



# STRATEGIC PLAN

THE STRATEGIC PLAN PROVIDES READERS WITH AN OVERVIEW OF THE CITY'S LONG TERM AND SHORT TERM GOALS, AND HOW THOSE GOALS RELATE WITHIN THE FUNCTION OF THE ORGANIZATION.



# STRATEGIC PLANNING

Strategic planning works to align the budget with Council priorities and community needs. Six Key Performance Areas (KPAs) were identified during the 2018 strategic planning sessions with each initiative having multiple objectives. Working toward implementation or achievement of these objectives was the basis for staff budget proposals and funding recommendations.

## STRATEGIC PLAN 2018-2019



### CREATING CENTENNIAL

By intentionally planning and investing, Centennial will be a desirable, inclusive community through the creation of a lasting built environment that is responsive to current and future generations.



### ECONOMIC VITALITY & FISCAL RESPONSIBILITY

Our City is successful because of intentional anticipation of economic trends. By doing this, we are sustainable, adaptable, and resilient against economic change. Centennial is dedicated to remaining debt-free by maintaining an appropriate reserve level and continuing responsible budgeting, spending, and investment practices.



### FUTURE READY CITY GOVERNMENT

Our City government is attentive to the community's current needs while anticipating future trends. Centennial embraces the infinite life cycle of technology and innovation to increase its competitiveness. The City will continue to be innovative, prepared to leverage our resources and respond to opportunities as they arise.



### PUBLIC SAFETY & HEALTH

Centennial will continue to be one of the safest cities in Colorado by delivering and supporting essential public safety services for its citizens. Our City will partner with others to enable access to public safety and health services that meet the needs of the community.



### SIGNATURE CENTENNIAL

Centennial is dedicated to creating a unique sense of community pride by developing memorable places and experiences that bring us together.



### TRANSPORTATION & MOBILITY

Centennial's transportation infrastructure provides for the safe, efficient, and reliable movement of people, goods, and services through a variety of networks.

# CREATING CENTENNIAL



By intentionally planning and investing, Centennial will be a desirable, inclusive community through the creation of a lasting built environment that is responsive to current and future generations.

## 2019 STRATEGIC INITIATIVES

- Evaluate current development trends and identify opportunities in the Land Development Code. *(Economic Vitality & Fiscal Responsibility)*
- Begin implementation efforts for Centennial Next, the City's Comprehensive Plan.
- Consider efforts to revitalize neighborhood shopping centers. *(Economic Vitality & Fiscal Responsibility)*

## ONGOING & CONTINUED PROJECTS

- Continue the Senior Commission Programming Pilot Project and evaluate results.
- Develop universal design guides in order to support a lasting built environment. Consider developing a universal design grant program.
- Pursue strategic annexations to further the City's initiatives. *(Economic Vitality & Fiscal Responsibility)*

## 2018 ACCOMPLISHMENTS

- Concluded the Centennial Next planning process, resulting in a unanimously-adopted comprehensive plan for the City.
- Completed revisions of land development regulations related to Centennial Airport.
- Completed analysis and implemented siting requirements for commercial lodging.
- Developed and implemented dangerous buildings and abatement process.
- Developed visioning study for Dove Valley.
- Implemented a pilot program for encouraging planting of residential trees.
- Assessed options for "Aging in Community" including senior issues and housing.
- Continued administration and enforcement of building, nuisance, and land use codes.
- Explored opportunities for improving the economic strengths of the City, including strategies for retail redevelopment and enhancement.
- Continued to consider and pursue strategic annexations to further the City's interests.

# ECONOMIC VITALITY & FISCAL RESPONSIBILITY



Our City is successful because of intentional anticipation of economic trends. By doing this, we are sustainable, adaptable, and resilient against economic change. Centennial is dedicated to remaining debt-free by maintaining an appropriate reserve level and continuing responsible budgeting, spending, and investment practices.

## 2019 BUDGET INITIATIVES

- Consider efforts to revitalize neighborhood shopping centers.  
*(Creating Centennial)*

## ONGOING & CONTINUED PROJECTS

- Pursue strategic annexations to further the City's initiatives.  
*(Creating Centennial)*

## 2018 ACCOMPLISHMENTS

- Considered revisions to several practices and policies with the Centennial Budget Committee, including the use of Open Space / Conservation Trust Funds, Capital Improvement Program, establishing the FiberWorks Fund, and Sales Tax Filing Incentives.
- Continued to consider and pursue strategic annexations to further the City's interests.
- Implemented efforts to retain and expand small businesses within the City.
- Continued Economic Development efforts to attract and develop businesses both in Centennial and regionally.
- Implemented improved revenue forecasting, budget development, and cash management practices.
- Evaluated opportunities for improved long-term fiscal planning and reporting.

# FUTURE READY CITY GOVERNMENT



Our City government is attentive to the community's current needs while anticipating future trends. Centennial embraces the infinite life cycle of technology and innovation to increase its competitiveness. The City will continue to be innovative, prepared to leverage our resources and respond to opportunities as they arise.

## 2019 BUDGET INITIATIVES

- Through the strategic planning and budgeting process, support transparency in municipal operations. Consider opportunities to improve transparency through technology.
- Consider opportunities and options related to the City's streetlight system.
- Continue the implementation of the Fiber Master Plan and operations of FiberWorks. Assess current operations and new opportunities, including potential revisions to the Fiber Master Plan.

## ONGOING & CONTINUED PROJECTS

- Continue the implementation of various information technology systems to improve delivery of services.

## 2018 ACCOMPLISHMENTS

- Completed revisions to the Boards and Commissions appointment process.
- Contracted for software purchase and began implementation of the Finance Enterprise Resource Planning (ERP) software, with completion anticipated in 2019.
- Continued support for the implementation of the Intelligent Transportation System.
- Completed construction of 50+ miles of neutral dark fiber backbone across the City (Centennial FiberWorks).
- Completed implementation of the Energov software project, which provides the City's land management, permitting, and code compliance system.
- Continued to build and deploy new and innovative GIS and analytical capabilities.
- Expanded provision of e-government and e-services products.
- Worked on multiple "Smart Cities" initiatives, supporting the overall goals of the City.
- Completed the Xcel Partners in Energy Program in partnership with community members and organizations.
- Conducted review of staffing compensation structure.
- Continued implementing employee engagement activities, resulting in the City being named a "Top Place to Work," by the Denver Post and the Gallup Organization.
- Implemented the first year of a new strategic planning process.
- Began website redesign and redevelopment efforts.
- Implemented OnBase, providing effective management of public meetings and records.
- Continued performance management for the organization and began realigning measurements with strategic initiatives.
- Managed and expanded social media and City communications efforts to more effectively communicate with residents and businesses.
- Tracked and monitored legislation and rulemaking that may affect the City.
- Conducted Centennial 101, the City's citizen academy.

# PUBLIC SAFETY & HEALTH



Centennial will continue to be one of the safest cities in Colorado by delivering and supporting essential public safety services for its citizens. Our City will partner with others to enable access to public safety and health services that meet the needs of the community.

## 2019 BUDGET INITIATIVES

- Identify existing programs for vulnerable populations. Provide citizens and the community the means by which they can reach out for help. Consider developing an alternative public safety program to address mental illness.
- Continue to coordinate public health and safety efforts across agencies to support the needs of the community.

## ONGOING & CONTINUED PROJECTS

- Increase community policing and engagement efforts.
- Assess implementation of updates to the Model Traffic Code.
- Reduce or maintain traffic crash levels.
- Develop Centennial Center Park Emergency Operations Plan.
- Review Centennial's Crisis Communications Plan.

## 2018 ACCOMPLISHMENTS

- Implemented a new agreement with the the Arapahoe County Sheriff's Office (ACSO) for law enforcement services.
- ACSO continued enforcement of state law, City-adopted municipal, criminal, and traffic codes.
- ACSO continues to increase community policing and engagement efforts.
- The Municipal Court continues providing fair and efficient adjudication of court cases within its jurisdiction.
- Continued the implementation and expansion of the Centennial Teen Court.
- Continued security and safety enhancements at City facilities.
- ACSO, together with regional partners, completed construction of a regional crime lab.
- The South Metro Fire Rescue District (SMFRD) consolidated with Littleton Fire Rescue and Cunningham Fire, expanding its service area and unifying fire operations in Centennial.
- Continued strong partnerships between SMFRD, Southeast Metro Stormwater Authority, Tri-County Health Department, and Building Services.

# SIGNATURE CENTENNIAL



Centennial is dedicated to creating a unique sense of community pride by developing memorable places and experiences that bring us together.

## 2019 BUDGET INITIATIVES

- Develop and implement a Centennial signage program that supports place-making and identity. The program will result in consistent signage at an appropriate scale. Consider opportunities for including signage in future development.
- Address the identified roadside improvement projects. Identify and recommend next steps for roadside improvement projects.
- Consider the development of a City Tree Planting program.

## ONGOING & CONTINUED PROJECTS

- Implement the Trails, Recreation, and Parks Master Plan. (*Transportation and Mobility*)
- Continue to operate and maintain the Centennial Center Park and Parker Jordan Centennial Open Space.
- Revise and implement budget policies for the Open Space and Conservation Trust Funds. (*Economic Vitality & Fiscal Responsibility*)
- Continue to work with community partners to support quality parks, open space, and recreation services.
- Provide and support special events and other memorable experiences.
- Assess the undergrounding of overhead power lines.
- Continue the Senior Commission Programming Pilot and evaluate results.

## 2018 ACCOMPLISHMENTS

- Concluded the Centennial Next planning process, resulting in a unanimously-adopted comprehensive plan for the City.
- Completed deployment of pilot City identification signage.
- Completed the Trails, Recreation and Parks Master Plan.
- Managed and administered the Parker-Jordan Centennial Open Space and Centennial Center Park.
- Developed and adopted a policy for the use of Open Space and Conservation Trust Funds, providing guidance for external partners.
- Completed two electrical undergrounding projects – Orchard Road and Cherrywood Square. Reviewed drafted changes to Council policy.
- Developed next steps for a roadside improvement and maintenance program.

# TRANSPORTATION & MOBILITY



Centennial's transportation infrastructure provides for the safe, efficient, and reliable movement of people, goods, and services through a variety of networks.

## 2019 BUDGET INITIATIVES

- Partner with neighboring cities to create regional solutions to traffic congestion that benefit the entire Denver South region.
- Explore options for completing pedestrian and bike corridors to improve connections to community nodes (parks, schools, community centers, and access to goods and services).
- Continue to fund the CIP to maintain the City's road network at a Pavement Condition Index of greater than 75. Evaluate methods for maintaining markings in good to excellent condition.
- Evaluate potential solutions to the first and last mile problem, including ride sharing, transportation solutions, and bike and pedestrian corridors.

## ONGOING & CONTINUED PROJECTS

- Implement the updated ten year Capital Improvement Program.
- Continue the implementation of the Intelligent Traffic System Master Plan and consider other opportunities related to ITS.
- Implement the Trails, Recreation, and Parks Master Plan.  
*(Signature Centennial)*

## 2018 ACCOMPLISHMENTS

- Completed an update to the Capital Improvement Program, reflecting Council's policy priorities.
- Continued expansion of the Intelligent Transportation System, including a regional pilot project along the Yosemite corridor.
- PW and the Innovation Team continued to explore methods for improving transportation and mobility within Centennial.
- Accelerated traffic signal installation.
- Accelerated installation of sidewalk missing links.
- Explored and implemented regional partnerships to improve mobility within the South Denver Metro Region.
- Continued implementation of the Neighborhood Traffic Management Program.
- Provided snow plowing services as needed throughout the City.
- Completed annual street rehabilitation program in addition to ongoing maintenance.





**THIS PAGE INTENTIONALLY LEFT BLANK**

## FINANCIAL FORECASTING

On an annual basis, the City of Centennial produces a multi-year forecast that includes historical data (“Actual”), the previous year adopted budget (“Adopted”) and amended budget (“Amended”), current year adopted budget (“Budget”) and a four-year anticipated project for future years. This forecast is a tool that measures sustainability of current expenditures, based on anticipated revenues.

The Fund Balance represents accumulated revenues in excess of 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. The overall Fund Balance of the General Fund shall equal no less than 25% of annual Expenditures, including net transfers.

The financial forecast is developed in order to provide long-term budgetary insight based on the following assumptions:

- Strategic planning 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 economic 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 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;
- Adjust the assumptions used in the Forecast.

## FORECAST CONSIDERATIONS

City Council has directed staff to maintain the City's General Fund ending fund balance; in addition, Council has directed fund balance amounts over thirty-five percent (35%) in the General Fund be at a level of 25% to 35% of expenditures to be transferred to the Capital Improvement Fund. General Fund projections, based on conservative revenue estimates and expenditure estimates at contracted or current levels, indicate a fund balance level of at least 25% through 2023 and will be updated annually. Generally, the entire fund balance from the preceding year is re-appropriated 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), within the 25% ending fund balance level.

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.

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 five-year financial 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. The Forecast includes projections for sales and property tax revenue. 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. 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 for various retail centers and their respective revenue sharing agreements. Specifically, Building Materials Use Tax and Sales Tax revenues related to IKEA, Centennial Promenade, Centennial Center, Viewhouse Centennial, and TopGolf USA 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 in July 2011 for public and public-related improvements and requires a partial waiver of twenty-five percent (25%) of any and all applicable use taxes. As a result of this agreement, the annual budgets and Forecast include revenue sharing expenditures.
- The City entered into a revenue sharing agreement with Centennial Promenade Shopping Center to share sales tax revenues up to a maximum of \$13,000,000 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.
- The City entered into a revenue sharing agreement with Viewhouse Centennial to share fifty percent (50%) of sales tax revenues for a period of five years. The revenue sharing began in 2015.
- The City entered into a revenue sharing agreement with TopGolf USA for a period of five years. Sales tax revenues will be shared at seventy-five percent (75%) for the first year, sixty-six percent (66%) for the second year, and fifty percent (50%) for years three through five. As a result of this agreement, the forecasts include revenue sharing expenditures through 2020.

## REVENUE ASSUMPTIONS

Generally, the City has experienced a stable economy and has reported an increase in overall revenues year over year. However, as a result of continuing economic uncertainties, the City has estimated conservatively for 2019 through 2023. 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 anticipated future retail development; however, the only adjustments included in the forecasts 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 slightly increase for 2019 compared to 2018. 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 property valuations will slightly increase from 2019 through 2023.

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.

Other revenues are primarily based on historic trends, or are projected to remain flat.

## EXPENDITURE ASSUMPTIONS

Personnel expenditures for the General and Land Use Funds include an increase of six percent (6%) for salary increases for 2020 through 2023. This salary forecast includes possible promotions, position reclassifications, re-organizations, etc., and an increase of five to ten percent (5-10%) for insurance costs for 2020 through 2023. 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 68.0 full-time equivalent (FTE) positions for 2019 with no additional forecasted jobs. The City may examine the possibility of full-time equivalent positions replacing contracted services each year during the budget process.

Expenditures for contracted services are generally projected based upon contractual amounts and do not include provisions for changes in the level of service for 2020 through 2023.

Costs related to the service providers including Public Works, Animal Services, Sales and Use Tax Administration, and Building Services have been included in the Forecast with projected increases annually with inflation forecasts.

Generally, most line items remain flat with 2019 funding levels with the exception of costs outside of the control of the City including insurance, utility, and material 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 2019 through 2023. The Capital Improvement Program Fund forecast is prepared based on a constrained basis and do not include funding for new programs, or enhancements to existing programs. The forecast does not include any increases for items that may require future policy decisions.

Based upon the assumptions outlined above, and the resulting forecast, the City is financially stable and is projected to remain stable through the forecasted period. The primary indicator of this stability is the City's General Fund ending fund balance, which is projected at the end of 2023 to be \$27.4 million.

The summaries in the remainder of this section reflect the City's financial forecast. The forecast includes data for a total of seven years for the General Fund and Capital Improvement Fund. As previously discussed, City Council meets with staff annually to discuss the strategic plan for the City.



**THIS PAGE INTENTIONALLY LEFT BLANK**

## GENERAL FUND PROJECTIONS

### REVENUES 2017-2023

	2017 ACTUAL	2018 ADOPTED
Sales Tax	\$ 39,447,977	\$ 39,498,460
Licenses & Permits	127,572	144,400
Building Materials Use Tax	2,156,392	3,312,200
Property Tax	9,597,287	10,730,676
Highway Users Tax Fund	5,531,915	5,411,644
Franchise Fees	5,201,692	5,101,900
Other Taxes	1,078,552	965,200
Automobile Use Tax	5,375,813	5,193,500
Fines & Fees	2,379,195	2,565,290
Road & Bridge Shareback	622,313	628,530
Investment Income	617,846	738,000
All Other Revenue	1,089,213	619,900
<b>TOTAL REVENUES</b>	<b>\$ 73,225,767</b>	<b>\$ 74,909,700</b>

	2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$	39,498,460	\$ 40,640,000	\$ 41,397,700	\$ 41,586,400	\$ 41,728,700	\$ 41,843,900
	144,400	126,500	155,700	127,200	156,100	127,600
	3,312,200	2,730,000	2,757,300	2,784,000	2,812,000	2,840,900
	10,730,676	11,052,000	11,605,200	11,895,300	12,490,100	12,802,400
	5,411,644	5,781,500	5,643,000	5,699,400	5,727,900	5,756,500
	5,101,900	5,048,000	5,145,200	5,193,300	5,242,200	5,265,700
	965,200	1,014,500	1,561,600	1,537,600	1,552,200	1,563,200
	5,193,500	5,070,700	4,832,400	4,590,800	4,659,800	4,706,400
	2,565,290	2,086,000	1,533,000	1,548,100	1,556,500	1,564,300
	628,530	618,000	623,100	627,800	630,900	634,100
	738,000	1,230,000	1,241,500	1,247,700	1,253,900	1,260,200
	759,900	633,300	633,300	633,300	633,300	633,300
<b>\$</b>	<b>75,049,700</b>	<b>\$ 76,030,500</b>	<b>\$ 77,129,000</b>	<b>\$ 77,470,900</b>	<b>\$ 78,443,600</b>	<b>\$ 78,998,500</b>



## EXPENDITURES 2017-2023

	2017 ACTUAL	2018 ADOPTED
<b><i>Legislative:</i></b>		
Elected Officials	\$ 369,673	\$ 426,911
City Attorney's Office	818,139	970,000
City Clerk's Office	449,476	431,459
<b><i>City Management:</i></b>		
City Manager's Office	1,398,783	2,270,083
Office of Technology & Innovation	2,317,348	2,422,636
<b><i>Administrative:</i></b>		
Human Resources	279,523	677,485
Communications	1,055,348	1,093,501
<b><i>Financial:</i></b>		
Finance	2,278,928	2,659,663
Nondepartmental	5,303,947	6,309,580
Central Services	360,120	484,078
<b><i>Public Works:</i></b>		
Public Works	13,993,092	15,174,813
Facilities & Fleet	742,156	945,764
<b><i>Public Safety:</i></b>		
Law Enforcement	21,529,756	23,054,114
Animal Services	628,892	669,850
Municipal Court	2,195,042	2,370,136
<b><i>Community Development:</i></b>		
Community Development Administration	522,936	536,488
Code Compliance	463,091	494,350
<b>TOTAL EXPENDITURES</b>	<b>\$ 54,706,250</b>	<b>\$ 60,990,911</b>
Revenues Over (Under) Expenditures	\$ 18,519,517	\$ 13,918,789

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ 426,911	\$ 233,580	\$ 242,806	\$ 252,634	\$ 263,105	\$ 274,262
970,000	1,055,000	1,086,650	1,119,250	1,152,827	1,187,412
448,861	634,820	406,051	528,649	452,707	578,323
2,570,152	2,483,220	2,605,866	2,735,825	2,873,571	3,019,610
2,517,767	2,733,100	2,860,309	2,994,600	3,136,417	3,286,232
419,044	291,000	309,153	328,493	349,101	371,063
1,158,915	1,105,360	1,161,140	1,220,182	1,282,692	1,348,890
2,715,946	2,689,830	2,814,497	2,945,951	3,084,606	3,230,907
6,309,580	6,609,290	5,542,539	2,581,172	2,640,263	2,704,945
484,078	773,800	788,184	802,999	818,258	833,974
15,475,249	16,301,400	16,744,553	17,202,234	17,674,979	18,163,351
1,230,764	874,800	897,151	920,122	943,730	967,993
23,054,114	29,220,660	29,539,883	30,123,554	31,177,878	32,269,104
669,850	683,810	704,324	725,454	747,218	769,634
2,382,351	525,090	553,022	582,655	614,102	647,482
557,879	550,010	584,173	620,554	659,302	700,575
494,350	640,140	658,874	678,166	698,033	718,492
<b>\$ 61,885,811</b>	<b>\$ 67,404,910</b>	<b>\$ 67,499,175</b>	<b>\$ 66,362,494</b>	<b>\$ 68,568,790</b>	<b>\$ 71,072,248</b>
\$ 13,163,889	\$ 8,625,590	\$ 9,629,825	\$ 11,108,406	\$ 9,874,810	\$ 7,926,252

**OTHER FINANCING SOURCES (USES) 2017-2023**

	2017 ACTUAL	2018 ADOPTED
<b>OTHER FINANCING SOURCES (USES)</b>		
<b>SOURCES</b>		
Transfer In From Land Use Fund	\$ 1,181,773	\$ 1,147,158
<b>USES</b>		
Transfer (Out) to Land Use Fund	\$ (537,241)	\$ (828,050)
Transfer (Out) to FiberWorks	-	-
Transfer (Out) to Capital Improvement Fund	(23,850,000)	(15,900,000)
<b>FUND BALANCE</b>		
Net Change In Fund Balance	\$ (4,685,951)	\$ (1,662,103)
Beginning Fund Balance	36,653,740	28,351,590
<b>ENDING FUND BALANCE</b>	<b>\$ 31,967,789</b>	<b>\$ 26,689,487</b>

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ 1,094,658	\$ 1,040,600	\$ 946,666	\$ 874,378	\$ 799,459	\$ 721,715
\$ (828,050)	\$ (682,500)	\$ (689,325)	\$ (696,000)	\$ (703,000)	\$ (710,225)
-	(272,000)				
(15,900,000)	(9,750,000)	(9,850,000)	(11,250,000)	(9,850,000)	(7,900,000)
\$ (2,469,503)	\$ (1,038,310)	\$ 37,166	\$ 36,784	\$ 121,269	\$ 37,742
28,351,590	28,200,240	27,161,930	27,199,096	27,235,879	27,357,149
<b>\$ 25,882,087</b>	<b>\$ 27,161,930</b>	<b>\$ 27,199,096</b>	<b>\$ 27,235,879</b>	<b>\$ 27,357,149</b>	<b>\$ 27,394,891</b>

# CAPITAL IMPROVEMENT FUND PROJECTIONS

## REVENUES 2017-2023

	2017 ACTUAL	2018 ADOPTED
Federal Grant Revenue	\$ 304,469	\$ -
Developer Contributions	196,668	-
Other Contributions	221,364	-
Pavement Restoration Fees	42,814	46,000
Intergovernmental Revenue	536,067	-
Fiber Support Revenue	-	-
CDBG Projects	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,301,382</b>	<b>\$ 46,000</b>

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ -	\$ 641,000	\$ -	\$ -	\$ -	\$ -
-	250,000	-	-	-	-
-	-	-	-	-	-
46,000	48,000	50,000	52,000	54,080	56,243
249,837	99,000	-	-	-	-
-	-	-	-	-	-
343,022	-	-	-	-	-
<b>\$ 638,859</b>	<b>\$ 1,038,000</b>	<b>\$ 50,000</b>	<b>\$ 52,000</b>	<b>\$ 54,080</b>	<b>\$ 56,243</b>

## EXPENDITURES 2017-2023

	2017 ACTUAL	2018 ADOPTED
<b><i>Other Services &amp; Supplies</i></b>		
<b>PROFESSIONAL SERVICES</b>		
General Transportation Studies	\$ 8,184	\$ 50,000
IT Systems Upgrade	527,097	580,000
<b>CONSTRUCTION SERVICES</b>		
Capital Improvement Program Administration	237,530	275,000
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 772,811</b>	<b>\$ 905,000</b>
<b><i>Capital Outlay:</i></b>		
<b>FIBERWORKS</b>		
Fiber Optic Backbone	\$ 2,235,561	\$ -
<b>BUILDING SERVICES</b>		
City Buildings - Anticipated & Planned Projects	33,705	210,000
Building Contingency - Major Repairs	41,791	50,000
<b>Subtotal Building Services</b>	<b>\$ 2,311,056</b>	<b>\$ 260,000</b>
<b>NEW CONSTRUCTION</b>		
<b><i>Streets &amp; Intersections</i></b>		
TAGAWA Road	\$ -	\$ -
Arapahoe Road Design (Waco-Himalaya)	1,578,462	-
Quincy Avenue Widening Design	97,836	-
Arapahoe Road Operational Study	63,896	-
County Line Road Improvements	-	2,100,000
Peakview & Dayton Intersection Improvements	-	-
Arapahoe Road & I-25 Interchange Construction	2,006,489	-
Smoky Hill & Himalaya Intersection Improvements	205,177	-
Quebec & County Line Turn Lane Design & Construction	42,030	800,000
Orchard Road Widening - Franklin St to High Line Canal	-	-
I-25/County Line Road Improvements	-	500,000
Dry Creek and University Intersection Improvements	-	225,000
Arapahoe & York Intersection Improvements	-	-
Grant Match Funds/Other	-	75,000
Community Identification and Wayfinding Program	-	150,000
Orchard Road & Telluride Intersection	-	-
<b>Subtotal Streets &amp; Intersections</b>	<b>\$ 5,308,527</b>	<b>\$ 3,850,000</b>

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -
1,724,120	-	-	-	-	-
275,000	275,000	275,000	275,000	275,000	275,000
<b>\$ 2,049,120</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>
\$ 3,147,396	\$ -	\$ -	\$ -	\$ -	\$ -
352,313	185,000	150,000	150,000	150,000	150,000
-	-	-	-	-	-
<b>\$ 3,499,709</b>	<b>\$ 185,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
\$ 602,109	\$ -	\$ -	\$ -	\$ -	\$ -
81,731	-	-	-	-	-
1,652,164	-	-	-	-	-
436,104	-	-	-	-	-
3,450,000	-	1,500,000	1,500,000	1,500,000	-
-	-	-	-	-	-
1,368,511	-	-	-	-	-
554,956	-	-	-	-	-
918,195	-	-	-	-	-
-	1,000,000	-	125,000	-	-
500,000	-	-	-	-	-
-	-	-	-	-	-
-	110,000	-	-	-	-
75,000	75,000	-	-	-	-
210,000	150,000	-	-	-	-
-	-	-	400,000	-	-
<b>\$ 9,848,770</b>	<b>\$ 1,335,000</b>	<b>\$ 1,500,000</b>	<b>\$ 2,025,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>



## EXPENDITURES 2017-2023 (CON'T)

	2017 ACTUAL	2018 ADOPTED
<i>Sidewalks</i>		
University Boulevard - Arapahoe Road to Dry Creek Infill	\$ -	\$ -
Liverpool St from Arapahoe Rd to Euclid Dr.	-	-
Liverpool St from Euclid Dr to Weaver Ave	-	-
Orchard Rd from Orchard Dr to Quebec St	-	-
Arapahoe Rd from Vine St to Clarkson St	-	-
Dry Creek Light Rail Station	298,768	-
CDBG Projects	142,899	-
Infill Sidewalk Program	72,785	575,000
I-25 and Dry Creek Pedestrian Crossing	-	50,000
Noble Pl & Panama Dr / Vine St	-	-
Easter Ave and Costilla Ave (W. of Franklin St)	-	-
Dorado Ave from Telluride St to Trukee St	-	-
Colorado Blvd from Albion to Orchard	-	-
Jamison - Trenton to Rosemary	-	-
Arapahoe Rd from I-25 to Parker Rd	-	-
Alton Way from Yosemite St to I-25, west side of Alton	-	-
<b>Subtotal Sidewalks</b>	<b>\$ 514,451</b>	<b>\$ 625,000</b>
<i>Traffic Control &amp; Signals</i>		
Traffic Signals	\$ 609,377	\$ 140,000
Traffic Control	151,450	510,000
ITS Master Plan	278,402	1,030,000
<b>Subtotal Traffic Control &amp; Signals</b>	<b>\$ 1,039,229</b>	<b>\$ 1,680,000</b>
<b>Project Contingency</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>
<i>Rehabilitation</i>		
Roadway Rehabilitation Program	\$ 10,932,013	\$ 6,750,000
Vista Verde Neighborhood Improvements	-	-
Arapahoe Road Structure over Big Dry Creek	-	100,000
Minor Structures	4,954	50,000
Capital Outlay - Vehicle	-	-
Equipment - Purchased	-	-
<b>Subtotal Rehabilitation</b>	<b>\$ 10,936,968</b>	<b>\$ 6,900,000</b>
<b>Subtotal Capital Outlay</b>	<b>\$ 20,110,232</b>	<b>\$ 15,315,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 20,883,042</b>	<b>\$ 16,220,000</b>
Revenues Over (Under) Expenditures	\$ (19,581,660)	\$ (16,174,000)

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ 698,101	\$ 100,000	\$ -	\$ -	\$ -	\$ -
-	500,000	-	-	-	-
-	300,000	-	-	-	-
-	500,000	600,000	-	-	-
-	200,000	-	-	-	-
87,784	-	-	-	-	-
343,022	-	-	-	-	-
678,750	75,000	75,000	75,000	75,000	75,000
-	-	-	-	-	-
-	-	-	200,000	-	-
-	-	-	300,000	-	-
-	-	-	100,000	-	-
-	-	-	-	400,000	-
-	-	-	-	200,000	-
-	-	-	-	-	500,000
-	-	500,000	-	-	-
<b>\$ 1,807,657</b>	<b>\$ 1,675,000</b>	<b>\$ 1,175,000</b>	<b>\$ 675,000</b>	<b>\$ 675,000</b>	<b>\$ 575,000</b>
\$ 2,670,292	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
494,291	150,000	150,000	150,000	150,000	150,000
2,222,957	30,000	30,000	30,000	30,000	30,000
<b>\$ 5,387,540</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>	<b>\$ 830,000</b>
<b>\$ 1,825,000</b>	<b>\$ 1,224,200</b>	<b>\$ 1,088,000</b>	<b>\$ 1,090,500</b>	<b>\$ 1,023,000</b>	<b>\$ 1,063,000</b>
\$ 7,727,208	\$ 7,500,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000
-	-	-	-	-	-
512,505	-	-	-	-	2,000,000
50,000	50,000	50,000	50,000	50,000	50,000
-	42,000	-	-	-	-
-	200,000	-	-	-	-
<b>\$ 8,289,713</b>	<b>\$ 7,792,000</b>	<b>\$ 6,800,000</b>	<b>\$ 6,800,000</b>	<b>\$ 6,800,000</b>	<b>\$ 8,800,000</b>
<b>\$ 30,658,389</b>	<b>\$ 13,041,200</b>	<b>\$ 11,543,000</b>	<b>\$ 11,570,500</b>	<b>\$ 10,978,000</b>	<b>\$ 11,418,000</b>
<b>\$ 32,707,509</b>	<b>\$ 13,466,200</b>	<b>\$ 11,968,000</b>	<b>\$ 11,995,500</b>	<b>\$ 11,253,000</b>	<b>\$ 11,693,000</b>
\$ (32,068,650)	\$ (12,428,200)	\$ (11,918,000)	\$ (11,943,500)	\$ (11,198,920)	\$ (11,636,757)

**OTHER FINANCING SOURCES (USES) 2017-2023**

	2017 ACTUAL	2018 ADOPTED
<b>OTHER FINANCING SOURCES (USES)</b>		
<b>SOURCES</b>		
Transfer In From General Fund	\$ 23,850,000	\$ 15,900,000
<b>FUND BALANCE</b>		
Net Change In Fund Balance	\$ 4,268,340	\$ (274,000)
Beginning Fund Balance	29,905,399	19,582,256
<b>ENDING FUND BALANCE</b>	<b>\$ 34,173,739</b>	<b>\$ 19,308,256</b>

2018 AMENDED	2019 BUDGET	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED	2023 PROJECTED
\$ 15,900,000	\$ 9,750,000	\$ 9,850,000	\$ 11,250,000	\$ 9,850,000	\$ 7,900,000
\$ (16,168,650)	\$ (2,678,200)	\$ (2,068,000)	\$ (693,500)	\$ (1,348,920)	\$ (3,736,757)
34,173,739	24,630,630	21,952,430	19,884,430	19,190,930	17,842,010
<b>\$ 18,005,089</b>	<b>\$ 21,952,430</b>	<b>\$ 19,884,430</b>	<b>\$ 19,190,930</b>	<b>\$ 17,842,010</b>	<b>\$ 14,105,253</b>



**THIS PAGE INTENTIONALLY LEFT BLANK**