decisions concerning investments subject to the Agreement between the client and the investment manager shall be made by the client's authorized representative with the assistance of the manager. Independent investment managers develop comprehensive investment programs while enhancing the performance of their clients' investment portfolios through market access, professional expertise, and performance measurement and compliance. The approval of the client is required prior to the execution of any investment transaction for the Advisory Account. The investment managers will buy or sell securities and place orders for the execution of such transactions with or through such brokers, dealers, or issuers as the managers may select, subject to approval by the client.

Investment Company Act of 1940 - Federal legislation which sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

Investment Policy - A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.



Investment-grade Obligations - An investment instrument suitable for purchase by institutional investors under the prudent person rule. Investment-grade is restricted to those obligations rated BBB or higher by a rating agency.

Liquidity - An asset that can be converted easily and quickly into cash.

Local Government Investment Pool (LGIP) - An investment by local governments in which their money is pooled as a method for managing local funds.

Mark-to-market - The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

Market Risk - The risk that the value of a security will raise or decline as a result of changes in market conditions.

Market Value - Current market price of a security.

Material Interest - Any investment, or other financial interest, equal to or greater than 5% of an individual's total investment or financial portfolio.

Maturity - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity."

Money Market Mutual Fund - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

Mutual Fund - An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by the following Securities and Exchange Commission (SEC) disclosure guidelines:

1. Report standardized performance calculations
2. Disseminate timely and accurate information regarding the fund's holdings, performance, management and general investment policy
3. Have the fund's investment policies and activities supervised by a board of trustees, which are independent of the adviser, administrator or other vendor of the fund
4. Maintain the daily liquidity of the fund's shares
5. Value their portfolios on a daily basis
6. Have all individuals who sells SEC-registered products licensed with a self-regulating organization (SRO) such as the National Association of Securities Dealers (NASD)
7. Have an investment policy governed by a prospectus which is updated and filed by the SEC annually

Mutual Fund Statistical Services - Companies that track and rate mutual funds, e.g., IBC/Donoghue, Lipper Analytical Services, and Morningstar.



National Association of Securities Dealers (NASD) - A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

Net Asset Value - The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)
[(Total assets) - (Liabilities)]/(Number of shares outstanding)

No Load Fund - A mutual fund which does not levy a sales charge on the purchase of its shares.

Nominal Yield - The stated rate of interest that a bond pays its current owner, based on par value of the security. It is also known as the "coupon," "coupon rate," or "interest rate."

Offer - An indicated price at which market participants are willing to sell a security or commodity. Also referred to as the "Ask price."

Par - Face value or principal value of a bond, typically \$1,000 per bond.

Portfolio - The aggregate balance of the City's cash, securities, commercial paper, corporate debt, certificates of deposit, money market mutual funds, and other authorized securities.

Positive Yield Curve - A chart formation that illustrates short-term securities having lower yields than long-term securities.

Premium - The amount by which the price paid for a security exceeds the security's par value.

Prime Rate - A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are keyed to this rate.

Principal - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

Prospectus - A legal document that must be provided to any prospective purchaser of a new securities offering registered with the SEC. This can include information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements.

Prudent Person Rule - An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.



Regular Way Delivery - Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on a T+1 basis is currently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

Reinvestment Risk - The risk that a fixed-income investor will be unable to reinvest income proceeds from a security holding at the same rate of return currently generated by that holding.

Repurchase Agreement (repo or RP) - An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

Reverse Repurchase Agreement (Reverse Repo) - An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

Rule 2a-7 of the Investment Company Act - Applies to all money market mutual funds and mandates such funds to maintain certain standards, including a 13- month maturity limit and a 90-day average maturity on investments, to help maintain a constant net asset value of one dollar (\$1.00).

Safekeeping - Holding of assets (e.g., securities) by a financial institution. Fees may be charged for this service by a third-party safekeeping institution.

Serial Bond - A bond issue, usually of a municipality, with various maturity dates scheduled at regular intervals until the entire issue is retired.

Sinking Fund - Money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

Swap - Trading one asset for another.

Term Bond - Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

Total Return - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

Treasury Bills - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of \$10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.



Treasury Notes - Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from \$1,000 to \$1 million or more.

Treasury Bonds - Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of \$1,000. Currently, the longest outstanding maturity for such securities is 30 years.

Uniform Net Capital Rule - SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

Volatility - A degree of fluctuation in the price and valuation of securities.

"Volatility Risk" Rating - A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bond funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("aaa" by S&P; "V-1" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("ccc-" by S&P, "V-10" by Fitch).

Weighted Average Maturity (WAM) - The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

When Issued (WI) - A conditional transaction in which an authorized new security has not been issued. All "when issued" transactions are settled when the actual security is issued.

Yield - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

Yield-to-call (YTC) - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date. **Yield Curve** - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

Yield-to-maturity - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

Zero-coupon Securities - Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

This glossary has been adapted from an article, entitled "Investment terms for everyday use," that appeared in the April 5, 1996, issue of Public Investor, GFOA's subscription investment newsletter.



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

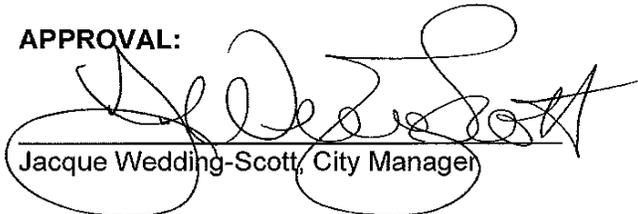
In accordance with the City’s Home Rule Charter, Section 11.15 the following information, at a minimum, will be provided in the annual capital program Budget.

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.

VII. APPROVAL:



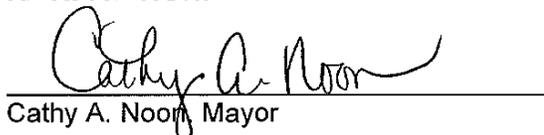
 Jacquie Wedding-Scott, City Manager

11.9.10

 Date

VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11



 Cathy A. Noon, Mayor

1-18-11

 Date



ATTEST:

Brenda J. Madeson

City Clerk or Deputy City Clerk



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13133



City of Centennial

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