



City of Centennial, CO  
2021 Proposed Budget



## **2021 Proposed Budget City Council Review**

September 14<sup>th</sup>, 2020

September 28<sup>th</sup>, 2020

October 5<sup>th</sup>, 2020

October 12<sup>th</sup>, 2020

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## MEMO

TO: Honorable Mayor Piko and Members of City Council

FROM: Matthew Sturgeon, City Manager

DATE: September 14, 2020

RE: 2021 City Manager's Proposed Budget

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The annual budget constitutes the legal authority of the City to appropriate and expend public funds. For the community, a budget also serves as a communications and operations guide for the City by detailing strategic projects, service levels, and programs that fulfill the policy direction of City Council.

Section 11.5 of the Centennial Home Rule Charter requires the City Manager deliver a Proposed Budget to City Council on or before September 20<sup>th</sup> of each year. With the delivery of this document to City Council and publication on the City's website, I am providing you the 2021 City Manager's Proposed Budget. As required by the Centennial Home Rule Charter and the Colorado Local Government Budget Law, each Fund in the 2021 Proposed Budget is balanced.

The preparation of the 2021 Proposed Budget was challenging. In the midst of a global pandemic, the City is experiencing reductions in revenue and deferred projects and expenditures. City Staff has leaned into these challenges, calling upon the organization's core values of collaboration, intentionality, being service-oriented, and innovation. Despite these difficult times, Staff continues to respond to the needs of the community by changing how we do business and adding new approaches for us to serve the residents and businesses of Centennial.

The 2021 Proposed Budget contains Expenditures for All Funds of \$103.9 million, an increase of 4% over the 2020 Adopted Budget. The increase in 2021 is largely due to one-time capital projects in the Street and Open Space Funds that the City had previously saved for rather than incurring debt, the completion of deferred projects from the 2020 Adopted Budget, and costs associated with compliance with Senate Bill 20-217.

The 2021 Proposed Budget was prepared from a zero-based budget perspective. This method requires departments and service areas to assume no expenditures will carryforward from the prior year and each department to build their budget requests from scratch. While time-intensive and requiring extensive review by Staff, this process was necessary for this year's budget cycle in order to ensure that the public resources we are entrusted with are managed to the absolute strictest levels. Staff utilized strategic and policy direction from City Council together with the context of the 2020 calendar year in order to develop recommendations for the Proposed Budget.

The Proposed Budget comprises many diverse components that work together to deliver on the vision of Centennial as a:

- Connected community;
- Where neighborhoods matter;
- Education is embraced;
- Businesses are valued; and
- Innovation absolute.

Within the components of the City's vision, there are several important projects or programs to highlight that illustrate the commitment this budget makes to our community. These include Fiscal Health and Sustainability, Vehicular and Pedestrian Mobility, Safe and Effective Law Enforcement, and our Information Technology Strategy.

## **Fiscal Health and Sustainability**

During the onset of COVID-19, City Staff worked with City Council to develop revised revenue and expenditure estimates for the 2020 fiscal year. While the financial picture to date has not been as catastrophic as initially predicted, we must remain vigilant and recognize we will continue to face uncertainty moving into 2021. Staff continues to monitor the financial situation and make recommendations for adjustment as necessary.

In the 2021 Proposed Budget, Council will notice that three key components. First, retaining a significant fund balance in the General Fund is recommended in order to protect against sustained downturns in the economy. This fund balance will ensure that City operations can continue providing services to our community. Second, transferring fund balance from the Capital Fund to the Streets Fund will ensure that major capital projects anticipated to have been completed in 2020 or planned for 2021 can be completed without threatening operations and maintenance activities. Finally, overall expenditure levels have been held to a minimum through a variety of budgeting and management actions pending additional financial information. This budgeting philosophy will allow the City to continue to monitor economic and fiscal health and adjust expenditures if the economic picture improves.

## **Vehicular and Pedestrian Mobility**

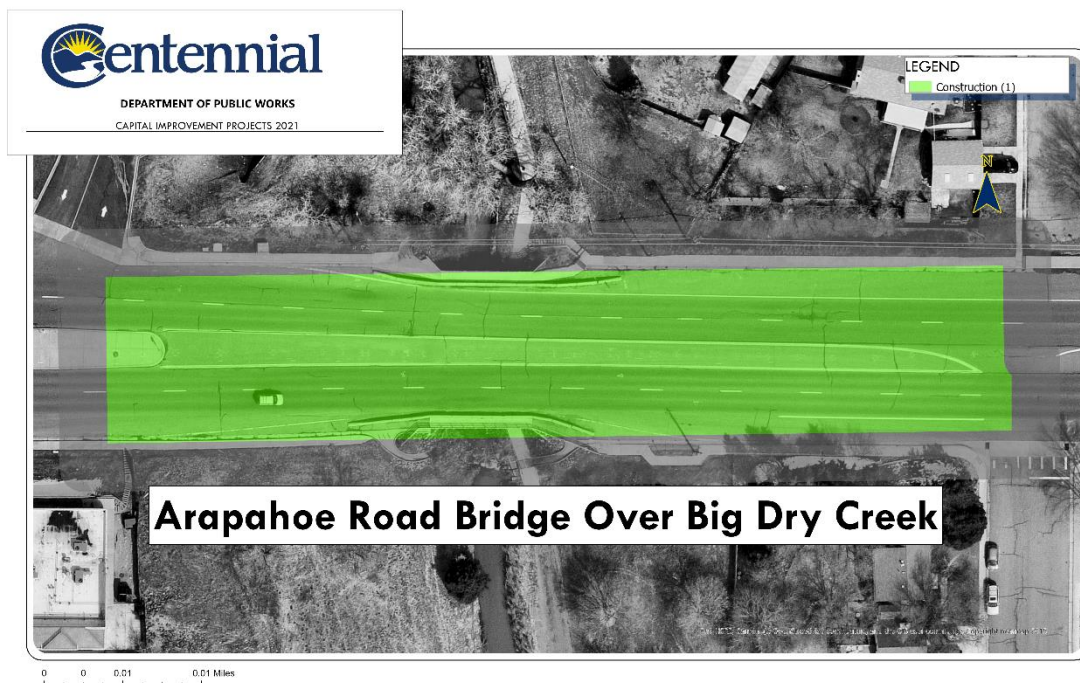
Mobility within the City is reliant upon interconnections between multiple varied systems. These systems include:

- Centennial's road network, moving vehicular traffic within and through the City;
- Centennial's pedestrian network, allowing for safe movement of pedestrians between and around neighborhoods in the community; and
- Centennial's Intelligent Transportation System, or ITS, providing a connected traffic management system within the City.

The Proposed Budget for 2021 addresses major components of each of these systems, providing for both ongoing operations and maintenance and significant capital investment.

### **Road Network**

Each year, there are major capital projects that rely upon regional partnership and cooperation. The 2021 Proposed Budget is no exception. One of the major projects included in this year's budget is the replacement of the Big Dry Creek bridge on Arapahoe Road, pictured below. Originally designed in the 1940s, replacement of this bridge has been on the City's capital improvement program for several years.

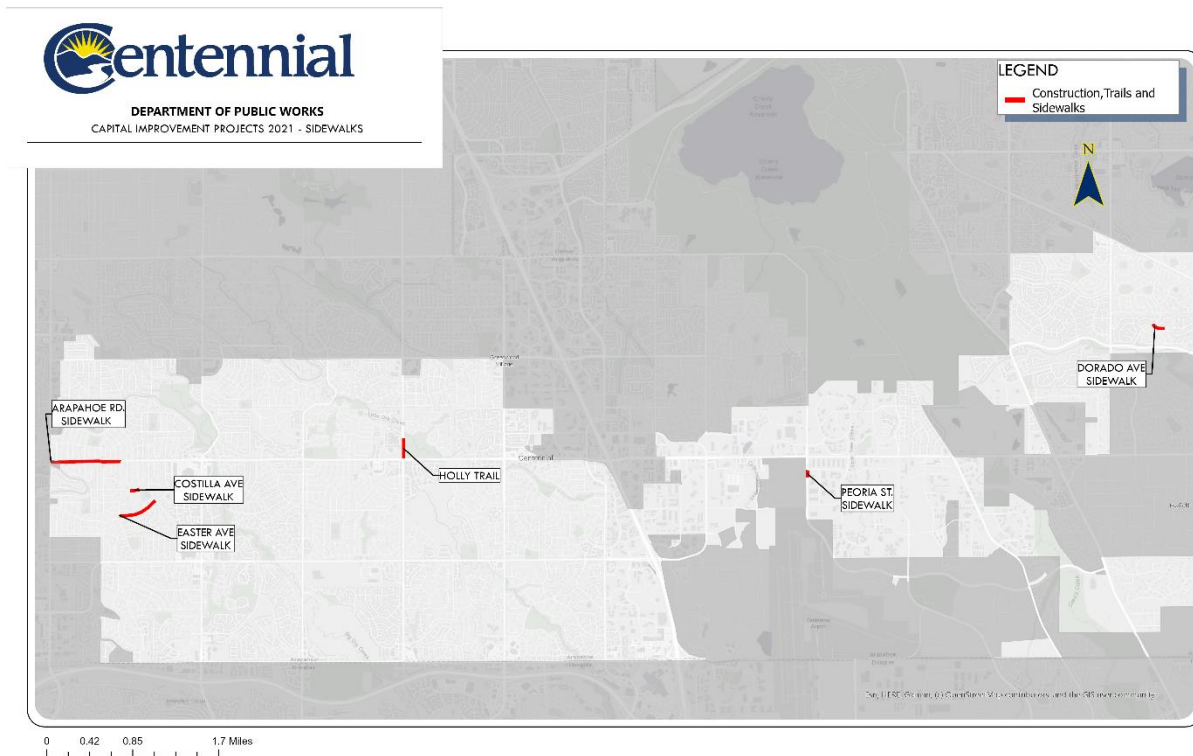




The City has diligently set aside money and sought partnerships in order to replace the aging bridge with a new, seven-lane bridge as efficiently as possible. Reconstruction of the bridge will be a joint project with the Southeast Metro Stormwater Authority, or SEMSWA, the City's trails program, and the City's Public Works department. Improvements will not be limited to just a new bridge for vehicular traffic, but improved pedestrian movement, improved stormwater management, and the undergrounding of Xcel power lines in the area.

### Pedestrian Network

A connected community does not mean connected only for vehicles – connections for pedestrians and bicyclists are also important. In the 2021 Proposed Budget, there is significant investment proposed for both local and regional improvements. Roughly \$1.0 million in new sidewalk investment is included, providing new ADA compliant sidewalks in Centennial's neighborhoods as shown.



Funding for finalizing the design and initial construction of the Centennial Link Trail is proposed. The Centennial Link Trail will take advantage of the existing trail network within the City to ultimately complete an east-west trail across the entirety of the City. Funding for the initial construction on the Lone Tree Creek Trail is also included, which will connect the Cherry Creek State Park to the Civic Center Park, and provide additional regional trail improvements and connections south of Arapahoe Road. Through its Open Space Fund, the City is also poised to partner with Arapahoe Parks and Recreation District and the South Suburban Parks and Recreation District for improvements to their trails and recreation networks.

### Intelligent Transportation Systems

The City has continued the deployment of the ITS systems and program. Providing a connected traffic management system on the City's roadways and traffic signals will support improved traffic conditions within Centennial. While this project has had significant adjustments over the years since it was initially budgeted, I am proposing that we budget sufficient funding in 2021 to allow for completion of the ITS Master Plan, bringing the ITS system online for Centennial residents and businesses. The effects of this system will be monitored going forward, and additional investment will be assessed against further need. In order to effectively manage traffic within Centennial, we must have a connected system that allows for rapid adjustments as may become necessary.

### Safe and Effective Law Enforcement

Law enforcement has been an area of focus for City Council this year. Through multiple community meetings and work sessions, Council reviewed several aspects of the law enforcement services provided by the Arapahoe County Sheriff's Office, including:

- A community update on provision of law enforcement services in Centennial;
- A discussion of the importance of the accreditation process by the Commission on Accreditation for Law Enforcement (CALEA);
- An update on the effects of Senate Bill 20-217 on operations and administration within the Sheriff's Office;
- A review of how School Resource Officers are utilized within Centennial schools and the importance to the community; and
- A town hall on law enforcement within Centennial.

As a result of these conversations and the passage of Senate Bill 20-217 by the State Legislature, there are additional services included in the 2021 Proposed Budget. These services include five new positions for the expansions to the existing body-worn camera program. Implementing these changes will require additional data storage, more rapid review and release requirements, and deployment of additional body-worn cameras. The Sheriff's Office is committed to implementing these new requirements well in advance of the date imposed by Senate Bill 20-217 in order to provide the highest level of service to Centennial. These enhancements will help Centennial continue to be one of the safest cities in Colorado.

### **Information Technology Strategy**

In 2015, the City embarked on a modernization program for its aging information technology systems. This program required the deployment of multiple new enterprise-level systems to provide higher levels of service to the residents and businesses of Centennial. The City moved from an antiquated service model that provided very limited (in most cases) levels of service and systems that were single points of failure for the organization and the community. With the 2021 Proposed Budget, the City aims to complete upgrades to its enterprise software systems, effectively manage and maintain the systems previously deployed, and move toward an information technology infrastructure that is sustainable. In 2021, this includes the development of a disaster recovery strategy that will ensure replicated capabilities for the City and will be integrated into the City's emergency operations plans.

### **Strategic Planning**

Centennial continued its strategic planning efforts in 2021, and the Strategic Plan was a component in the preparation of the 2021 Budget. City Council previously established (Resolution 2019-R-17) a vision, mission, and values for the organization:

- Vision (provides a clear and inspirational view of how the community will be known by others)
  - The City of Centennial is a connected community, where neighborhoods matter, education is embraced, businesses are valued, and innovation absolute.
- Mission (guides how City operations will work to fulfill the vision)
  - Driven to provide exceptional service to the Centennial community.
- Core Values (set the standard for the behavior of the organization and illustrate what people can expect when they receive service from or interact with City staff and contract partners)
  - Collaborative, Intentional, Service-Oriented, Innovative

The 2021 Budget reflects intentional steps toward implementing the vision for the community developed by the City Council. Working toward implementation or achievement of these goals and strategies contributed to Staff budget proposals and funding recommendations.

The six goals and strategies are included below for your information.

- Economic Vitality
  - Centennial's access to an educated workforce, superior infrastructure, and predictable policies provide an environment where businesses flourish.
- Fiscal Sustainability
  - Through prudent budgeting and investment practices, Centennial demonstrates fiscal responsibility and is resilient to economic change.
- Future Ready City Government
  - Our City government is attentive to the community's current needs while anticipating change. Centennial is innovative and prepared to leverage technology and resources to benefit our community.

- Public Safety & Health
  - Centennial strives to be the safest City in Colorado and partners with other agencies to ensure access to public safety and health services that meet the needs of the community.
- Signature Centennial
  - Through intentional planning and community investment, Centennial is a desirable, inclusive community with a lasting built environment, memorable places, and experiences that bring people together.
- Transportation & Mobility
  - Centennial's transportation network provides alternatives for the safe, efficient, and reliable movement of people, goods, and services.

## **Council Budget Workshops**

There are four budget workshops scheduled for Council's consideration of the 2021 Proposed Budget. These budget workshops are organized by fund and department in order to allow Council to review each particular component of the budget individually prior to adoption of the budget as a whole. The budget packet itself is delineated by each workshop night in order to provide clarity in review.

### September 14

On Monday, September 14<sup>th</sup>, Council will formally receive the 2021 Proposed Budget, together with the first budget workshop. At the budget workshop, Staff will present the 2020 – 2021 revenues for all Funds. The available resources for 2021 will inform future Council budget conversations at each subsequent workshop.

The workshop will close with a presentation and review of the 2021 Proposed Budgets for each of the four General Improvement Districts and the Centennial Urban Renewal Authority.

### September 28

On Monday, September 28<sup>th</sup>, the agenda will include:

- Presentation and review of the Capital Improvement Fund, intended to capture capital expenses that are not related to the streets and public rights-of-way. In the Proposed Budget, this includes expenses associated with maintenance of the City's buildings and associated infrastructure, City identity, and information technology expenses.
- Presentation and review of the Street Fund, which contains City expenses related to the construction, operations, and maintenance of the City's streets and public rights-of-way.
- Presentation and review of the Fiber Fund, providing for the operations and maintenance of Centennial FiberWorks, which is tasked with managing the City's fiber backbone.

### October 5

The Budget Workshop on Monday, October 5<sup>th</sup> will cover the City's General Fund and the departments and functions contained within. The General Fund is the City's fund for all operations and expenditures that do not fit into another fund. As such, the Fund contains the general functions of City government including law enforcement, financial services, communications, information technology, and portions of public works and community development, among others.

### October 12

The final Budget Workshop on Monday, October 12<sup>th</sup> covers the remaining City funds – the Land Use Fund, the Open Space Fund, and the Conservation Trust Fund. These three funds have individual purposes and specific dedicated revenue sources.

The Land Use Fund captures revenues and expenditures related to the City's community development services including permits, contractor license fees, development review fees, and building inspections.

The Open Space Fund includes revenues and expenditures related to the City's preservation of open spaces, parkland, and improvements to existing parks and trail networks. The Open Space tax is collected by Arapahoe County and a portion is distributed to the City of Centennial for use in the community.

Together with the Open Space Fund, the Conservation Trust Fund is used to acquire, develop, and maintain conservation and recreation sites. The Conservation Trust Fund receives funding from the state sale of lottery products based on population proportion.



**City of Centennial  
CALENDAR for 2021 BUDGET  
(Proposed 2020 Dates)**

February 21-23	Council/Staff Strategic Planning Sessions
March 3	Budget Committee Meeting
June 3	Budget Committee Meeting
June 18	Budget Kick-Off update
June 18 – July 31	Ongoing departmental meetings with the Budget Team
July 7	CMO/Finance Pre-Budget parameters (3:00-4:00)
July 27	CMO/Finance Pre-Budget parameters (2:30-3:30)
August 5	Departments Requests are finalized (Sections 1-9)
August 6	Budget Committee Meeting (2:00-4:00) (2020 CIP Projects)
August 11	Departmental discussion on Proposed Budget (1:00-3:00)
August 18	Departmental discussion on Proposed Budget (1:00-3:00)
August 17 – 19	Final discussions to prepare the 2021 Proposed Budget
August 19	Budget Committee Meeting (10:00-12:00) (Revenues 2019-2024, Fund Balances)
August 21	Finance finalizes Proposed Budget for the Budget Committee
August 24-28	Finance and Budget Team assembles Proposed Budget
September 2	Budget Committee Meeting (12:00-4:00) (Review 2021 Proposed Budget)
September 14	City Manager presents 2021 Proposed Budget to Council Review 2020-2021 All City Fund Revenues 2021 Proposed Budget Review – GID's and CURA
September 28	City Council Budget Workshop – 2021 Proposed Budget Fiber Fund, Capital Improvement Fund and Street Funds

October 5	City Council Budget Workshop – 2021 Proposed Budget General Fund
October 12	City Council Budget Workshop – 2021 Proposed Budget Land Use Fund, Open Space and Conservation Trust Funds
October 26	Open meeting date if additional budget items need to be discussed
November 2	2021 Appropriation Resolution/Public Hearing
December 7	2020 Mill Levies and 2020 Contracts Approved 2020 Budget Amendment Resolution
December 23	2021 Budget ready for public distribution on website
January 29, 2021	2021 Budget Book – available to Council and the Public

September 14<sup>th</sup>, 2020

**Council Budget Workshops**

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On Monday, September 14<sup>th</sup>, Council will formally receive the 2021 Proposed Budget, together with the first budget workshop. At the budget workshop, Staff will present the 2020 – 2021 General Fund revenues for each fund. The available resources for 2021 will inform future Council budget conversations at each subsequent workshop.

The workshop will close with a presentation and review of the 2021 Proposed Budgets for the Centennial Urban Renewal Authority and each of the five General Improvement Districts.

## All Funds Revenues - 2021 Proposed Budget

### GENERAL FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Sales Tax	\$ 41,146,035	\$ 38,300,000	\$ 32,270,000	\$ 33,655,000	\$ (4,645,000)	-12%
Building Materials Use Tax	2,876,529	3,100,000	2,210,000	2,635,000	(465,000)	-15%
Property Tax	10,949,908	12,400,000	12,300,000	12,700,000	300,000	2%
Specific Ownership Tax	876,198	790,000	750,000	762,000	(28,000)	-4%
Cigarette Tax	220,515	220,000	218,000	219,500	(500)	0%
Franchise Fees	5,140,138	5,211,000	4,763,100	4,855,400	(355,600)	-7%
Fines & Fees	1,566,469	1,480,000	998,100	1,230,000	(250,000)	-17%
Licenses & Permits	511,000	479,500	416,650	466,700	(12,800)	-3%
Investment Income	2,609,616	1,500,000	1,250,000	1,100,000	(400,000)	-27%
Intergovernmental Revenue	129,602	-	30,000	-	-	N/A
All Other Revenues	719,610	633,300	11,038,230	721,000	87,700	14%
Motor Vehicle Use Tax*	5,438,892	-	-	-	-	N/A
Highway Users Tax Fund*	6,558,688	-	-	-	-	N/A
Road and Bridge Shareback*	615,777	-	-	-	-	N/A
<b>TOTAL GENERAL FUND</b>	<b>\$ 79,358,977</b>	<b>\$ 64,113,800</b>	<b>\$ 66,244,080</b>	<b>\$ 58,344,600</b>	<b>\$ (5,769,200)</b>	<b>-9%</b>

\* Revenues moved from GF to Street Fund in 2020

### LAND USE FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
<b>Building Services</b>						
Building Permit Fees	\$ 2,472,473	\$ 2,500,000	\$ 1,780,000	\$ 2,300,000	\$ (200,000)	-8%
Building Plan Review Fees	680,255	750,000	705,000	715,000	(35,000)	-5%
Building Reinspection Fees	3,156	-	6,500	6,000	6,000	N/A
<b>Subtotal Building Services</b>	<b>3,155,884</b>	<b>3,250,000</b>	<b>2,491,500</b>	<b>3,021,000</b>	<b>(229,000)</b>	<b>-7%</b>
<b>Contractor Licensing</b>						
Contractor Licensing	\$ 215,565	\$ 240,000	\$ 210,000	\$ 235,000	\$ (5,000)	-2%
<b>Subtotal Contractor Licensing</b>	<b>215,565</b>	<b>240,000</b>	<b>210,000</b>	<b>235,000</b>	<b>(5,000)</b>	<b>-2%</b>
<b>Planning Permits/Plan Review</b>						
Planning Plan Review Fees	\$ 336,253	\$ 359,000	\$ 190,000	\$ 294,000	\$ (65,000)	-18%
Other Permits	177,883	197,300	103,000	135,000	(62,300)	-32%
Rent Recovery	55,610	-	24,000	24,000	24,000	N/A
Miscellaneous Revenues	80,940	70,000	64,000	65,000	(5,000)	-7%
Other Reimbursements	4,209	-	2,000	2,000	2,000	N/A
<b>Subtotal Planning Permits/Plan Review</b>	<b>654,896</b>	<b>626,300</b>	<b>383,000</b>	<b>520,000</b>	<b>(106,300)</b>	<b>-17%</b>
<b>TOTAL LAND USE FUND</b>	<b>\$ 4,026,345</b>	<b>\$ 4,116,300</b>	<b>\$ 3,084,500</b>	<b>\$ 3,776,000</b>	<b>\$ (340,300)</b>	<b>-8%</b>

### STREET FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Sales Tax	\$ -	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ -	0%
Motor Vehicle Use Tax	-	5,200,000	4,580,000	4,695,000	(505,000)	-10%
Highway Users Tax Fund	-	5,467,000	4,755,000	5,030,000	(437,000)	-8%
Road and Bridge Shareback	-	622,000	600,000	605,000	(17,000)	-3%
Pavement Degradation Fees	-	45,000	32,000	35,000	(10,000)	-22%
State Grants	-	641,000	1,092,700	-	(641,000)	-100%
Federal Grants	-	-	81,000	-	-	N/A
Intergovernmental	-	-	323,000	950,000	950,000	N/A
Miscellaneous	-	-	18,000	-	-	N/A
<b>TOTAL STREET FUND</b>	<b>\$ -</b>	<b>\$ 14,775,000</b>	<b>\$ 14,281,700</b>	<b>\$ 14,115,000</b>	<b>\$ (660,000)</b>	<b>-4%</b>

## All Funds Revenues - 2021 Proposed Budget (continued)

### CAPITAL IMPROVEMENT FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Pavement Degradation Fees	\$ 32,923	\$ -	\$ -	\$ -	\$ -	N/A
Federal Grants	41,965	-	-	-	-	N/A
Comm Dev Block Gran (CDBG)	184,595	-	-	-	-	N/A
Intergovernmental Revenue	81,047	-	-	-	-	N/A
Miscellaneous	425,410	-	-	-	-	N/A
<b>TOTAL CAPITAL IMPROVEMENT FUND</b>	<b>\$ 765,941</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

### CONSERVATION TRUST FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Lottery Proceeds	\$ 669,622	\$ 640,000	\$ 585,000	\$ 600,000	\$ (40,000)	-6%
Investment Income	79,346	70,000	40,000	40,000	(30,000)	-43%
Intergovernmental Revenue	60,000	-	-	-	-	N/A
<b>TOTAL CONSERVATION TRUST FUND</b>	<b>\$ 808,968</b>	<b>\$ 710,000</b>	<b>\$ 625,000</b>	<b>\$ 640,000</b>	<b>\$ (70,000)</b>	<b>-10%</b>

### OPEN SPACE FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
County Open Space Sales Tax	\$ 2,898,870	\$ 2,900,000	\$ 3,129,000	\$ 2,750,000	\$ (150,000)	-5%
Investment Income	395,303	275,000	225,000	150,000	(125,000)	-45%
Intergovernmental Revenue	-	-	-	2,750,000	2,750,000	N/A
<b>TOTAL OPEN SPACE FUND</b>	<b>\$ 3,294,173</b>	<b>\$ 3,175,000</b>	<b>\$ 3,354,000</b>	<b>\$ 5,650,000</b>	<b>\$ 2,475,000</b>	<b>78%</b>

### FIBERWORKS FUND

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Leased Property Revenues	\$ 29,486	\$ 30,000	\$ 91,130	\$ 35,130	\$ 5,130	17%
Miscellaneous	32,634	-	55,000	-	-	N/A
<b>TOTAL FIBERWORKS FUND</b>	<b>\$ 62,120</b>	<b>\$ 30,000</b>	<b>\$ 146,130</b>	<b>\$ 35,130</b>	<b>\$ 5,130</b>	<b>17%</b>

<b>TOTAL ALL FUNDS REVENUES</b>	<b>\$ 88,316,523</b>	<b>\$ 86,920,100</b>	<b>\$ 87,735,410</b>	<b>\$ 82,560,730</b>	<b>\$ (4,359,370)</b>	<b>-5%</b>
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## General Improvement Districts/Centennial Urban Redevelopment Authority Revenues - 2021 Proposed Budget

### ANTELOPE GID

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Property Tax	\$ 155,000	\$ 155,000	\$ 155,000	\$ 175,000	\$ 20,000	13%
Specific Ownership	12,152	10,000	10,000	8,000	(2,000)	-20%
Investment Income	895	500	500	500	-	0%
<b>TOTAL ANTELOPE GID</b>	<b>\$ 168,047</b>	<b>\$ 165,500</b>	<b>\$ 165,500</b>	<b>\$ 183,500</b>	<b>\$ 18,000</b>	<b>11%</b>

### CHERRY PARK GID

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Property Tax	\$ 57,068	\$ 59,000	\$ 57,800	\$ 59,300	\$ 300	1%
Specific Ownership	4,473	4,000	3,500	3,000	(1,000)	-25%
Investment Income	2,801	1,500	1,500	1,500	-	0%
<b>TOTAL CHERRY PARK GID</b>	<b>\$ 64,342</b>	<b>\$ 64,500</b>	<b>\$ 62,800</b>	<b>\$ 63,800</b>	<b>\$ (700)</b>	<b>-1%</b>

### FOXTRIDGE GID

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Property Tax	\$ 66,280	\$ 68,500	\$ 67,100	\$ 192,400	\$ 123,900	181%
Specific Ownership	5,194	4,000	4,500	4,000	-	0%
Investment Income	7,334	5,000	4,000	3,500	(1,500)	-30%
Miscellaneous	2,265	-	1,955,000	-	-	N/A
<b>TOTAL FOXTRIDGE GID</b>	<b>\$ 81,073</b>	<b>\$ 77,500</b>	<b>\$ 2,030,600</b>	<b>\$ 199,900</b>	<b>\$ 122,400</b>	<b>158%</b>

### WALNUT HILLS GID

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Property Tax	\$ 86,941	\$ 89,500	\$ 88,000	\$ 90,000	\$ 500	1%
Specific Ownership	6,810	5,500	6,000	5,000	(500)	-9%
Investment Income	15,231	14,000	8,500	8,000	(6,000)	-43%
Miscellaneous	7,275	-	-	-	-	N/A
<b>TOTAL WALNUT HILLS GID</b>	<b>\$ 116,257</b>	<b>\$ 109,000</b>	<b>\$ 102,500</b>	<b>\$ 103,000</b>	<b>\$ (6,000)</b>	<b>-6%</b>

### WILLOW CREEK GID

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Property Tax	\$ -	\$ -	\$ -	\$ 323,000	\$ 323,000	N/A
Specific Ownership	-	-	-	5,000	5,000	N/A
Investment Income	-	-	-	-	-	N/A
Miscellaneous	-	-	4,340,000	-	-	N/A
<b>TOTAL WILLOW CREEK GID</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,340,000</b>	<b>\$ 328,000</b>	<b>\$ 328,000</b>	<b>N/A</b>

### CENTENNIAL URBAN REDEVELOPMENT AUTHORITY (CURA)

#### Budget Detail

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Sales Tax	\$ 794,195	\$ 860,000	\$ 229,000	\$ 290,000	\$ (570,000)	-66%
Property Tax	5,050,374	5,200,000	5,500,000	5,600,000	400,000	8%
Investment Income	14,353	6,000	4,500	6,000	-	0%
Miscellaneous	22,875	100,000	50,000	100,000	-	0%
<b>TOTAL CURA</b>	<b>\$ 5,881,797</b>	<b>\$ 6,166,000</b>	<b>\$ 5,783,500</b>	<b>\$ 5,996,000</b>	<b>\$ (170,000)</b>	<b>-3%</b>



## CURA

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ 5,050,374	\$ 5,200,000	\$ 5,500,000	\$ 5,600,000	\$ 400,000	8%
Sales Tax	794,195	860,000	229,000	290,000	(570,000)	-66%
Investment Income	14,352	2,000	2,000	2,500	500	25%
Miscellaneous Revenues	22,875	106,000	50,000	100,000	(6,000)	-6%
<b>Subtotal Revenues</b>	<b>5,881,797</b>	<b>6,168,000</b>	<b>5,781,000</b>	<b>5,992,500</b>	<b>(175,500)</b>	<b>-3%</b>
<b>Expenditures</b>						
County Treasurer Fee	76,752	78,000	82,500	84,000	6,000	8%
Professional Services	23,068	106,000	50,000	100,000	(6,000)	-6%
Bank Fees	3,677	2,000	2,000	2,500	500	25%
City Attorney's Office Service	84	-	-	-	-	N/A
Property Tax Pass - Thru	5,040,029	5,122,000	5,417,500	5,516,000	394,000	8%
Sales Tax Pass-Thru	794,195	860,000	229,000	290,000	(570,000)	-66%
<b>Subtotal Expenditures</b>	<b>5,937,804</b>	<b>6,168,000</b>	<b>5,781,000</b>	<b>5,992,500</b>	<b>(175,500)</b>	<b>-3%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	(56,008)	-	-	-	-	N/A
<b>Fund Balance</b>						
Beginning Fund Balance	447,370	447,370	391,362	391,362	(56,008)	-13%
Net Change In Fund Balance	(56,008)	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ 391,362</b>	<b>\$ 447,370</b>	<b>\$ 391,362</b>	<b>\$ 391,362</b>	<b>\$ (56,008)</b>	<b>-13%</b>

## ANTELOPE GID

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ 155,146	\$ 155,000	\$ 155,000	\$ 175,000	\$ 20,000	13%
Specific Ownership Tax	12,152	10,000	10,000	8,000	(2,000)	-20%
Investment Income	749	500	500	500	-	0%
<b>Subtotal Revenues</b>	<b>168,047</b>	<b>165,500</b>	<b>165,500</b>	<b>183,500</b>	<b>18,000</b>	<b>11%</b>

### Expenditures

County Treasurer Fee	2,327	2,325	2,325	2,625	300	13%
Professional Services	6,300	6,250	6,250	6,250	-	0%
Bank Fees	746	-	800	1,000	1,000	N/A
Principal	95,000	100,000	100,000	100,000	-	0%
Interest	85,225	82,375	82,375	79,375	(3,000)	-4%
<b>Subtotal Expenditures</b>	<b>189,598</b>	<b>190,950</b>	<b>191,750</b>	<b>189,250</b>	<b>(1,700)</b>	<b>-1%</b>

### Budget Summary

Revenues Over (Under) Expenditures	(21,551)	(25,450)	(26,250)	(5,750)	19,700	-77%
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### Fund Balance

Beginning Fund Balance	103,550	80,350	81,999	55,749	(24,601)	-31%
Net Change In Fund Balance	(21,551)	(25,450)	(26,250)	(5,750)	19,700	-77%
<b>ENDING FUND BALANCE</b>	<b>\$ 81,999</b>	<b>\$ 54,900</b>	<b>\$ 55,749</b>	<b>\$ 49,999</b>	<b>\$ (4,901)</b>	<b>-9%</b>

## CHERRY PARK GID

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ 57,068	\$ 59,000	\$ 57,800	\$ 59,300	\$ 300	1%
Specific Ownership Tax	4,473	4,000	3,500	3,000	(1,000)	-25%
Investment Income	2,801	1,500	1,500	1,500	-	0%
<b>Subtotal Revenues</b>	<b>64,342</b>	<b>64,500</b>	<b>62,800</b>	<b>63,800</b>	<b>(700)</b>	<b>-1%</b>
<b>Expenditures</b>						
County Treasurer Fee	856	900	900	900	-	0%
Professional Services	2,500	2,500	2,500	2,500	-	0%
Bank Fees	344	-	-	350	350	N/A
City Attorney's Office Service	57	2,000	2,000	2,000	-	0%
Grounds Maintenance	16,207	39,500	39,500	39,500	-	0%
General Repair and Maintenance	473	-	-	-	-	-
Utilities	6,282	9,500	9,500	8,000	-	-
<b>Subtotal Expenditures</b>	<b>26,718</b>	<b>54,400</b>	<b>54,400</b>	<b>53,250</b>	<b>(1,150)</b>	<b>-2%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	37,624	10,100	8,400	10,550	450	4%
<b>Fund Balance</b>						
Beginning Fund Balance	72,695	97,935	110,319	118,719	20,784	21%
Net Change In Fund Balance	37,624	10,100	8,400	10,550	450	4%
<b>ENDING FUND BALANCE</b>	<b>\$ 110,319</b>	<b>\$ 108,035</b>	<b>\$ 118,719</b>	<b>\$ 129,269</b>	<b>\$ 21,234</b>	<b>20%</b>

## FOX RIDGE GID

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ 66,280	\$ 68,500	\$ 67,100	\$ 195,000	\$ 126,500	185%
Specific Ownership Tax	5,194	4,000	4,500	4,000	-	0%
Investment Income	7,334	5,000	4,000	3,500	(1,500)	-30%
Miscellaneous (Loan Proceeds)	-	-	1,955,000	-	-	N/A
<b>Subtotal Revenues</b>	<b>78,808</b>	<b>77,500</b>	<b>2,030,600</b>	<b>202,500</b>	<b>125,000</b>	<b>161%</b>
<b>Expenditures</b>						
Elections	6,000	-	-	-	-	N/A
County Treasurer Fee	994	1,000	1,000	2,810	1,810	181%
Professional Services	6,090	2,500	200,000	2,500	-	0%
Bank Fees	431	-	400	500	500	N/A
City Attorney's Office Service	14,512	7,000	15,000	7,000	-	0%
Grounds Maintenance	15,797	42,500	60,000	21,500	(21,000)	-49%
Fence Construction	-	-	1,000,000	855,000	855,000	N/A
Utilities	4,695	4,750	4,750	4,750	-	0%
Principal	-	-	-	85,000	85,000	N/A
Interest	-	-	18,040	42,815	42,815	N/A
<b>Subtotal Expenditures</b>	<b>48,520</b>	<b>57,750</b>	<b>1,299,190</b>	<b>1,021,875</b>	<b>964,125</b>	<b>1669%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	30,288	19,750	731,410	(819,375)	(839,125)	-4249%
<b>Fund Balance</b>						
Beginning Fund Balance	278,323	297,623	308,611	1,040,021	742,398	249%
Net Change In Fund Balance	30,288	19,750	731,410	(819,375)	(839,125)	-4249%
<b>ENDING FUND BALANCE</b>	<b>\$ 308,611</b>	<b>\$ 317,373</b>	<b>\$ 1,040,021</b>	<b>\$ 220,646</b>	<b>\$ (96,727)</b>	<b>-30%</b>

## WALNUT HILLS GID

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ 86,942	\$ 89,500	\$ 88,000	\$ 90,000	\$ 500	1%
Specific Ownership Tax	6,810	5,500	6,000	5,000	(500)	-9%
Investment Income	15,231	14,000	8,500	8,000	(6,000)	-43%
Insurance Proceeds	7,275	-	-	-	-	N/A
<b>Subtotal Revenues</b>	<b>116,257</b>	<b>109,000</b>	<b>102,500</b>	<b>103,000</b>	<b>(6,000)</b>	<b>-6%</b>
<b>Expenditures</b>						
County Treasurer Fee	1,304	1,350	1,350	1,350	-	N/A
Professional Services	10,126	3,000	3,000	9,500	6,500	217%
Bank Fees	428	-	-	400	400	N/A
City Attorney's Office Service	1,919	-	-	2,000	2,000	N/A
Concrete Maintenance	-	-	-	-	-	N/A
Grounds Maintenance	36,415	108,800	70,000	106,000	(2,800)	-3%
Utilities	1,971	1,000	1,000	1,000	-	0%
<b>Subtotal Expenditures</b>	<b>52,163</b>	<b>114,150</b>	<b>75,350</b>	<b>120,250</b>	<b>6,100</b>	<b>5%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	64,095	(5,150)	27,150	(17,250)	(12,100)	235%
<b>Fund Balance</b>						
Beginning Fund Balance	600,868	643,468	664,963	692,113	48,645	8%
Net Change In Fund Balance	64,095	(5,150)	27,150	(17,250)	(12,100)	235%
<b>ENDING FUND BALANCE</b>	<b>\$ 664,963</b>	<b>\$ 638,318</b>	<b>\$ 692,113</b>	<b>\$ 674,863</b>	<b>\$ 36,545</b>	<b>6%</b>

City of Centennial  
Walnut Hills GID  
2021 Decision Package

WALNUT HILLS DECISION PACKAGE					
Department/Division	Description	Amount	KPA	Page #	
Walnut Hills GID	Participatory Budget	\$ -	Administrative	18	



## DP : Participatory Budget

### Budget Request Summary

City Staff is proposing a one-time experiment to test participatory budgeting practices in compiling the 2022 Walnut Hills GID budget. There would be no direct cost to the City and or the GID, though the City would incur costs related to the use of Staff time for this project.

Participatory Budgeting is a process by which residents vote on how to spend a designated portion of a budget. Participatory budgeting, and programs like it around the country and the globe, have the capacity to enliven democracy and engender more-engaged electorates. In this sense, participatory budgeting is not just a mechanism for rationing out dollars but also for educating and empowering voters. At its heart, participatory budgeting is an exchange of knowledge and values: The governed learn about what it is to govern, and those in office may see firsthand the kinds of choices their constituencies would make when given the authority. It is early training for tomorrow's leaders and a great example of the kinds of things our democracy can do when we dare to innovate. Some cities and municipalities have seen spending decrease through this process. Additionally, a public that has more in-depth and personal experience with the budget process is also more likely to accept budget cuts.

One-Time

Requested Amount: \$0

### Key Performance Area: Administrative

Proposed Approach: For the first year, Participatory Budgeting would be approached as a proof-of-concept project to test assumptions and challenges that may arise if we choose to launch a larger program. To reduce risks of this proof-of-concept, Staff recommends setting a defined geographic area, limited allowable expenses, and a focus on specific neighborhood issues. Staff believes the Walnut Hills GID's 2022 budget is a good candidate that meets these considerations.

City Staff and GID representatives would develop a list of potential line items. For each line item, an analysis of past budgets would be used to set a minimum and maximum feasible budget. Residents would allocate discretionary funds from the GID to these potential line items (such as landscaping, fence maintenance, saving for new fence, or a resident-nominated project). Staff will conduct outreach in the neighborhood, online, and in-person to gather maximum voting. Staff will analyze resident results and present to City Council through the City's standard 2022 budgeting process.

## WILLOW CREEK GID

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Proposed	2020 Projected	2021 Budget	\$ Change	% Change
Property Tax	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000	N/A
Specific Ownership Tax	-	-	-	5,000	5,000	N/A
Investment Income	-	-	-	-	-	N/A
Miscellaneous (Loan Proceeds)	-	4,340,000	4,340,000	-	(4,340,000)	N/A
<b>Subtotal Revenues</b>	-	<b>4,340,000</b>	<b>4,340,000</b>	<b>330,000</b>	<b>(4,010,000)</b>	<b>N/A</b>
<b>Expenditures</b>						
County Treasurer Fee	-	-	-	4,900	4,900	N/A
Professional Services	-	150,000	150,000	23,000	(127,000)	-85%
Bank Fees	-	-	-	1,500	1,500	N/A
Grounds Maintenance	-	-	-	10,000	10,000	N/A
Construction (Including Design & Management)	-	130,000	130,000	4,000,000	3,870,000	2977%
Principal	-	-	-	160,000	160,000	N/A
Interest	-	-	-	130,000	130,000	N/A
<b>Subtotal Expenditures</b>	-	<b>280,000</b>	<b>280,000</b>	<b>4,329,400</b>	<b>4,049,400</b>	<b>1446%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	-	4,060,000	4,060,000	(3,999,400)	(8,059,400)	-199%
<b>Fund Balance</b>						
Beginning Fund Balance	-	-	-	4,060,000	4,060,000	N/A
Net Change In Fund Balance	-	4,060,000	4,060,000	(3,999,400)	(8,059,400)	-199%
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ 4,060,000</b>	<b>\$ 4,060,000</b>	<b>\$ 60,600</b>	<b>\$ (3,999,400)</b>	<b>-99%</b>

**September 28<sup>th</sup>, 2020**

On Monday, September 28<sup>th</sup>, the agenda will include:

- Presentation and review of the Fiber Fund, providing for the operations and maintenance of Centennial FiberWorks, which is tasked with managing the City's fiber backbone.
- Presentation and review of the Capital Improvement Fund, intended to capture capital expenses that are not related to the streets and public rights-of-way. In the Proposed Budget, this includes expenses associated with maintenance of the City's buildings and associated infrastructure, general City capital projects, as well information technology expenses.
- Presentation and review of the Street Fund, which contains City expenses related to the construction, operations, and maintenance of the City's streets and public rights-of-way.

## FIBER FUND

### Fund Summary

#### Financial Sources

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Revenues	\$ 5,491,149	\$ 30,000	\$ 146,130	\$ 35,130	\$ 5,130	17%
Transfer In from General Fund	315,897	270,000	270,000	-	(270,000)	-100%
<b>Subtotal Financial Sources</b>	<b>5,807,046</b>	<b>300,000</b>	<b>416,130</b>	<b>35,130</b>	<b>(264,870)</b>	<b>-88%</b>

#### Financial Uses

Expenditures	232,588	365,000	183,000	305,000	(60,000)	-16%
<b>Subtotal Financial Uses</b>	<b>232,588</b>	<b>365,000</b>	<b>183,000</b>	<b>305,000</b>	<b>(60,000)</b>	<b>-16%</b>

#### Cash Balance

Beginning Cash Balance	-	214,900	569,740	802,870	587,970	274%
Net Change In Cash Balance	5,574,458	(65,000)	233,130	(269,870)	(204,870)	315%
<b>ENDING CASH BALANCE</b>	<b>\$ 5,574,458</b>	<b>\$ 149,900</b>	<b>\$ 802,870</b>	<b>\$ 533,000</b>	<b>\$ 383,100</b>	<b>256%</b>

## FIBER FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Miscellaneous Revenue	\$ 32,634	\$ -	\$ 55,000	\$ -	\$ -	N/A
Capital Contributions	5,429,030	-	-	-	-	N/A
Leased Property Revenue	29,486	30,000	91,130	35,130	5,130	17%
<b>Subtotal Revenues</b>	<b>5,491,149</b>	<b>30,000</b>	<b>146,130</b>	<b>35,130</b>	<b>5,130</b>	<b>17%</b>
<b>Expenditures</b>						
Professional Services	480	30,000	15,000	50,000	20,000	67%
Project Specific	1,417	175,000	75,000	100,000	(75,000)	-43%
City Attorney's Office Service	21,470	30,000	15,000	25,000	(5,000)	-17%
General Repair and Maintenance	16,233	30,000	28,000	30,000	-	0%
Contingency	52,802	100,000	50,000	100,000	-	0%
Fiber - Optic	5,067	-	-	-	-	N/A
Depreciation	135,118	-	-	-	-	N/A
<b>Subtotal Expenditures</b>	<b>232,588</b>	<b>365,000</b>	<b>183,000</b>	<b>305,000</b>	<b>(60,000)</b>	<b>-16%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	5,258,561	(335,000)	(36,870)	(269,870)	65,130	-19%
<b>Transfers</b>						
<b>Sources</b>						
Transfer In from General Fund	315,897	270,000	270,000	-	(270,000)	-100%
<b>Subtotal Transfers</b>	<b>315,897</b>	<b>270,000</b>	<b>270,000</b>	<b>-</b>	<b>(270,000)</b>	<b>-100%</b>
<b>Cash Balance</b>						
Beginning Cash Balance	-	214,900	569,740	802,870	587,970	274%
Net Change In Cash Balance	5,574,458	(65,000)	233,130	(269,870)	(204,870)	315%
<b>ENDING CASH BALANCE</b>	<b>\$ 5,574,458</b>	<b>\$ 149,900</b>	<b>\$ 802,870</b>	<b>\$ 533,000</b>	<b>\$ 383,100</b>	<b>256%</b>

## CAPITAL IMPROVEMENT FUND

### Fund Summary

#### Financial Sources

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Revenues	\$ 765,941	\$ -	\$ -	\$ -	\$ -	N/A
Transfer In from General Fund	13,000,000	1,500,000	-	-	(1,500,000)	-100%
<b>Subtotal Revenues</b>	<b>13,765,941</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>(1,500,000)</b>	<b>N/A</b>

#### Financial Uses

Expenditures	8,695,713	4,161,120	1,761,000	3,629,120	(532,000)	-13%
Transfer Out to Street Fund	-	(22,469,000)	(24,149,000)	(2,000,000)	20,469,000	-91%
<b>Subtotal Financial Uses</b>	<b>8,695,713</b>	<b>26,630,120</b>	<b>25,910,000</b>	<b>5,629,120</b>	<b>(21,001,000)</b>	<b>-79%</b>

#### Fund Balance

Beginning Fund Balance	42,886,009	47,504,119	47,956,237	22,046,237	(25,457,882)	-54%
Net Change In Fund Balance	5,070,228	(25,130,120)	(25,910,000)	(5,629,120)	19,501,000	-78%
<b>ENDING FUND BALANCE</b>	<b>\$ 47,956,237</b>	<b>\$ 22,373,999</b>	<b>\$ 22,046,237</b>	<b>\$ 16,417,117</b>	<b>\$ (5,956,882)</b>	<b>-27%</b>

#### Committed Fund Balance

**Building Reserve:** Said funds have been reserved for city building improvements and major repairs to City facilities.

	2,000,000
<b>Total Committed Fund Balance</b>	<b>2,000,000</b>

<b>Uncommitted Fund Balance</b>	<b>\$ 14,417,117</b>
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## CAPITAL IMPROVEMENT FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Pavement Degradation Fees	\$ 32,923	\$ -	\$ -	\$ -	\$ -	N/A
Federal Grants	41,965	-	-	-	-	N/A
Comm Dev Block Grants (CDBG)	184,595	-	-	-	-	N/A
Intergovernmental - Other	81,047	-	-	-	-	N/A
Miscellaneous Revenues	339,578	-	-	-	-	N/A
Capital Contributions	85,832	-	-	-	-	N/A
<b>Subtotal Revenues</b>	<b>765,941</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>Expenditures</b>						
Building Improvements	88,538	600,000	321,000	390,000	(210,000)	-35%
Equipment	144,670	-	-	-	-	N/A
Vehicles	-	42,000	35,000	-	(42,000)	-100%
ITS Project	516,986	1,745,000	1,100,000	1,740,000	(5,000)	0%
Fiber - Optic	82,488	-	45,000	-	-	N/A
Traffic Signals	271,418	-	-	-	-	N/A
Contingency	189,377	-	10,000	-	-	N/A
Equipment	-	-	-	-	-	N/A
IT Systems	265,623	919,120	100,000	819,120	(100,000)	-11%
Professional Services	28,139	100,000	50,000	-	(100,000)	-100%
Project Specific	-	680,000	-	680,000	-	0%
CIP Management	236,666	-	-	-	-	N/A
Grant Match - City	-	75,000	100,000	-	(75,000)	-100%
Street Rehab	5,734,860	-	-	-	-	N/A
Minor Structures	74,695	-	-	-	-	N/A
Roadway Improvements	604,439	-	-	-	-	N/A
Sidewalks	457,815	-	-	-	-	N/A
<b>Subtotal Expenditures</b>	<b>8,695,713</b>	<b>4,161,120</b>	<b>1,761,000</b>	<b>3,629,120</b>	<b>(532,000)</b>	<b>-13%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	(7,929,772)	(4,161,120)	(1,761,000)	(3,629,120)	532,000	-13%
<b>Transfers</b>						
<b>Sources</b>						
Transfer In from General Fund	13,000,000	1,500,000	-	-	(1,500,000)	-100%
<b>Uses</b>						
Transfer (Out) to Street Fund	-	(22,469,000)	(24,149,000)	(2,000,000)	20,469,000	-91%
<b>Subtotal Transfers</b>	<b>13,000,000</b>	<b>(20,969,000)</b>	<b>(24,149,000)</b>	<b>(2,000,000)</b>	<b>18,969,000</b>	<b>-90%</b>
<b>Fund Balance</b>						
Beginning Fund Balance	42,886,009	47,504,119	47,956,237	22,046,237	(25,457,882)	-54%
Net Change In Fund Balance	5,070,228	(25,130,120)	(25,910,000)	(5,629,120)	19,501,000	-78%
<b>ENDING FUND BALANCE</b>	<b>\$ 47,956,237</b>	<b>\$ 22,373,999</b>	<b>\$ 22,046,237</b>	<b>\$ 16,417,117</b>	<b>\$ (5,956,882)</b>	<b>-27%</b>

City of Centennial  
Capital Improvement Fund  
2021 Decision Packages and Budget Highlights

CAPITAL IMPROVEMENT FUND DECISION PACKAGES				
Department/Division	Description	Amount	KPA	Page #
Public Works	Automated HVAC System Control	\$ 50,000	Administrative	26
Public Works	City Identity Signage; Program to support place-making and identity	\$ 680,000	Signature Centennial	27

CAPITAL IMPROVEMENT FUND BUDGET HIGHLIGHTS				
Department/Division	Description	Amount	KPA	Page #
Public Works	Uninterruptable Power Supply (UPS) Upgrade	\$ 20,000	Administrative	28
Public Works	Civic Center Re-Seal Block and Windowsills	\$ 45,000	Administrative	29
Public Works	Eagle Street HVAC Replacement	\$ 75,000	Administrative	30
Public Works	Civic Center Skylights	\$ 100,000	Administrative	31
Public Works	Eagle Street Retaining Wall	\$ 100,000	Administrative	32
Public Works	Intelligent Transportation Systems (ITS) Project	\$ 1,740,000	Transportation & Mobility	33
Office of Technology and Innovation	City Enterprise Systems Implementation	\$ 819,120	Administrative	34

Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## DP : Automated HVAC System Control

### Budget Request Summary

A Building Automation System (BAS) allows for the automatic centralized control of a building's HVAC (heating, ventilation and air conditioning) using specialized computer software. The settings can also be manually controlled from remote locations using a computer, tablet, or smart phone. The \$50,000 cost for this decision package includes the required controls, software, and implementation of the new system. The system has an expected lifespan of 15 to 20 years.

One-Time

Requested Amount: \$50,000

### Key Performance Area: Administrative

Currently, the air and heat at both the Civic Center and Eagle Street lack a centralized control system. Within each office in each of the buildings, the temperature is set by hand-controlled thermostats that can be easily adjusted by staff. While this is convenient, it's not a best practice for energy conservation and likely leads to increased energy costs. However, much of the waste that happens in HVAC comes when a unit is running hard to heat or cool a space that no one is in. Thermostat set points can be restricted, preventing occupants from adjusting the thermostats outside of the restricted range and schedules can be input into the Building Automation System (BAS) programming, so in unoccupied times, all non-essential HVAC Systems shutdown.

A BAS is also expected to reduce maintenance costs. A system with independent, smart controllers can monitor itself and self-diagnose issues before they come to the point where a human technician would notice them. BAS systems can prompt filter changes, alert to excessive system loading, or detect unusual temperature or humidity transients.

Public Works (600)  
Capital Projects Administration (609)  
Project Specific (55011)  
Capital Improvement Fund (200)

## DP : City Identity Signage

### Budget Request Summary

Program to support place-making and identity. This program will consist of developing and implementing a Centennial identity signage program that supports place-making and identity. The program will result in consistent identity signage within the City at appropriate scales.

In 2017, a Council Subcommittee developed a three-phase program to implement the 2010 Community Identification and Wayfinding Signage Program. Phase 1 was completed and resulted in one secondary gateway pylon sign located at Arapahoe and Yosemite, and two banner element signs at Smoky Hill and Himalaya. The current budget request is placeholder funding for Phases 2 and 3. Funding would be available for use following review and determination of focus areas.

One-Time

Requested Amount: \$680,000

### Key Performance Area: Signature Centennial

This item has been identified through the recent strategic planning process as a potential project related to community design and identity. Council has requested this be re-introduced and evaluated in conjunction with the Strategic Plan and through the budget process.

Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## BH : Uninterruptable Power Supply (UPS) Upgrade

### Budget Request Summary

An uninterruptible power supply (UPS), also known as a battery backup, provides backup power when the regular electric source fails or voltage drops to an unacceptable level. A UPS allows for the safe, orderly shutdown of a computer and connected equipment.

One-Time

Requested Amount: \$20,000

### Key Performance Area: Administrative

The current UPS system is reaching its power handling capacity. An additional power module is needed in order to handle current and future power demands needed by the equipment running in the data center room.

Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## BH : Civic Center Re-Seal Block and Windowsills

### Budget Request Summary

Resealing of cinder block and window sills at Civic Center.

One-Time

Requested Amount: \$45,000

### Key Performance Area: Administrative

Every three to five years, Facilities staff must reseal the cinder block and window sills at the Civic Center to stop the infiltration of moisture into the building that would damage the interior finishes.



Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## BH : Eagle Street HVAC Replacement

### Budget Request Summary

This project consists of replacing three existing HVAC systems at the Eagle Street Facility. The units are all over 20 years old (original to the building) and are considered to be at the end of their life cycle. Completing this project in 2021 allows the facilities staff to plan for the replacement and schedule it at a time that will cause the least disturbance to employees and visitors.

**One-Time**

**Requested Amount: \$75,000**

### Key Performance Area: Administrative

Delaying the project beyond 2021 puts the City at a greater risk of the HVAC units breaking down. Once this happens, the project becomes an emergency replacement, increasing costs significantly.

The new models have an expected lifespan of 20+ years. Replacing the old HVAC systems with newer models would also save the City money on energy and maintenance costs, as the new units are much more efficient, especially when paired with the automated HVAC system control. Additionally, the new units could run parallel with Eagle Street's A/V system to dramatically reduce the noise heard in the main meeting room.

Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## BH : Civic Center Skylights

### Budget Request Summary

Removal of original 20+ year-old skylights at Civic Center.

**One-Time**

**Requested Amount: \$100,000**

### Key Performance Area: Administrative

The skylights in the ceiling of the Civic Center are over 20 years old and original to the building. Most, if not all of the fiberglass skylights are delaminating and deteriorating, creating the potential for significant leaks. Further delay of this issue risks a scheduled replacement turning into a much more costly emergency repair.

City Staff are currently analyzing options for both replacing the skylights and removing them altogether. Either option is expected to increase the building's energy efficiency and reduce the costs of maintenance.

Public Works (600)  
Facilities (604)  
Buildings and Improvements (60110)  
Capital Improvement Fund (200)

## BH : Eagle Street Retaining Wall

### Budget Request Summary

The retaining wall adjacent to E. Fremont Ave at the Eagle Street facility was analyzed in 2020 and was found to be severely compromised due to a lack of drainage. The retaining wall needs to be stabilized on the north side of the Public Works facility to eliminate failure and reestablish the integrity of the existing/remaining retaining wall.

**One-Time**

**Requested Amount: \$100,000**

### Key Performance Area: Administrative

This work must be done prior to the planned rework of the Eagle St. parking lot. Once completed, the retaining wall is expected to last 30 years with no additional maintenance costs.

Public Works (600)  
Facilities (604)  
ITS Project (60151)  
Capital Improvement Fund (200)

## BH : Intelligent Transportation Systems (ITS) Project

### Budget Request Summary

Centennial's intelligent transportation system (ITS) is a major component of the City's overall "Smart City" approach, using advanced operations strategies and innovative technologies to promote high-levels of mobility, reliability, and safety along the City's transportation network. The ITS will monitor roadway conditions and control, in real time, all signalized intersections in the City while also allowing for signal coordination along the entire length of arterials like Arapahoe Road, even across other jurisdictional boundaries.

**One-Time**

**Requested Amount: \$1,740,000**

### Key Performance Area: Future Ready City Government

Construction of the ITS Program is divided into three separate phases. Phase 1 is focused along the Yosemite Street corridor from County Line Road to Arapahoe Road and will be completed in September 2020. Phase 2 of the ITS Program focuses along the Dry Creek Road and Arapahoe Road corridors west of I-25. Phase 3 of the ITS Program includes all of the arterial network east of I-25, including Jordan Road, Smoky Hill Road, Arapahoe Road and Broncos Parkway. The design of Phases 2 and 3 will be completed by the end of 2020, and the construction of both of these phases will occur throughout 2021. It is anticipated that all three phases of the ITS Program will be completed by the end of 2021.

## BH : City Enterprise Systems Implementation

### Budget Request Summary

The IT Systems budget line provides funding for new and continuing software implementation. The 2021 budget request for IT Systems consists entirely of items that have been carried forward from the amended 2020 budget. The line item was reduced in 2020 as part of the City Council's effort to reduce operating costs during the COVID-19 pandemic.

The 2021 IT Systems budget includes the following expenses:

- Contract Administration
- Asset Management/CRM System
- Munis eProcurement Module
- EnerGov Upgrade
- RecTrack Upgrade
- ShareBase Upgrade

One-Time

Requested Amount: \$819,120

Key Performance Area:  
Future Ready City Government

## STREET FUND

### Fund Summary

Financial Sources					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Revenues	\$ -	\$ 14,775,000	\$ 14,281,700	\$ 14,115,000	\$ (660,000)	-4%
Transfer In from General Fund	-	7,436,170	5,348,510	3,000,000	(4,436,170)	-60%
Transfer In from Capital Improvement Fund	-	22,469,000	24,149,000	2,000,000	(20,469,000)	-91%
<b>Subtotal Financial Sources</b>	<b>-</b>	<b>44,680,170</b>	<b>43,779,210</b>	<b>19,115,000</b>	<b>(25,565,170)</b>	<b>-57%</b>
<b>Financial Uses</b>						
Expenditures	-	22,736,170	19,353,530	28,929,080	6,192,910	27%
<b>Subtotal Financial Uses</b>	<b>-</b>	<b>22,736,170</b>	<b>19,353,530</b>	<b>28,929,080</b>	<b>6,192,910</b>	<b>27%</b>
<b>Fund Balance</b>						
Beginning Fund Balance	-	-	-	24,425,680	24,425,680	N/A
Net Change In Fund Balance	-	21,944,000	24,425,680	(9,814,080)	(31,758,080)	-145%
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ 21,944,000</b>	<b>\$ 24,425,680</b>	<b>\$ 14,611,600</b>	<b>\$ (7,332,400)</b>	<b>-33%</b>

### 25% Operating Reserve

1,968,000

### Committed Fund Balance

**County Line Road Widening:** Said funds have been reserved to be applied towards the widening of County Line Rd from University Ave to Broadway Ave in cooperation with Douglas County and the City of Littleton.

4,500,000

**Sidewalk Reserve:** Said funds shall be reserved to complete sidewalk segments identified within the City's 10-year Capital Improvement Plan.

2,000,000

**Arapahoe Big Dry Creek Structure:** Said funds had been previously committed to fund the replacement of the Arapahoe Road crossing of Big Dry Creek and any related right-of-way acquisition or flood plain mitigation. This has been removed from committed fund balance and included in the 2021 Proposed Budget.

-

**Infrastructure Replacement Reserve:** Said funds shall be applied towards the replacement of existing infrastructure owned and maintained by the City of Centennial. This may include, but is not limited to, streets, sidewalks, street lights, signal lights, and bridges.

1,000,000

**Intersection Improvements Reserve:** Said funds are committed and will be applied as warrants are approved for signal lights and associated infrastructure and other safety improvements.

1,400,000

**Undergrounding Reserve:** Said funds shall be reserved for undergrounding overhead utilities within the City of Centennial.

1,000,000

**Emergency Capital Repairs:** Said funds shall be available if emergency repairs need to be made to infrastructure, or other capital improvements and other appropriated funds are not available or insufficient to cover cost of repairs.

500,000

**Total Committed Fund Balance** 10,400,000

**Uncommitted Fund Balance** \$ 2,243,600

## STREET FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Sales Tax	\$ -	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ -	0%
Motor Vehicle Use Tax	-	5,200,000	4,580,000	4,695,000	(505,000)	-10%
Highway Users Tax Fund (HUTF)	-	5,467,000	4,755,000	5,030,000	(437,000)	-8%
Road and Bridge Shareback	-	622,000	600,000	605,000	(17,000)	-3%
Pavement Degradation Fees	-	45,000	32,000	35,000	(10,000)	-22%
State Grants	-	-	1,092,700	-	-	N/A
Federal Grants	-	641,000	81,000	-	(641,000)	-100%
Intergovernmental - Other	-	-	323,000	950,000	950,000	N/A
Miscellaneous Revenues	-	-	18,000	-	-	N/A
<b>Subtotal Revenues</b>	<b>-</b>	<b>14,775,000</b>	<b>14,281,700</b>	<b>14,115,000</b>	<b>(660,000)</b>	<b>N/A</b>

### Expenditures

Materials - Snow Removal	-	600,000	680,000	600,000	-	0%
Materials - Asphalt	-	105,000	108,000	80,000	(25,000)	-24%
Materials - Fuel	-	180,000	160,000	160,000	(20,000)	-11%
Professional Services	-	400,000	680,160	1,850,000	1,450,000	363%
Public Works Contract	-	3,993,110	3,844,700	3,744,710	(248,400)	-6%
Median Repairs	-	30,000	-	-	(30,000)	-100%
Street Rehab	-	7,500,000	6,300,000	7,500,000	-	0%
Roadside Improvements	-	325,000	290,000	405,000	80,000	25%
Emergency Repairs	-	-	150,000	200,000	200,000	N/A
Major Structures	-	-	-	175,000	175,000	N/A
Minor Structures	-	50,000	27,000	50,000	-	0%
TMA Landscaping	-	55,000	51,550	55,000	-	0%
Roadway Data Collection	-	-	-	160,000	160,000	N/A
Contingency	-	-	-	500,000	500,000	N/A
Land Acquisition	-	200,000	-	700,000	500,000	250%
Roadway Improvements	-	1,177,210	33,000	1,080,000	(97,210)	-8%
Median Improvements	-	100,000	-	-	(100,000)	-100%
Capital Projects	-	1,800,000	1,000,000	6,400,000	4,600,000	256%
Neighborhood Traffic Mitigation Program	-	150,000	50,000	150,000	-	0%
Professional Services	-	100,000	30,000	100,000	-	0%
Public Works Contract	-	648,850	624,120	624,120	(24,730)	-4%
Traffic Signals- Maintenance	-	350,000	320,000	25,000	(325,000)	-93%
Traffic Signals - Utilities	-	30,000	30,000	30,000	-	0%
Contingency	-	83,000	-	367,090	284,090	342%
Traffic Signals	-	1,400,000	1,950,000	550,000	(850,000)	-61%
Contingency	-	135,000	-	-	(135,000)	-100%
Roadway Improvements	-	40,000	10,000	101,400	61,400	154%
Sidewalks	-	1,800,000	1,900,000	2,121,760	321,760	18%
Traffic Signals	-	200,000	100,000	225,000	25,000	13%
Street Light Maintenance	-	100,000	20,000	100,000	-	0%
Street Lighting - Utilities	-	925,000	825,000	875,000	(50,000)	-5%
County Treasurer Fee	-	259,000	170,000	-	(259,000)	-100%
<b>Subtotal Expenditures</b>	<b>-</b>	<b>22,736,170</b>	<b>19,353,530</b>	<b>28,929,080</b>	<b>6,192,910</b>	<b>27%</b>

### Budget Summary

Revenues Over (Under) Expenditures	-	(7,961,170)	(5,071,830)	(14,814,080)	(6,852,910)	86%
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### Transfers

#### Sources

Transfer In from General Fund	-	7,436,170	5,348,510	3,000,000	(4,436,170)	-60%
Transfer In from Capital Improvement Fund	-	22,469,000	24,149,000	2,000,000	(20,469,000)	-91%
<b>Subtotal Transfers</b>	<b>-</b>	<b>29,905,170</b>	<b>29,497,510</b>	<b>5,000,000</b>	<b>(24,905,170)</b>	<b>-83%</b>

### Fund Balance

Beginning Fund Balance	-	-	-	24,425,680	24,425,680	N/A
Net Change In Fund Balance	-	21,944,000	24,425,680	(9,814,080)	(31,758,080)	-145%
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ 21,944,000</b>	<b>\$ 24,425,680</b>	<b>\$ 14,611,600</b>	<b>\$ (7,332,400)</b>	<b>-33%</b>

City of Centennial  
 Street Fund  
 2021 Decision Packages and Budget Highlights

STREET FUND DECISION PACKAGES				
Department/Division	Description	Amount	KPA	Page #
Public Works	Arapahoe Road Bridge over Big Dry Creek	\$ 6,410,000	Transportation & Mobility	38
Public Works	Safety Improvements	\$ 367,090	Transportation & Mobility	39
Public Works	Traffic Signal (Chester & Mineral/Panorama)	\$ 350,000	Transportation & Mobility	40
Public Works	Field Service Coordinator (Contracted)	\$ 121,760	Transportation & Mobility	42
Public Works	Infill Sidewalk Projects	\$ 1,000,000	Transportation & Mobility	44

STREET FUND BUDGET HIGHLIGHTS				
Department/Division	Description	Amount	KPA	Page #
Public Works	Roadside Improvements (Chenango)	\$ 405,000	Transportation & Mobility	46



Public Works (600)  
Roadways (603)  
Capital Projects (60180)  
Street Fund (112)

## DP : Arapahoe Road Bridge over Big Dry Creek

### Budget Request Summary

The Arapahoe Road Bridge replacement is a joint project with the Southeast Metro Stormwater Authority (SEMSWA) to widen the bridge to 7-lanes, 3 lanes in both directions and an extended southbound turn lane for the intersection west of the bridge at University Blvd. ADA-accessible paths will also connect the Arapahoe sidewalk to Big Dry Creek trail. Xcel power lines are planned to be undergrounded prior to the construction of the bridge. Design and construction are expected to be completed in 2021.

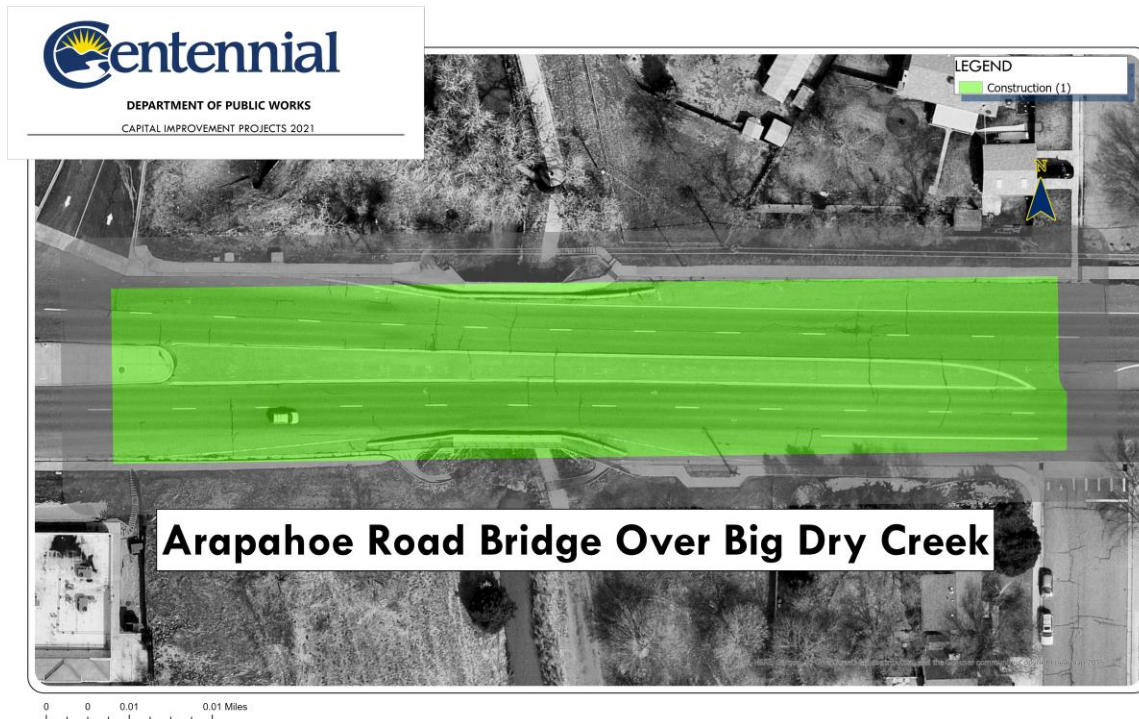
The total cost to the City for the bridge replacement is \$6,410,000 and will be paid for out of the City's Committed Fund Balance. SEMSWA will be providing \$470,000 in additional funding for the project. The bridge replacement is a multi-step project that will require funds from several different lines in the City's proposed budget. The table below shows the various aspects of the project to be completed in 2021 and in which Street Fund budget line you can find those expenses.

One-Time

Requested Amount: \$6,410,000

### Key Performance Area: Transportation & Mobility

Committed fund Balance \$4.5M. Funding partners: SEMSWA & OS



Public Works (600)  
Traffic Signalization (605)  
Contingency (59310)  
Street Fund (112)

## DP : Safety Improvements

### Budget Request Summary

For 2021, the City has agreed through an Intergovernmental Agreement with Arapahoe County to provide funding for Dry Creek operational improvements at the I-25 interchange for \$149,083 and for Dry Creek southbound I-25 on-ramp improvements for \$68,000, totaling the combined budget amount of \$217,090.

Additionally, staff is requesting \$150,000 to match grants from the Safer Main Streets Initiative. The grants would provide funding for the City's traffic signal installation at Arapahoe and Clarkson, as well as funding for a High-Intensity Activated crosswalk (HAWK) at the intersection of Holly and Easter. The Safer Main Streets initiative is a collaboration between the Colorado Department of Transportation (CDOT) and the Denver Regional Council of Governments (DRCOG).

**Recurring**

**Requested Amount: \$367,090**

### Key Performance Area: Transportation & Mobility

These funds are contributing towards the design effort led by the County which will provide: a new left turn lane into the Dry Creek LRT station; extending the queue lane lengths for increased capacity; and widening the southbound on ramp to allow for more cars. The County will also be receiving additional funding from Inverness through a separate IGA.

This program was developed to support infrastructure projects that improve safety and accessibility along urban arterials (non-freeway corridors in the Denver Metro area) especially for vulnerable users who depend on a reliable urban street network, such as pedestrians, bikers, motorcyclists, transit users, the elderly, and those with disabilities.

Public Works (600)  
Traffic Signalization (605)  
Traffic Signals (60150)  
Street Fund (112)

## DP : Traffic Signal (Chester & Mineral/Panorama)

### Budget Request Summary

City Staff recommend a new traffic signal at the intersection of South Chester Street and East Panorama Circle/East Mineral Circle. This signal is necessary for vehicle and pedestrian safety as the Jones District development is built out and vehicle traffic increases.

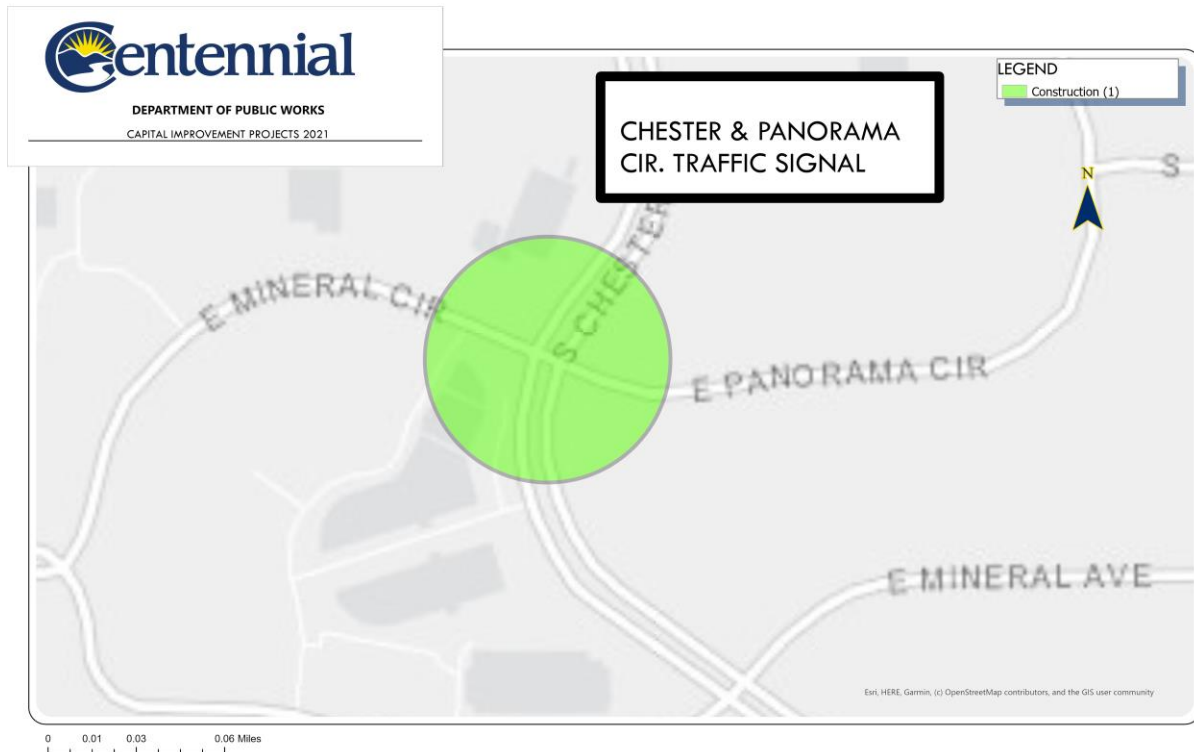
One-Time

Requested Amount: \$350,000

### Key Performance Area: Transportation & Mobility

Given the substantial grade separation from the corner of Panorama Cir. and Chester St., motorists traveling on Panorama Circle would have reduced sight visibility south down Chester, especially during development construction on the parcel adjacent to the intersection. This traffic signal installation would also receive contributions from the Panorama Metro District (\$162,000) and from the Jones District developer group, Brue Baukol (exact amount TBD).

Public Works (600)  
Traffic Signalization (605)  
Traffic Signals (60150)  
Street Fund (112)



Public Works (600)  
 Bike and Pedestrian (607)  
 Sidewalks (60145)  
 Street Fund (112)

## DP : Field Service Coordinator (Contracted)

### Budget Request Summary

2021 Budget Request: \$121,760 to add a full-time employee (FTE) to the Jacobs Public Works contract.

Benefits of implementing this request:

- ensures all field service areas receive the oversight and management necessary to meet the City's expectations
- frees up staff resources for the development and management of the infill sidewalk program

Impact of not implementing this request and remaining at the current level of management and oversight of these services:

- jeopardizes the City's ability to ensure the service expectations are achieved
- potentially affects the City's image in areas where services fall short of the City's expectations
- City avoids, or more accurately postpones, the added cost of addressing this need
- Hiring a consultant to conduct construction management services for the infill sidewalk program

Recurring

Requested Amount: \$121,760

### Key Performance Area: Transportation & Mobility

Changes and additions to the Field Services scope of work in the Public Works contract over the past decade have slowly begun impacting the City's ability to provide the necessary management and oversight of all services. The following are examples of additions or adjustments in scopes of work that resulted in an increase in oversight to manage the higher levels of service now in effect:

- P3 plowing: scope evolved over time from the initial standard of 12 inches snowfall accumulation to the current standard of 6 inches. The service was used an average of once per year from 2015 through 2018 and was used 4 times in 2019, requiring significantly more staff effort in 2019 to manage the service delivery.
- P3 ice cutting: was initially not a service that was included in the scope of work. The current standard now is to accept all requests for residential ice cutting and to authorize the service when ice buildup meets requirements upon visual inspection of each location. This additional service has required a significant amount of staff effort to inspect each location for ice buildup and then manage the ice cutting.
- Sidewalk snow removal: this is also a new service added to the scope of work. Sidewalks along arterial roads are now cleared when four inches or more of snowfall accumulates. In 2019, this service was used 12 times (annual average is 4), requiring significantly more staff effort in 2019 to manage the service delivery.
- Concrete joint pavement sealing: went from not being included in the scope of work to the current standard of annually inspecting 1/5th of the concrete pavement joints in the City to identify pavement joints requiring maintenance.
- Median maintenance: This service was also not included in the original scope of work. Today, the current standard has Jacobs annually inspecting City and CDOT medians to ensure median maintenance services are being effectively applied

Public Works (600)  
Bike and Pedestrian (607)  
Sidewalks (60145)  
Street Fund (112)

- Roadside maintenance: changed from the initial standard of providing this service over 34 acres with 4 mows per year to the current standard of 48 acres with 9 mows per year.
- Bridge rail maintenance changed from the initial standard of not providing this service to the current standard of annually inspecting 1/4th of the bridge rail in the City to identify the required maintenance, including painting.

Public Works (600)  
 Bike and Pedestrian (607)  
 Sidewalks (60145)  
 Street Fund (112)

## DP : Infill Sidewalk Projects

### Budget Request Summary

2021 Budget Request: \$1,000,000 in new sidewalk construction. Council has the option of approving or denying this Decision Package as a whole, or projects can be approved or denied individually.

#### Infill Sidewalk Projects Proposed for 2021

- Dorado Ave from Telluride St to Truckee St (\$100,000)
- Easter Ave and Costilla Ave (w. of Franklin St) (\$300,000)
- Peoria Infill, S. of Briarwood (\$50,000)
- Arapahoe Road, south side between Broadway & Clarkson (\$275,000)
- Arapahoe & Holly Trail Construction (\$200,000)
- Infill Sidewalk Contingency (\$75,000)

This Decision Package is dependent on approval of the Field Services Coordinator position. If that position is not added there will like not be enough Staff resources to complete the work in 2021.

**One-Time**

**Requested Amount: \$1,000,000**

### Key Performance Area: Transportation & Mobility

**Dorado Ave from Telluride St. to Truckee St.:** Installment of new 5 ft. sidewalk on the west side of Dorado Ave. This connects two existing sidewalk connection on Telluride and Truckee adjacent to a local community pool.

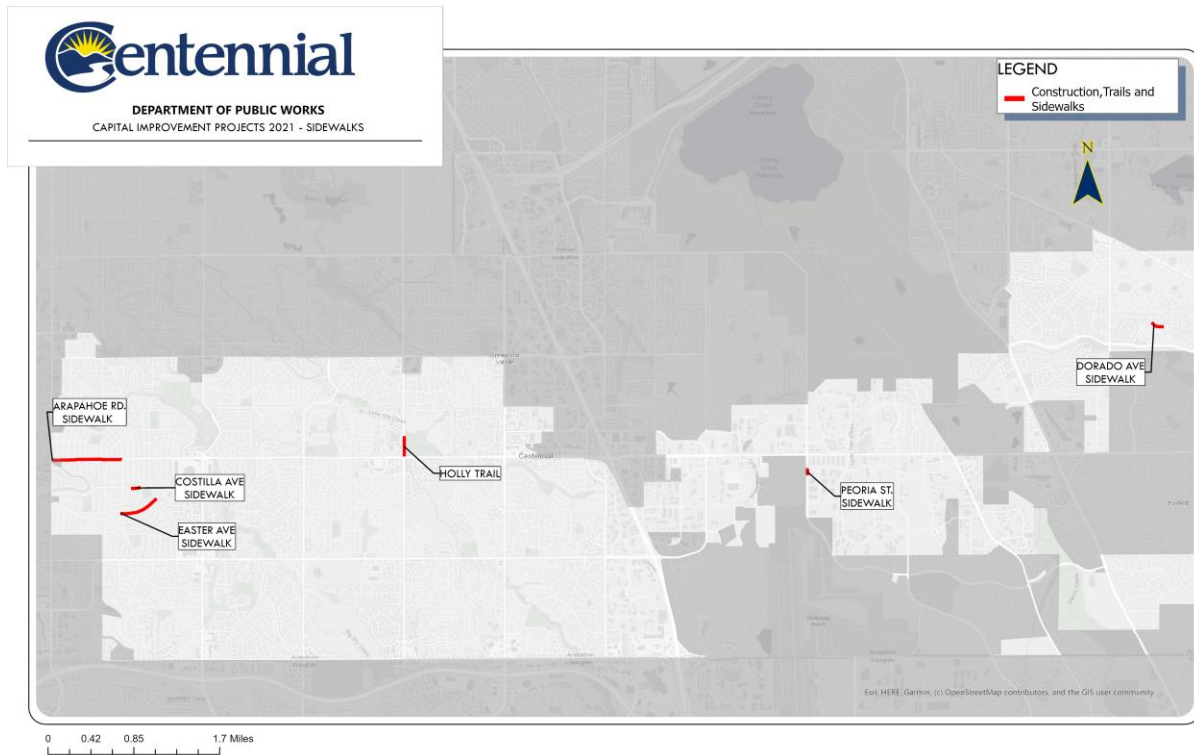
**Easter Ave and Costilla Ave (west of Franklin St):** Installment of new 5 ft. sidewalk on the north side of Easter Ave and south side of Costilla Ave, both west of S. Franklin St. This would complete sidewalk around the Southglenn Country Club.

**Peoria Infill, south of Briarwood:** Installment of new 5 ft. sidewalk on the east side S. Peoria St., south of Briarwood. This is a small infill project to finalize that connection to the intersection, ultimately leading north to Arapahoe Road or south onto Broncos Parkway.

**Arapahoe Road, south side between Broadway and Clarkson:** Replacement of existing substandard sidewalk with 5 ft. ADA compliant walk along Arapahoe Road between S. Broadway St. and S. Clarkson.

**Arapahoe & Holly Trail Construction:** While the design of this project was deferred, it is anticipated to be finalized in early 2021 with construction afterwards. The intent is to install a sidewalk connection from Arapahoe Rd. north on the east side of Holly St. to connect to Little Dry Creek trail.

Public Works (600)  
Bike and Pedestrian (607)  
Sidewalks (60145)  
Street Fund (112)





Public Works (600)  
Roadways (603)  
Roadside Improvements (57154)  
Street Fund (112)

## BH : Roadside Improvements (Chenango)

### Budget Request Summary

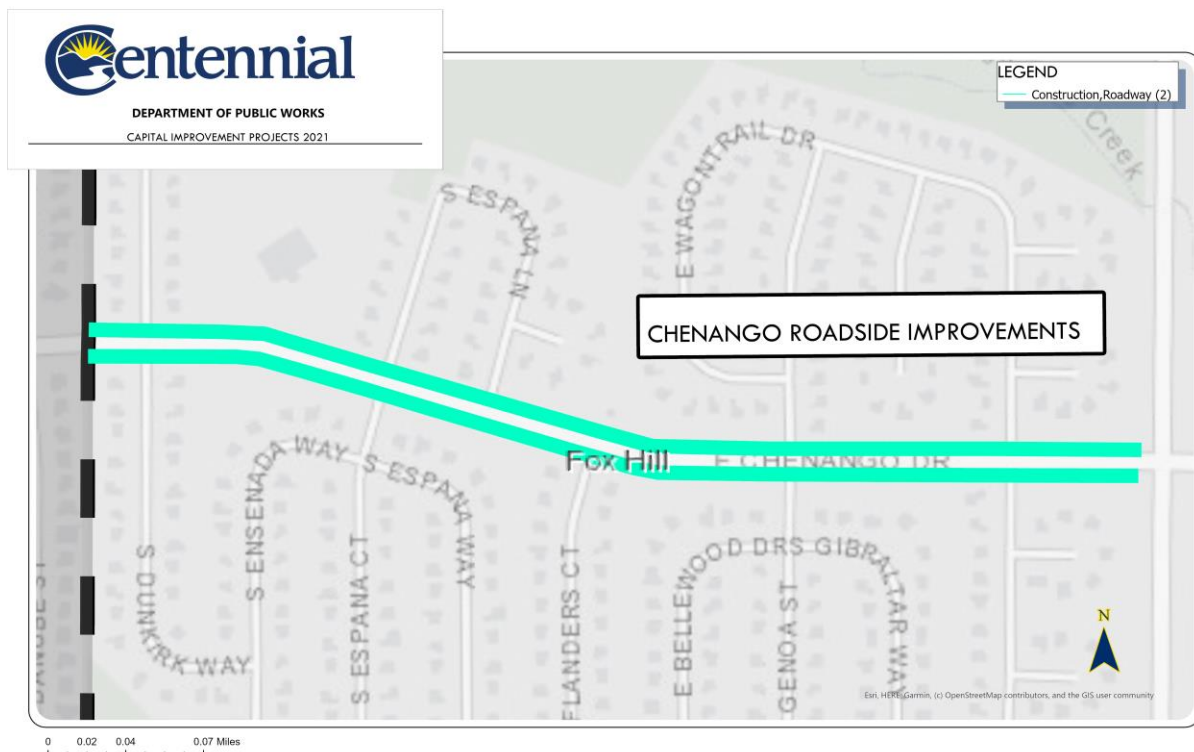
The roadside improvement program provides funding for the installation of cobble along the roadside to reduce ongoing maintenance requirements, such as weeding. The 2021 program will provide roadside improvements on the north and south side of Chenango Drive, between Dunkirk Way and Himalaya Street.

One-Time

Requested Amount: \$405,000

### Key Performance Area: Transportation & Mobility

The Chenango Drive roadside improvements were approved by Council in 2019 and scheduled to be completed in 2020. The project was delayed to 2021 as part of Council's effort to reduce expenses amongst the financial uncertainty of COVID-19.





# **CENTENNIAL CAPITAL IMPROVEMENT PROGRAM**

## TEN YEAR CAPITAL IMPROVEMENT PROGRAM



**2020**



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## Introduction

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Centennial is committed to being a good steward of the public's funds through the long-range planning of infrastructure improvements. The repair and improvement of the City's streets, sidewalks, traffic signals, and bridges must keep pace with the changing population and ensure the overall utility, efficiency, and safety of the City's infrastructure.

The Capital Improvement Program (CIP) sets the general schedule for public improvements to be designed and constructed. The program as presented in this document is organized into three time frames. The first year reflects the adopted budget for the fiscal year. The first five years represent a schedule and estimate of future capital needs that may be funded with a reasonable level of certainty. The last five years represent the City's long term goals. As the Program looks further into the future, the chance of unforeseen events influencing the City's budget levels and overall priorities increases, therefore the final five years outlined in this document should serve more as guidelines for the City's decision makers than as a literal schedule for project implementation.

The CIP draws from four sources of funding to implement projects:

- ▶ Street Fund
- ▶ Capital Improvement Fund
- ▶ Open Space Fund
- ▶ Conservation Trust Fund

The Street Fund is used to accept revenues from restricted City and State sources as well as transfers from the General Fund, grants and/or developer contributions or other revenues to fund the design and construction of the City's transportation and safety infrastructure. The following revenues are assigned to the Street Fund: Motor Vehicle Use Tax, Highway Users Tax Fund (HUTF), Road and Bridge shareback and pavement degradation fees. The Capital Improvement Fund (CIF) is used to fund the major maintenance of all facilities (such as the Civic Center) that are owned by the City. 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 space, and trails. It should be noted that the Open Space Fund is generated by the Arapahoe County Open Space Tax, which restricts how it may be used; the Fund's availability is contingent on the continuation of the tax as a funding source. The Conservation Trust Fund is funded by the state lottery program and is also restricted in its uses. This document treats these funding sources separately since, in many cases, resources in a given fund cannot be used to fund proposed projects in another.

## Overview

The City of Centennial CIP provides four primary functions for the efficient use of funds.

1. Develop a ten-year plan to meet the needs for development of new infrastructure and replacement of existing infrastructure which are funded through taxes, fees, special revenues and supplementary funding sources. All projects within the first year of the ten-year plan are included in the annual budget for the coming year.
2. Provide direction, oversight and quality assurance for the annual implementation of projects in the CIP.
3. Respond to citizen comments and questions regarding current and future capital improvement projects.
4. Prepare applications for grants and intergovernmental agreements to assist in funding capital improvement projects.

Resources to provide the above functions are drawn from both the Public Works and Community Development Departments. This document contains two major components: the Capital Project List and Ten Year Constrained Project List.

### Capital Project List

This component is an all-encompassing list of projects eligible for funding under the CIP. It is important to note that this list is generated independent of budgetary considerations.

The projects from this list are ranked according to their potential benefits and impacts and the resources available to complete them. Projects receiving the highest rankings become the building blocks of the Ten Year Constrained List.

### Ten Year Constrained List

This component is a strategic plan for allocating capital improvement funds over the next ten years. As mentioned above the ten years covered in this list is divided into three time periods: the adopted 2020 budget for capital improvements, medium term scheduling through 2025, and long term guidance and recommendations through 2030. The primary considerations in forming this strategic plan are:

- ▶ The amount of funds allocated for capital projects in a given year as well as across the entire ten year span covered by the list. The constrained budget accounts for other funding sources on some projects from grants and other sources such as metro districts.
- ▶ The impact of the project on public safety and its ability to enhance the lives of the citizens of Centennial.
- ▶ The impacts of the project to the economic health and long-term viability of the City.
- ▶ The availability of supplemental funding through grants, intergovernmental cooperation, etc.

Ultimately, this ten year constrained list provides guidance for future planning.



## Goals



In November 2018, the City approved Centennial NEXT, the City-wide Comprehensive Plan. The Plan promotes quality of life, a sense of community, economic vitality, supporting infrastructure, and responsible government that will leave a legacy for future generations. The Centennial NEXT Goals and Strategies provide direction to turn the Plan Vision into reality and are found within the Plan's four themes:

- ▶ Our NEXT Places
- ▶ Our NEXT Economy
- ▶ Our NEXT Innovation
- ▶ Our NEXT Community

## Transportation Master Plan

The City of Centennial adopted its first Transportation Master Plan (TMP) in December 2013. The TMP builds upon the City's overall vision and goals set forth in Centennial NEXT, and establishes goals and objectives specific to the City's transportation system. The City's nine transportation-focused goals are as follows:

- ▶ Provide a balanced, connected, and sustainable multimodal transportation system
- ▶ Develop a safe and convenient roadway system that balances mobility and accessibility needs with community preservation
- ▶ Develop strategies to use the transportation system more efficiently
- ▶ Improve and expand public transit access and service
- ▶ Provide safe, convenient and enjoyable facilities to encourage walking and bicycling
- ▶ Support Denver's regional transportation system
- ▶ Maintain and improve the existing transportation system
- ▶ Improve the appearance of streets and public rights-of-way
- ▶ Encourage development that supports and enhances the transportation system

The City has established both the annual CIP budget and this ten year CIP to achieve goals established in both Centennial NEXT and the TMP.

## Annual Refinement and Budgeting Process

The purpose of this document is to assist the City with short term and mid-term planning for implementation of needed infrastructure improvements. It is a dynamic document that may be updated every year as priorities, needs, and available funding change. To be most useful to the City, the CIP allows





for some flexibility to respond to changing conditions and opportunities. During the budgeting process for each upcoming year, the CIP will be used as the primary source for identifying top priority projects. The CIP project lists may be refined based on new or updated information related to:

- ▶ Critical issues that need immediate attention (particularly in the areas of safety, the environment, or the economy)
- ▶ Level of supplemental funding available
- ▶ Opportunities for quick implementation (e.g., combining a bike project with an ongoing maintenance project, or leveraging partnership opportunities)
- ▶ Project cost, feasibility and ease of implementation

## CIP Development Process

### Prioritization Methodology

#### Evaluation Criteria

Centennial's TMP established an objective methodology for prioritizing future roadway, bicycle, and pedestrian improvement projects in Centennial. The prioritization process is intended to assess how well a project addresses the TMP goals and objectives. The TMP prioritization process has been refined and used to evaluate and rank all projects included in the Capital Project List in a consistent manner. Each project was given a score ranging from zero to three (with three being the best) based on how well it addresses each of the ten evaluation criteria listed in **Table 1**. Each of the evaluation criteria has been given a weight (which varies by travel mode). The evaluation criteria with the highest weight for roadway projects are Congestion Mitigation and Safety Enhancement, whereas the highest weighted criteria for bicycle and pedestrian projects are Safety Enhancement and Community Benefits. A total score for each project was calculated by multiplying the evaluation criterion weight by the given score (ranging from 0-3) for each of the ten criteria. The maximum overall score attainable for any project is 300.

**Table 1. Evaluation Criteria and Weights**

	Weight for Roadway Projects	Weight for Bicycle and Pedestrian Projects
Safety Enhancement	16	20
Congestion Mitigation	20	5
Continuity	9	9
Economic Development	8	8
Multi-Modal Enhancements	7	10
Improved Use of Existing Infrastructure	7	7
Community Benefits	7	15
Regional and Citywide Importance	9	7
Implementation	10	12
Community Support	7	7
<b>Total</b>	<b>100</b>	<b>100</b>

#### Scoring Methodology

Nearly 80 projects in five project categories (roadway, signalization, sidewalk, other Bike/Ped, and City-wide programs) were scored using the ten evaluation criteria. The project scoring is completed by City staff, and is based on objective criteria and good engineering common sense. The scoring premise for each criterion is summarized below.



**Safety Enhancement**

- ▶ Is the project located at a Top 25 Crash Rate intersection?
- ▶ Would the project specifically address a safety issue?
- ▶ Have there been bicycle/pedestrian crashes within the project area? (Bike/Ped projects only)
- ▶ Is the environment high stress for bicyclists/pedestrians (high vehicular speeds, high traffic volumes)? (Bike/Ped projects only)

**Congestion Mitigation**

- ▶ Is the project on a road segment that is currently congested?
- ▶ Is the project on a road segment that is expected to be congested in the future?
- ▶ Does the project have potential for providing an alternative travel option? (Bike/Ped projects only)

**Continuity**

- ▶ Will the project complete a missing segment?
- ▶ Is the current facility sub-standard?

**Economic Development**

- ▶ Is the project within an identified Activity Center or Neighborhood Center?
- ▶ Would the project support economic development?

**Multi-Modal Enhancements**

- ▶ Would the project enhance the usability of bicycle, pedestrian, or transit modes?
- ▶ Would the project improve access to a transit station?

**Improved Use of Existing Infrastructure**

- ▶ Would the project reduce demands on the transportation system?
- ▶ Would the project improve the efficiency of the transportation system through measures that do not require significant infrastructure construction?

**Community Benefits**

- ▶ Is the project in a heavily populated area or a heavy employment area?
- ▶ Does the project improve access to a community facility (school, park, recreational facility, regional trailhead)?



### **Regional and Citywide Importance**

- ▶ Is the project on a facility with regional continuity?
- ▶ Has the project been identified in a regional plan, City plan and/or in that of an adjacent jurisdiction?

### **Implementation**

- ▶ Is the project easily implemented?
- ▶ Are there funds (federal, state or other non-local) currently earmarked for the project or are there any opportunities to leverage City funds with other funding sources?
- ▶ Are there any major roadblocks (e.g., environmental clearances or right of way) that might delay implementation of the project?

### **Community Support**

- ▶ Does the project have significant support from the community?

## **Funding Sources**

Project revenues for design and construction could potentially come from one or more of the following sources:

- ▶ City of Centennial General Fund and Street Fund
- ▶ General obligation bonds
- ▶ Additional sales tax revenues or a sales tax increase
- ▶ Regional Transportation Authority (RTA)
- ▶ Regional Transportation Improvement Funding (RTIF)
- ▶ Transportation Utility Funding
- ▶ Transportation Improvement Program (TIP) through DRCOG
- ▶ Partnership with other agencies or communities

## Street Fund

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### Capital Project List

The Capital Projects are divided into five categories:

- ▶ Roadway Projects
- ▶ Signalization Projects
- ▶ Sidewalk Projects
- ▶ Other Bike/Ped Projects
- ▶ Citywide Projects

The projects are listed in **Tables 2 – 6**. The project numbers are for identification only and do not imply priority.

**Table 2. Roadway Projects**

Project ID #	Location	Description
002	Smoky Hill Rd from Buckley Rd to Tower Rd	Widen to 6 lanes
003	Smoky Hill Rd from Tower Rd to Orchard Rd	Roadway reconstruction and widening to 6 lanes
004	Smoky Hill Rd from Orchard Rd to Picadilly St	Widen to 6 lanes
005	Dry Creek Rd & Colorado Blvd Intersection	Intersection reconstruction and auxiliary lanes
007	County Line Rd & Yosemite Street Intersection	New southbound to westbound right turn lane
013	Chester St - County Line to Otero	Median and Access Improvements
015	Broncos Parkway from S. Jordan Rd east to Parker Rd	Widen to 6 lanes
016	E. Easter Ave from Havana St to Peoria St	Widen to 6 lanes
101	Arapahoe Rd Structure over Big Dry Creek (e/o University)	Replace structure
113	County Line Rd from University to Broadway	Widen to 4 lanes
115	Orchard Rd - Franklin to High Line Canal	Widen to three lane section and new sidewalk. Includes curb, gutter, and sidewalk west to Cherrywood Cir
122	Dry Creek & Chester/Alton Intersection	Widen Chester & Alton at intersection to add turn lanes
143	Easter Ave & Havana St Intersection	Reconstruct - Continuous Flow Intersection
153	Dry Creek RTD Entrance	Modify median for turn lane into light rail station. Include multiuse path improvements.
156	Arapahoe Road - Waco to Himalaya	Widen to 6 lanes
157	Arapahoe Road - Intersection Improvements b/t Yosemite St & Buckley Rd	Various improvements produced from Arapahoe Rd Traffic and Safety Operations Report
170	Broncos Parkway at Tagawa Rd	Median modification to allow northbound to westbound left turn

**Table 3. Signalization Projects**

Project ID #	Location	Description
TBD	Various – As Intersections Meet Warrant	Signalize intersection

**Table 4. Sidewalk Projects**

Project ID #	Location	Description
028	Alton Way from Yosemite St to I-25, west side of Alton	Add 5' min. sidewalks to west side of road and street lighting
035	Arapahoe Rd from I-25 to Parker Rd	Add 8' sidewalk in phases w/ roadway improvements
040	Caley Ave east of Quebec	Add detached 8' sidewalk on south side
044	Orchard Rd from Clarkson St to Sherman Way	Install 5' minimum sidewalk on south side
047	Little Dry Crk Trail from Krameria Way to Briarwood Cir (s/o Quebec and Arapahoe)	Widen walk on north side of Arapahoe Rd from Krameria to new Arapahoe Rd underpass
049	Parker Rd from Orchard Rd to Valley High Dr (B020)	Widen east side walk to 8' and install 5' detached walk on west side.
057	Arapahoe Rd from Lone Tree Creek to Civic Center	New sidewalk N. side of Arapahoe Rd.
059	Arapahoe Rd from Revere to Lone Tree Creek	New sidewalk N. side of Arapahoe Rd. 8-10'
060	Colorado Blvd from Albion to Orchard	New sidewalk W. side of Colorado
063	Easter Ave and Costilla Ave (W. of Franklin St)	New sidewalk N. side of Easter Ave and S. side of Costilla Ave
065	Niagara St from W. of Newport Way to Newport Ct	New sidewalk on N. side of S. Niagra St.
121	Holly St. from Fair to Maplewood	Widen existing sidewalk from 3' width to 5' width.
128	Jamison - Trenton to Rosemary	Add missing sidewalk segment to south side
129	Dorado Ave from Telluride St to Trukee St	Complete missing sidewalk segment on south side
134	Peakview Ave from Dayton to Havana/Peakview intersection	Widen southern sidewalk to 10'
135	Peakview Ave from Havana/ Peakview intersection to Lima	Widen southern sidewalk to minimum 8'
136	Lima St from Peakview to Caley	Widen eastern sidewalk to minimum 8'
146	Liverpool St from Weaver Ave to Smoky Hill Rd	Add 8' minimum sidewalk and retaining wall on east side
158	Alton Way from Yosemite St to I-25, east side of Alton	Add 5' minimum sidewalk to east side of roadway
171	Peoria St. – E Briarwood Ave to 6900 S Peoria St	Add 5' minimum sidewalk to east side of roadway
172	E Arapahoe Rd – Broadway to Clarkson St	Remove/replace sidewalk to 5' minimum on south side of roadway
174	Holly Street – S Forest Way to Arapahoe Rd	Add 6' minimum sidewalk to east side of roadway

**Table 5. Other Bike/Ped Projects**

Project ID #	Location	Description
037	Yosemite St from Arapahoe to Dry Creek	Provide 10' multi-use path connection along Yosemite St on west side of road in addition to existing sidewalk.
038	Holly St from County Line Rd to Orchard Rd	Complete corridor analysis to remove a travel lane and stripe on street bike lanes in both directions; tie into C-470 trail to south & Orchard Rd
041	Colorado Blvd from Orchard Rd to County Line Rd	Add bike lanes
048	Uinta St from Costilla Blvd to Arapahoe Rd (near Walnut Hills Elementary School)	Widen to 5-6' attached sidewalk or provide traffic calming measure along street to maintain slow vehicle speeds and install bicycle signage/sharrow or a bicycle blvd.
055	Franklin St from Dry Creek Rd to Easter Ave (w/o Arapahoe HS)	Stripe bike lanes connecting Arapahoe HS to E Easter Ave
090	Orchard Rd & Telluride intersection	Add crosswalk and rectangular rapid flashing beacon
093	High Line Canal Trail at Orchard Rd (w/o University Blvd)	Curb extensions to narrow crossing distance, RRFB.
094	Colorado Blvd & Euclid St intersection	Replace with full pedestrian signal
138	Costilla/Fulton/Clinton from Havana to Dry Creek	Modify roadway section to stripe buffered bike lanes
140	Lima from Peakview Ave to Caley Ave	Bike Lanes
141	Berry/Crestline/Prentice/Biscay from Smoky Hill to Piccadilly	Stripe for Shared Roadway
148	Peakview Ave from Havana/ Peakview intersection to Lima	Stripe buffered bike lanes
149	Caley Ave from Locust to Quebec	Stripe buffered bike lanes
152	Yosemite St from Dry Creek to County Line	Provide 10' multi-use path connection along Yosemite St on west side of road in addition to existing sidewalk. Modified to match DSTMA Plan.
154	Holly St s/o Easter Ave	Install HAWK Signal, median and curb ramps
173	Arapahoe Rd and Clarkson St Intersection	Install traffic signal and continue bike lanes from the south side of Arapahoe Rd to the north side

**Table 6. Citywide Projects**

Project ID #	Location	Description
N/A	Citywide	2020 Street Rehabilitation Program
N/A	Citywide	Building Maintenance and Improvements
N/A	Citywide	Capital Improvement Program Management
N/A	Citywide	Infill Sidewalk Program
N/A	Citywide	Street Project Grant Matches
N/A	Citywide	General Transportation Studies
N/A	Citywide	Signal Communication Improvements
N/A	Citywide	Major Structures
N/A	Citywide	Minor Structures
N/A	Citywide	Neighborhood Traffic Management (NTMP)
N/A	Citywide	ITS Master Plan - Maintenance
N/A	Citywide	Street Lights / Smart City Improvements
N/A	Citywide	ROW Beautification



## Ten Year Constrained Project List

Estimated annual funding has been allocated to the high priority projects in each category, and the resulting ten year fiscally constrained projects are listed in **Table 7** and depicted on **Figure 1**.

Table 7. Ten Year Constrained Capital Projects List

CIP_ID	Location	Description	Project Costs			Funding Allocation										Total Funding
			City Cost	Other Funds	Cost Estimate	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Roadway Projects																
001	County Line Road & Quebec Street Intersection	New southbound to westbound right turn lane	\$483,200	\$416,800	\$900,000	\$900,000										\$900,000
151	Arapahoe Rd Structure over Big Dry Creek (e/o University)	Replace structure	\$6,410,000	\$800,000 (OS) / \$470,000 Other	\$6,880,000	\$200,000	\$6,080,000									\$6,280,000
115	Orchard Rd - Franklin to High Line Canal	Widen to three lane section and new sidewalk	\$990,000	\$0	\$990,000		\$990,000									\$990,000
113	County Line Road from University to Broadway	Widen to 4 lanes	\$5,000,000	\$15,500,000	\$20,500,000		\$500,000	\$4,500,000								\$5,000,000
153	Dry Creek Rd at I-25 Improvements	Modify median to RTD access and widen Dry Creek Rd from I-25 to Inverness Dr East	\$675,000	\$1,325,000	\$2,000,000+	\$100,000	\$475,000	\$100,000								\$675,000
170	Broncos Parkway at Tagawa Road	Median modification to allow northbound to westbound left turn	\$375,000	\$300,000	\$675,000		\$375,000									\$375,000
143	Easter Ave & Havana St Intersection	Reconstruct - Continuous Flow Intersection	\$10,100,000	TBD	\$10,100,000				\$1,500,000	\$2,000,000	\$2,000,000	\$2,000,000				\$10,100,000
Roadway Projects TOTAL			\$24,033,200	\$18,011,800	\$42,065,000	\$1,200,000	\$8,420,000	\$4,600,000	\$1,500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$24,320,000
Signalization Projects																
072	New Traffic Signal	Funding for intersections that meet warrant	\$500,000	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000
Signalization Projects TOTAL			\$500,000	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000
Sidewalk Projects																
063	Easter Ave and Costilla Ave (W. of Franklin St)	New sidewalk N. side of Easter Ave and S. side of Costilla Ave	\$300,000	\$0	\$300,000		\$300,000									\$300,000
129	Dorado Ave from Telluride St to Trukee St	Complete missing sidewalk segment on south side	\$100,000	\$0	\$100,000		\$100,000									\$100,000
060	Colorado Blvd from Albion to Orchard	New sidewalk W. side of Colorado	\$400,000	\$0	\$400,000			\$400,000								\$400,000
128	Jamison - Trenton to Rosemary	Add missing sidewalk segment to south side	\$200,000	\$0	\$200,000			\$200,000								\$200,000
035	Arapahoe Rd from I-25 to Parker Rd	Add 8' sidewalk in phases w/ roadway improvements	\$2,200,000	\$0	\$2,200,000					\$500,000	\$500,000	\$500,000	\$500,000	\$200,000		\$2,200,000
028	Alton Way from Yosemite St to I-25, west side of Alton	Add 5' min. sidewalks to west side w/ lighting	\$250,000	\$500,000	\$750,000		\$250,000									\$250,000





171	Peoria St. – E Briarwood Ave to 6900 S Peoria St	Add 5' minimum sidewalk to east side of roadway	\$50,000	\$0	\$50,000	\$50,000									\$50,000	
172	E Arapahoe Rd – Broadway to Clarkson St	Remove/replace sidewalk to 5' minimum on south side of roadway	\$275,000	\$0	\$275,000	\$275,000									\$275,000	
174	Holly Street – S Forest Way to Arapahoe Rd	Add 6' minimum sidewalk to east side of roadway	\$200,000	\$0	\$200,000	\$200,000									\$200,000	
Sidewalk Projects TOTAL			\$3,975,000	\$500,000	\$4,475,000	\$0	\$1,175,000	\$600,000	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$200,000	\$0	\$3,975,000

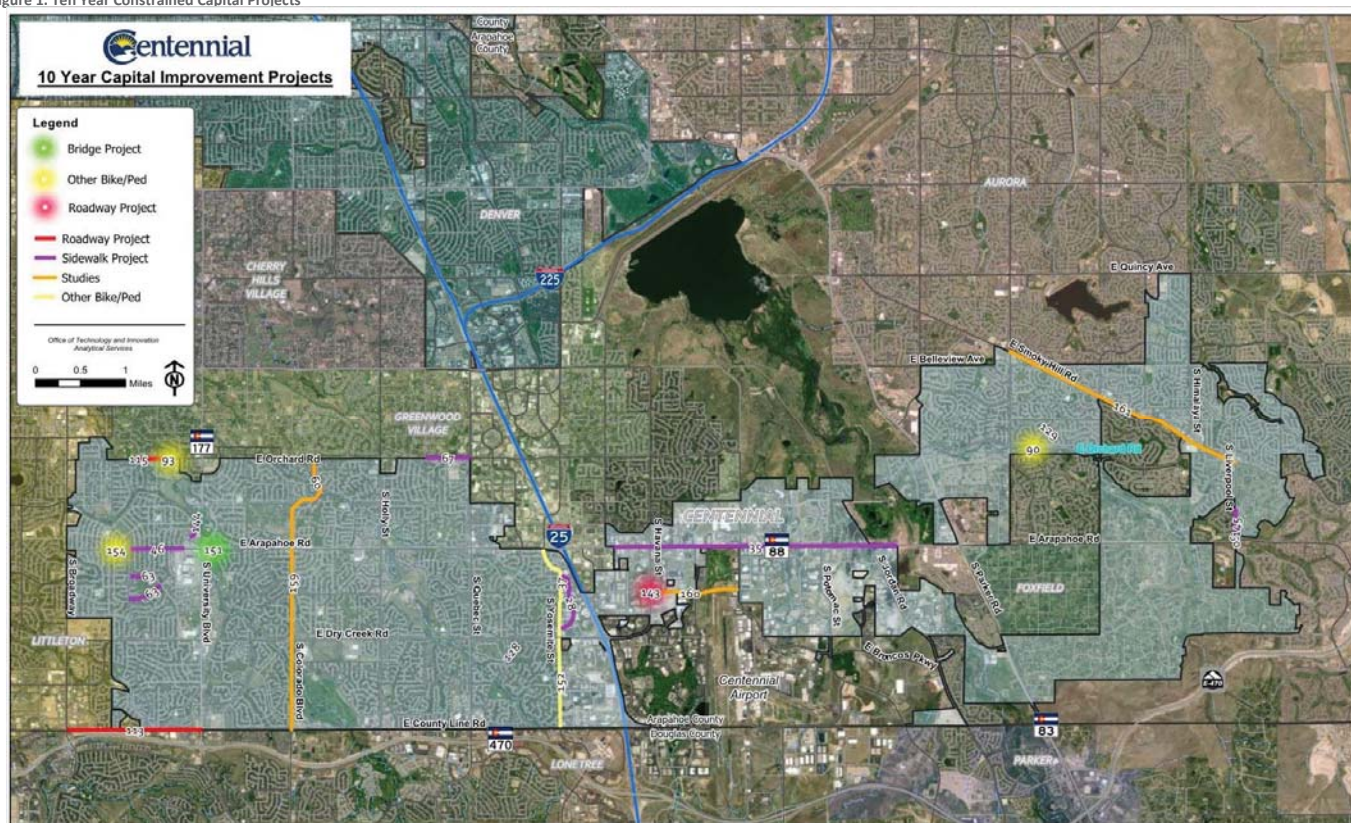
Other Bike/Ped Projects															
093	High Line Canal Trail at Orchard Rd (w/o University Blvd)	Curb extensions to narrow crossing distance, RRFB. Could combine with #115	\$125,000	\$0	\$125,000			\$125,000							\$125,000
090	Orchard Rd & Telluride Intersection	Add crosswalk and rectangular rapid flashing beacon	\$400,000	\$0	\$400,000			\$400,000							\$400,000
154	Holly St s/o Easter Ave	Pedestrian crossing, HAWK.	\$50,000	\$200,000	\$250,000		\$50,000								\$50,000
037	Yosemite St from Arapahoe to Dry Creek	Provide 10' multi-use path connection along Yosemite St on west side of road in addition to existing sidewalk.	\$2,400,000	TBD	\$2,400,000										\$0
152	Yosemite St from Dry Creek to County Line	Provide 10' multi-use path connection along Yosemite St on west side of road in addition to existing sidewalk.	\$2,100,000	TBD	\$2,100,000										\$0
<b>Other Bike/Ped Projects TOTAL</b>			<b>\$5,075,000</b>	<b>\$200,000</b>	<b>\$5,275,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$525,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$575,000</b>

Studies															
160	Easter Avenue	Havana to Peoria. Traditional corridor study with recommendations for lane requirements, intersection improvements, and regional connectivity.	\$100,000	\$0	\$100,000		\$100,000								\$100,000
161	Smoky Hill Road	Buckley to Liverpool. Corridor is just over capacity, look at operational improvements to increase throughput and improve level of service.	\$100,000	\$0	\$100,000	\$100,000									\$100,000
<b>Studies TOTAL</b>			<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>



CIP_ID	Location	Description	Funding Allocation													Total Funding
			City Cost	Other Funds	Cost Estimate	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
Citywide Projects																
N/A	Citywide	Street Rehabilitation Program	\$7,500,000	\$0	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$75,000,000
N/A	Citywide	Building Maintenance and Improvements	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
N/A	Citywide	Capital Improvement Program Mgmt	\$275,000	\$0	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$2,750,000
N/A	Citywide	Infill Sidewalk Program	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$750,000
N/A	Citywide	Street Project Grant Matches	\$75,000	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$750,000
N/A	Citywide	General Transportation Studies	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
N/A	Citywide	Signal Communication Improvements	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
N/A	Citywide	Major Structures	\$175,000	\$0	\$175,000		\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$1,575,000
N/A	Citywide	Minor Structures	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
N/A	Citywide	Neighborhood Traffic Management (NTMP)	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000
N/A	Citywide	ITS Master Plan - Maintenance	\$30,000	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$300,000
N/A	Citywide	Street Lights / Smart City Improvements	TBD	\$0	TBD											
N/A	Citywide	ROW Beautification	TBD	\$0	TBD											
Citywide Projects TOTAL			\$8,680,000	\$0	\$8,680,000	\$8,505,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$8,680,000	\$86,625,000
Grand Total						Funding Allocation										Total Funding
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
						\$10,305,000	\$18,925,000	\$14,380,000	\$11,205,000	\$11,680,000	\$11,680,000	\$11,680,000	\$11,680,000	\$9,680,000	\$9,180,000	

Figure 1. Ten Year Constrained Capital Projects





## **Open Space Fund**

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Information on the City's Open Space Fund can be found in the "Centennial Trails and Recreation Plan" (2017) available at <http://www.centennialco.gov/>.

## **Conservation Trust Fund**

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Information on the City's Conservation Trust Fund can be found in the "Centennial Trails and Recreation Plan" (2017) available at <http://www.centennialco.gov/>.

**October 5<sup>th</sup>, 2020**

The Budget Workshop on Monday, October 5<sup>th</sup> will cover the City's General Fund and the departments and functions contained within. The General Fund is the City's fund for all operations and expenditures that do not fit into another fund. As such, the Fund contains the general functions of City government including law enforcement, financial services, communications, information technology, and portions of public works and community development, among others.

City of Centennial  
General Fund  
2021 Proposed Budget

General Fund	2019 Audited	2020 Adopted	2020 Amended	2020 Projected*	2021 Proposed	2021 Proposed vs. 2020 Adopted	
						(\$)	(%)
Revenues	\$ 79,358,977	\$ 64,113,800	\$ 57,259,308	\$ 66,244,080	\$ 58,344,600	\$ (5,769,200)	-9%
Expenditures	62,353,957	60,700,960	70,992,657	66,704,340	57,742,420	(2,958,540)	-5%
<i>Elected Officials</i>	244,817	294,030	255,030	237,870	281,830	(12,200)	-4%
<i>City Clerk's Office</i>	465,912	382,020	370,928	336,550	486,820	104,800	27%
<i>City Attorney's Office</i>	905,886	1,075,900	965,000	934,000	1,015,700	(60,200)	-6%
<i>City Manager's Office</i>	7,419,958	7,453,240	19,231,396	15,418,440	4,044,210	(3,409,030)	-46%
<i>CMO Administration</i>	1,995,010	938,530	811,577	969,000	978,260	39,730	4%
<i>Economic Development</i>	221,423	626,330	5,863,853	7,511,400	545,940	(80,390)	-13%
<i>Central Services</i>	5,203,525	5,888,380	12,555,966	6,938,040	2,520,010	(3,368,370)	-57%
<i>Finance</i>	2,583,822	2,243,120	2,181,845	2,071,570	2,165,540	(77,580)	-4%
<i>Finance Administration</i>	1,574,522	1,539,620	1,559,695	1,450,470	1,525,550	(14,070)	-1%
<i>Sales Tax</i>	647,588	270,000	235,000	232,500	237,500	(32,500)	-12%
<i>Risk Management</i>	361,712	433,500	387,150	388,600	402,490	(31,010)	-7%
<i>Human Resources</i>	291,778	307,040	310,667	298,160	327,750	20,710	7%
<i>Office of Technology and Innovation</i>	2,605,660	3,581,580	3,596,551	3,354,710	3,385,430	(196,150)	-6%
<i>OTI Administration</i>	1,099,584	221,620	230,137	268,990	234,820	13,200	6%
<i>Client Services</i>	611,121	928,320	849,124	782,780	785,350	(142,970)	-15%
<i>Technical Services</i>	544,800	1,167,070	1,191,633	1,056,250	1,136,470	(30,600)	-3%
<i>Analytical &amp; GIS Services</i>	306,980	457,190	456,872	401,260	405,340	(51,850)	-11%
<i>Enterprise Services</i>	43,175	807,380	868,785	845,430	823,450	16,070	2%
<i>Communications</i>	880,906	944,410	927,734	932,870	1,153,170	208,760	22%
<i>Office of Strategic Initiatives</i>	28,937	1,016,440	803,908	875,380	810,890	(205,550)	-20%
<i>Municipal Court</i>	490,576	556,290	505,274	506,010	506,910	(49,380)	-9%
<i>Law Enforcement</i>	28,082,194	30,056,400	29,460,680	29,460,700	31,503,940	1,447,540	5%
<i>Public Works</i>	16,646,658	10,676,660	10,441,678	10,306,270	10,087,620	(589,040)	-6%
<i>PW Administration</i>	15,747,163	9,681,710	9,561,178	9,431,270	9,199,120	(482,590)	-5%
<i>Facilities &amp; Fleet</i>	899,496	994,950	880,500	875,000	888,500	(106,450)	-11%
<i>Community Development</i>	1,706,853	2,113,830	1,941,966	1,971,810	1,972,610	(141,220)	-7%
<i>CD Administration</i>	455,487	570,470	520,066	565,250	506,480	(63,990)	-11%
<i>Code Compliance</i>	590,501	849,020	727,560	727,560	751,310	(97,710)	-12%
<i>Animal Services</i>	660,866	694,340	694,340	679,000	714,820	20,480	3%
<b>OPERATING MARGIN (Revenues less Expenditures)</b>	<b>\$ 17,005,020</b>	<b>\$ 3,412,840</b>	<b>\$ (13,733,349)</b>	<b>\$ (460,260)</b>	<b>\$ 602,180</b>		
<b>Beginning Fund Balance</b>	<b>\$ 33,107,112</b>	<b>\$ 29,774,202</b>	<b>\$ 36,300,000</b>	<b>\$ 37,423,777</b>	<b>\$ 31,313,947</b>	<b>\$ 1,539,745</b>	<b>5%</b>
Transfer In							
Transfer In from Land Use Fund	\$ 1,453,666	\$ 1,123,960	\$ 212,399	\$ 521,440	\$ 278,050	\$ (845,910)	-75%
Transfers Out							
Transfer Out to Land Use Fund	\$ (826,124)	\$ (775,000)	\$ (495,000)	\$ (552,500)	\$ -	\$ 775,000	-100%
Transfer Out to Fiber Fund	(315,897)	(270,000)	(270,000)	(270,000)	-	270,000	-100%
Transfer Out to Capital Improvement Fund	(13,000,000)	(1,500,000)	-	-	-	1,500,000	-100%
Transfer Out to Street Fund	-	(7,436,170)	(5,348,510)	(5,348,510)	(3,000,000)	4,436,170	N/A
Subtotal Transfers Out	\$ (14,142,021)	\$ (9,981,170)	\$ (6,113,510)	\$ (6,171,010)	\$ (3,000,000)	\$ 6,981,170	-70%
<b>Total Transfers In/(Out)</b>	<b>\$ (12,688,355)</b>	<b>\$ (8,857,210)</b>	<b>\$ (5,901,111)</b>	<b>\$ (5,649,570)</b>	<b>\$ (2,721,950)</b>	<b>\$ 6,135,260</b>	<b>-69%</b>
Change In Fund Balance	\$ 4,316,665	\$ (5,444,370)	\$ (19,634,460)	\$ (6,109,830)	\$ (2,119,770)		
<b>Ending Fund Balance</b>	<b>\$ 37,423,777</b>	<b>\$ 24,329,832</b>	<b>\$ 16,665,540</b>	<b>\$ 31,313,947</b>	<b>\$ 29,194,177</b>	<b>\$ 4,864,345</b>	<b>20%</b>
<b>Percentage of Fund Balance to Expenditures</b>	<b>60.02%</b>	<b>40.08%</b>	<b>23.48%</b>	<b>46.94%</b>	<b>50.56%</b>		

\*The 2020 Projected Revenues and Expenditures include \$10.3M CARES Act funds.

City of Centennial  
General Fund  
2021 Decision Packages and Budget Highlights

GENERAL FUND DECISION PACKAGES				
Department/Division	Description	Amount	KPA	Page #
City Clerk's Office	Passport Clerk; Increase to full FTE	\$ 27,000	Administrative	71
City Manager's Office	Neighborhood Services	\$ 40,000	Signature Centennial	75
City Manager's Office	AUC-4 - Arapahoe & I-25 Regulating Plan	\$ 150,000	Economic Vitality	76
Office of Technology & Innovation	Disaster Recovery Site	\$ 105,000	Future Ready City Government	84
Communications	City of Centennial 20-Year Anniversary	\$ 100,000	Signature Centennial	86
Communications	Citizen Survey	\$ 30,000	Signature Centennial	87
Law Enforcement	5 FTEs (Contracted): Administer Body Worn Cameras SB 20-217	\$ 431,160	Public Safety & Health	94
Public Works	Waive Jacobs Contract Escalator In 2021	\$ (322,817)	Fiscal Sustainability	97
Public Works	Fleet Vehicle	\$ 13,500	Transportation & Mobility	99
Community Development	Code Enforcement Officer	\$ 98,610	Signature Centennial	104

GENERAL FUND BUDGET HIGHLIGHTS				
Department/Division	Description	Amount	KPA	Page #
City Clerk's Office	Election Services	\$ 75,000	Administrative	72
City Manager's Office	Spark Centennial Funding; Continuation of 2019 Program	\$ 55,000	Economic Vitality	77
Human Resources	Compensation Study	\$ 21,000	Future Ready City Government	82
Communications	Video/Graphic Design Services	\$ 80,000	Signature Centennial	88
Office of Strategic Initiatives	Self Evaluation Consulting	\$ 42,500	Administrative	90
Municipal Court	Judge Services	\$ 44,000	Public Safety & Health	92
Law Enforcement	Body Worn Cameras SB 20-217	\$ 153,706	Public Safety & Health	95

GENERAL FUND UNFUNDED REQUESTS				
Department/Division	Description	Amount	KPA	Page #
City Manager's Office	Neighborhood Services Trailer	\$ 25,000	Signature Centennial	78
City Manager's Office/Community Development	Neighborhood Grant Program	\$ 70,000	Signature Centennial	79
Public Works	Right-Of-Way Permit Coordinator (Contracted)	\$ 126,450	Transportation & Mobility	100
Public Works	Jacobs Contract Service Level Reduction	\$ (355,955)	Fiscal Sustainability	102

## ELECTED OFFICIALS

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 113,016	\$ 113,020	\$ 113,020	\$ 113,020	\$ -	0%
Benefits	53,957	96,010	77,850	83,810	(12,200)	-13%
Community Sponsorships	7,800	20,000	5,000	20,000	-	0%
Professional Services	6,930	-	-	-	-	N/A
Professional Development	41,448	45,000	30,000	45,000	-	0%
Council Meetings	20,905	20,000	12,000	20,000	-	0%
<b>TOTAL ELECTED OFFICIALS</b>	<b>\$ 244,056</b>	<b>\$ 294,030</b>	<b>\$ 237,870</b>	<b>\$ 281,830</b>	<b>\$ (12,200)</b>	<b>-4%</b>



# CITY CLERK'S OFFICE

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
New FTE	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000	N/A
Salaries and Wages	236,130	240,920	206,000	252,350	11,430	5%
Benefits	77,748	86,100	75,550	84,970	(1,130)	-1%
Boards, Commissions and Community Activities	19,375	20,000	20,000	20,000	-	0%
Election Services	95,692	-	-	75,000	75,000	N/A
Professional Services	13,811	10,000	10,000	5,000	(5,000)	-50%
Project Specific	1,500	-	-	-	-	N/A
Records Storage	15,054	12,000	12,000	12,000	-	0%
Prosecutor Services	-	1,000	1,000	500	(500)	-50%
Legal Notices	6,284	12,000	12,000	10,000	(2,000)	-17%
<b>TOTAL CITY CLERK'S OFFICE</b>	<b>\$ 465,594</b>	<b>\$ 382,020</b>	<b>\$ 336,550</b>	<b>\$ 486,820</b>	<b>\$ 104,800</b>	<b>27%</b>

City Clerk (110)  
City Clerk Administration (111)  
New FTE Requests (51000)  
General Fund (001)

## DP : Passport Clerk; Increase to full FTE

### Budget Request Summary

Staff is recommending Council consider increasing the position to 1.0 FTE to increase allow appointments for passports to be five days a week.

Currently Salary and Benefits: \$32,000

Proposed Salary and Benefit Increase (On-going Budget Request): \$36,000

Total new budgeted for Passport Clerk a 1.0 FTE = \$68,000

2021 pro-rated request amount: \$27,000

One-Time

Requested Amount: \$27,000

### Key Performance Area: Administrative

The City receives a \$35 passport acceptance fee for each passport, which is a fee amount set by the State Department. The City receives other revenues related to the transaction such as passport photo fees which recovery administrative and service overhead. The total passport revenues are \$114,000 a year. By increasing the position to full-time and allowing passport appoints to increase from three days to five, the City expects revenues to increase annually by \$76,000. The net increase of revenues from the increase cost to make the position full-time is \$40,000.

Staff expects passports to resume in Quarter 2 2021. There is a net revenue of \$30,000 as a pro-rated amount of revenues (\$57,000) and expenditures (\$27,000) have been added into the Proposed Budget.

City Clerk (110)  
City Clerk Administration (111)  
Elections (54210)  
General Fund (001)

## BH : Election Services

### Budget Request Summary

2021 expenses for Mayor and Candidate Election and possible ballot issues. This is an expense the City budgets for every other year.

Recurring - Odd Years

Requested Amount: \$75,000

Key Performance Area:  
Administrative

# CITY ATTORNEY'S OFFICE

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
City Attorney's Office Service	\$ 784,271	\$ 836,400	\$ 753,000	\$ 857,700	\$ 21,300	3%
Special Legal Services	117,620	229,500	180,000	150,000	(79,500)	-35%
Outside Counsel Services	3,995	10,000	1,000	8,000	(2,000)	-20%
<b>TOTAL CITY ATTORNEY'S OFFICE</b>	<b>\$ 905,886</b>	<b>\$ 1,075,900</b>	<b>\$ 934,000</b>	<b>\$ 1,015,700</b>	<b>\$ (60,200)</b>	<b>-6%</b>

## CITY MANAGER'S OFFICE

### Budget Detail

City Manager Administration					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 1,262,469	\$ 714,020	\$ 550,000	\$ 693,520	\$ (20,500)	-3%
Benefits	333,063	184,510	284,000	204,740	20,230	11%
Professional Services	99,319	40,000	25,000	40,000	-	0%
Project Specific	300,139	-	110,000	40,000	40,000	N/A
<b>Subtotal City Manager Administration</b>	<b>1,994,991</b>	<b>938,530</b>	<b>969,000</b>	<b>978,260</b>	<b>39,730</b>	<b>4%</b>
<b>Economic Development</b>						
Salaries and Wages	7,217	179,390	185,000	190,650	11,260	6%
Benefits	999	46,940	51,400	58,290	11,350	24%
CARES Act	-	-	7,000,000	-	-	N/A
Professional Services	128,672	205,000	100,000	147,000	(58,000)	-28%
Project Specific	84,216	195,000	175,000	150,000	(45,000)	-23%
<b>Subtotal Economic Development</b>	<b>221,103</b>	<b>626,330</b>	<b>7,511,400</b>	<b>545,940</b>	<b>(80,390)</b>	<b>-13%</b>
<b>Central Services</b>						
Internship Wages	9,715	80,000	10,000	20,000	(60,000)	-75%
Annual Compensation	-	362,000	-	399,200	37,200	10%
Tuition Reimbursement	9,863	15,000	15,000	15,000	-	0%
Office Supplies	42,353	47,000	38,000	44,000	(3,000)	-6%
Postage and Courier	26,916	20,000	20,000	28,000	8,000	40%
Non-Capital Equipment	717	2,000	2,000	-	(2,000)	-100%
County Vendor Fee	270,451	-	-	-	-	N/A
County Treasurer Fee	109,499	121,000	123,000	127,000	6,000	5%
Professional Services	24,857	50,000	40,000	50,000	-	0%
Project Specific	12	-	-	-	-	N/A
Printing Services	5,651	15,000	10,000	-	(15,000)	-100%
Bank Fees	581	-	6,000	-	-	N/A
Security Services	108,286	115,000	102,500	123,600	8,600	7%
City Attorney's Office Service	-	100,000	-	100,000	-	0%
Professional Development	144,862	303,870	150,720	153,800	(150,070)	-49%
Staff Committees	5,401	2,500	2,500	5,000	2,500	100%
Dues and Memberships	204,417	250,810	256,770	224,410	(26,400)	-11%
Subscriptions	23,259	15,000	15,000	15,000	-	0%
Facility Lease	-	-	-	-	-	N/A
Equipment Lease	300	-	6,500	5,000	5,000	N/A
Telecommunications	-	-	50	-	-	N/A
Sales Tax Incentives	4,091,220	3,789,200	2,840,000	910,000	(2,879,200)	-76%
Property Tax Incentives	-	-	-	-	-	N/A
Bus Property Tax Incentives	-	-	-	-	-	N/A
Construction Use Tax Incentive	83,312	400,000	300,000	300,000	(100,000)	-25%
Other Incentives	-	-	-	-	-	N/A
Contingency	-	200,000	3,000,000	-	(200,000)	-100%
<b>Subtotal Central Services</b>	<b>5,161,672</b>	<b>5,888,380</b>	<b>6,938,040</b>	<b>2,520,010</b>	<b>(3,368,370)</b>	<b>-57%</b>
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>\$ 7,377,766</b>	<b>\$ 7,453,240</b>	<b>\$ 15,418,440</b>	<b>\$ 4,044,210</b>	<b>\$ (3,409,030)</b>	<b>-46%</b>

City Manager's Office (200)  
City Manager's Office Administration (201)  
Project Specific (55011)  
General Fund (001)

## DP : Neighborhood Services

### Budget Request Summary

Last year, City Council approved a decision package for a Neighborhood Services Program, which included a 1.0 new full-time equivalent (FTE) position, utilization of existing staffing resources, and funding for support and outreach, in addition to the neighborhood grant program. Due to the economic downturn caused by the COVID-19 pandemic, Staff made the decision to leave this position vacant for 2020.

The request for this program in 2021 is \$165,560, consisting of \$125,560 in personnel costs, \$40,000 in professional outreach services.

The program will enable residents, who want to foster a greater sense of community and collaboration, to request funding assistance from the city to develop a project that will enhance their community. Such enhancements might include neighborhood clean-up and recycling programs, fence maintenance, enhanced landscaping, community events, or neighborhood signage.

**Recurring**

**Requested Amount: \$40,000**

### Key Performance Area: Signature Centennial

The proposed program would support the City's adopted vision, as well as move forward several goals previously discussed by Council. The vision and goals discussed at Strategic Planning and in the Comprehensive Plan include the adopted Council Vision, Centennial NEXT ("Our neighborhoods form the foundation of our City, making it a desirable and attainable place for all"), and Signature Centennial, supporting neighborhood focus groups.

## DP : AUC-4 - Arapahoe & I-25 Regulating Plan

### Budget Request Summary

The AUC-4 budget request of \$150,000 is necessary to complete the AUC-4 Regulating Plan Project and determine an implementation strategy that will ensure high quality, cohesive redevelopment of the AUC-4 area. The AUC-4 study area was identified in the 2007 Arapahoe Urban Center (AUC) Sub Area Plan and identified as District 4, hence the name AUC-4. The study area covered by the AUC-4 Regulating Plan projects includes all Urban Center (UC) zoned properties south east of the East Arapahoe Road/South Yosemite Street intersection, approximately 40 acres in total land area.

Potential implementation strategies may include public-private partnerships utilizing urban renewal, metro districts or other redevelopment tools. The 2021 Budget request for \$150,000 is in addition to the initial \$250,000 allocated in the 2019 budget. The additional funding will allow for detailed traffic impact analysis, fiscal impact modeling, urban renewal blight study, and further metro district assessments.

**One-Time**

**Requested Amount: \$150,000**

### Key Performance Area: Economic Vitality

AUC-4 has been identified as a unique redevelopment opportunity in the City to spur economic activity, placemaking, and identity. Development of a regulating plan and further implementation strategies advances these efforts.

## BH : Spark Centennial

### Budget Request Summary

Continuation of 2019 Program. SPARK Centennial: On-Call Professional Services Agreement to implement an expanded Spark Centennial Program including program curation, design, management and technical assistance. Contract is entered into in 2020 and extends through the end of 2021 for a NTE of \$75,000. \$20,000 is planned to be expended in 2020 and up to \$55,000 in 2021.

SPARK Centennial was put on hold during the first half of 2020 to allow Economic Development and other City Staff focus on COVID-19 related and other priority projects. ED's program intentions for 2020 was to expand the 2019 Spark pilot program beyond placemaking in our retail centers and include business coaching for Centennial businesses. The business coaching provided under SPARK Centennial will provide a group of Centennial businesses with new tools, and potentially new business models, to adapt their businesses to the future of retailing. The number of Centennial businesses that may be able to participate in the program and the number of SPARK events is dependent upon the number of businesses that show interest, location and types of businesses and potential pandemic-related factors. City Staff will work with several consultants to develop and implement the expanded SPARK Centennial program. The 2021 Budget request for \$55,000 represents the funding necessary to implement the 2021 portion of the expanded SPARK Centennial program. The program is slated to kick off in Q4 2020, utilizing existing 2020 ED funds.

One-Time

Requested Amount: \$55,000

### Key Performance Area: Economic Vitality

SPARK Centennial is designed to create interesting events and spaces within the City with an eye toward the future of retail and the built environment. Due to the pandemic, Centennial's retail centers and businesses need assistance to survive and adapt in a post COVID marketplace. SPARK Centennial will help address these issues.



City Manager's Office (200)  
City Manager's Office Administration (201)  
Project Specific (55011)  
General Fund (001)

## Unfunded : Neighborhood Services Trailer

### Budget Request Summary

By providing a Neighborhood Services Trailer, the City seeks to support community members looking to host a neighborhood event, such as a block party or a clean-up day. The Neighborhood Services Trailer could be reserved by the community and would include tools and supplies to host a neighborhood event. Supplies such as traffic cones, road barricades, folding tables, games, and yard tools would ensure that events are well supplied without requiring organizers to purchase these supplies outright. The requested \$25,000 would be used for purchasing, outfitting, and operating an enclosed utility trailer. The \$25,000 is not currently budgeted, but could be added as a supplemental.

One-Time

Requested Amount: \$25,000

### Key Performance Area: Signature Centennial

The proposed decision package supports Council's strategic goal, Signature Centennial. A Neighborhood Services Trailer would provide the community with the tools to safely self-organize neighborhood events, creating memorable experiences that bring people together. By providing this trailer, the City would help to reduce financial and procedural barriers that may deter the community from hosting neighborhood events.

City Manager's Office (200)  
City Manager's Office Administration (201)  
Project Specific (55011)  
General Fund (001)

## Unfunded : Neighborhood Grant Program

### Budget Request Summary

This is a placeholder for a neighborhood beautification pilot program. The amount is to be used for payout to grant applicants for projects and enhanced services from Jacobs to help administer the program. The total cost of \$70,000 includes \$60,000 for the grant payout (budgeted in CMO) and \$10,000 for additional staff resources through the enhanced services portion of the Jacobs contract (budgeted in Code Compliance).

**Recurring**

**Requested Amount: \$70,000**

### Key Performance Area: Signature Centennial

The program will enable residents, who want to foster a greater sense of community and collaboration, to request funding assistance from the city to develop a project that will enhance their community. Such enhancements might include neighborhood clean-up and recycling programs, fence maintenance, enhanced landscaping, community events, or neighborhood signage.

## FINANCE

### Budget Detail

Finance Administration					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 924,017	\$ 989,000	\$ 929,000	\$ 988,540	\$ (460)	0%
Benefits	320,886	392,420	363,270	387,770	(4,650)	-1%
Professional Services	67,281	-	-	10,000	10,000	N/A
Project Specific	119,764	10,000	10,000	-	(10,000)	-100%
Audit Services	55,350	47,700	47,700	52,000	4,300	9%
Investment Services	32,994	36,000	36,000	30,000	(6,000)	-17%
Bank Fees	13,857	19,200	19,200	13,000	(6,200)	-32%
Merchant Card Services	11,564	15,000	15,000	13,000	(2,000)	-13%
Financial, Accounting Services	28,810	30,300	30,300	31,240	940	3%
<b>Subtotal Finance Administration</b>	<b>1,574,522</b>	<b>1,539,620</b>	<b>1,450,470</b>	<b>1,525,550</b>	<b>(14,070)</b>	<b>-1%</b>
<b>Sales Tax</b>						
Professional Services	-	250,000	215,000	215,000	(35,000)	-14%
Lockbox Fees	13,530	20,000	17,500	22,500	2,500	13%
Sales and Use Tax Administration	492,684	-	-	-	-	N/A
Sales and Use Tax Auditing	141,374	-	-	-	-	N/A
<b>Subtotal Sales Tax</b>	<b>647,588</b>	<b>270,000</b>	<b>232,500</b>	<b>237,500</b>	<b>(32,500)</b>	<b>-12%</b>
<b>Risk Management</b>						
Non-Capital Equipment	621	1,500	1,500	-	(1,500)	-100%
Property and Casualty	350,710	420,000	378,000	393,120	(26,880)	-6%
Workers Compensation Insurance	10,381	12,000	9,100	9,370	(2,630)	-22%
<b>Subtotal Risk Management</b>	<b>361,712</b>	<b>433,500</b>	<b>388,600</b>	<b>402,490</b>	<b>(31,010)</b>	<b>-7%</b>
<b>TOTAL FINANCE</b>	<b>\$ 2,583,822</b>	<b>\$ 2,243,120</b>	<b>\$ 2,071,570</b>	<b>\$ 2,165,540</b>	<b>\$ (77,580)</b>	<b>-3%</b>

## HUMAN RESOURCES

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 217,436	\$ 214,880	\$ 206,000	\$ 223,580	\$ 8,700	4%
Benefits	71,710	73,160	73,160	78,170	5,010	7%
Professional Services	323	-	-	-	-	N/A
Project Specific	-	12,000	12,000	21,000	9,000	75%
Financial and Accounting Services	164	-	-	-	-	N/A
Onboarding and Recruitment	2,145	7,000	7,000	5,000	(2,000)	-29%
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 291,778</b>	<b>\$ 307,040</b>	<b>\$ 298,160</b>	<b>\$ 327,750</b>	<b>\$ 20,710</b>	<b>7%</b>

Human Resources (400)  
Human Resources Administration (401)  
Project Specific (55011)  
General Fund (001)

## BH : Compensation Study

### Budget Request Summary

The City performs an extensive compensation market study every three years. This is an evaluation by employee position, examining position responsibilities and pay, in comparison to the City's regional market. The study includes a comprehensive review of the public sector and, to a limited extent, the private sector.

**Recurring - Every 3 Years**

**Requested Amount: \$21,000**

Key Performance Area:  
Future Ready City Government

## OFFICE OF TECHNOLOGY & INNOVATION

### Budget Detail

OTI Administration					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages*	\$ 855,175	\$ 177,630	\$ 177,630	\$ 182,950	\$ 5,320	3%
Benefits	244,409	43,990	91,360	51,870	7,880	18%
<b>Subtotal OTI Administration</b>	<b>1,099,584</b>	<b>221,620</b>	<b>268,990</b>	<b>234,820</b>	<b>13,200</b>	<b>6%</b>
<b>Client Services</b>						
Salaries and Wages	-	143,170	143,170	154,570	11,400	8%
Benefits	-	62,170	31,430	58,590	(3,580)	-6%
Computer Supplies	13,803	16,000	16,000	16,000	-	0%
Non-Capital Equipment	170,359	64,060	80,000	35,000	(29,060)	-45%
Professional Services	-	108,160	38,300	108,160	-	0%
Project Specific	-	46,000	33,000	-	(46,000)	-100%
IT Services	36,598	136,500	98,500	66,000	(70,500)	-52%
Software Licenses and Maintenance	23,842	236,860	232,200	225,030	(11,830)	-5%
Software Other	1,686	-	10,000	10,000	10,000	N/A
General Repair & Maintenance	16,117	-	-	-	-	N/A
Equipment Lease	275,127	-	-	-	-	N/A
Copiers	7,554	30,000	15,500	15,000	(15,000)	-50%
Telecommunications	35,088	45,000	39,730	52,000	7,000	16%
Cell Phones	27,365	38,400	43,400	45,000	6,600	17%
Alarm and Fax Lines	3,167	2,000	1,550	-	(2,000)	-100%
<b>Subtotal Client Services</b>	<b>610,706</b>	<b>928,320</b>	<b>782,780</b>	<b>785,350</b>	<b>(142,970)</b>	<b>-15%</b>
<b>Technical Services</b>						
Salaries and Wages	-	516,900	401,000	521,690	4,790	1%
Benefits	-	167,020	97,570	177,280	10,260	6%
Computer Supplies	310	-	800	-	-	N/A
Non-Capital Equipment	-	72,500	73,000	41,000	(31,500)	-43%
Professional Services	359	28,000	115,000	18,000	(10,000)	-36%
Project Specific	-	171,000	167,580	186,000	15,000	9%
IT Services	522,393	185,650	176,500	136,500	(49,150)	-26%
Software License and Maintenance	21,737	26,000	24,800	56,000	30,000	115%
<b>Subtotal Technical Services</b>	<b>544,800</b>	<b>1,167,070</b>	<b>1,056,250</b>	<b>1,136,470</b>	<b>(30,600)</b>	<b>-3%</b>
<b>Analytical &amp; GIS Services</b>						
Salaries and Wages	202,049	220,630	220,630	227,200	6,570	3%
Benefits	73,215	90,860	71,900	88,140	(2,720)	-3%
Professional Services	17,417	60,000	37,000	20,000	(40,000)	-67%
GIS Services	8,550	-	8,500	-	-	N/A
Software Licenses and Maintenance	-	85,700	63,230	70,000	(15,700)	-18%
Alarm & Fax Line	5,749	-	-	-	-	N/A
<b>Subtotal Analytical &amp; GIS Services</b>	<b>306,980</b>	<b>457,190</b>	<b>401,260</b>	<b>405,340</b>	<b>(51,850)</b>	<b>-11%</b>
<b>Enterprise Services</b>						
Salaries and Wages	-	321,600	321,600	321,980	380	0%
Benefits	-	123,950	87,490	154,500	30,550	25%
Professional Services	-	55,000	-	-	(55,000)	-100%
Project Specific	43,175	-	117,000	-	-	N/A
IT Services	-	137,600	137,810	142,600	5,000	4%
Software Licenses and Maintenance	-	159,230	181,530	204,370	45,140	28%
Software - Other	-	10,000	-	-	(10,000)	-100%
<b>Subtotal Enterprise Services</b>	<b>43,175</b>	<b>807,380</b>	<b>845,430</b>	<b>823,450</b>	<b>16,070</b>	<b>2%</b>
<b>TOTAL OFFICE OF TECHNOLOGY &amp; INNOVATION</b>	<b>\$ 2,605,244</b>	<b>\$ 3,581,580</b>	<b>\$ 3,354,710</b>	<b>\$ 3,385,430</b>	<b>\$ (196,150)</b>	<b>-5%</b>

\* - All OTI Salaries and Wages in OTI Administration Division in 2019, 2020 Salaries and Wages allocated to each Division

Office of Technology & Innovation (410)  
Technical Services (413)  
Project Specific (55011)  
General Fund (001)

## DP : Disaster Recovery Site

### Budget Request Summary

Hardware and services needed for a second physical site that allows the City to have disaster recovery capability. This includes the costs for servers, networking, software, internet service and maintenance. Year 2 budget estimate is \$29,500. The 1st year annual license and maintenance cost is include in the implementation.

**One-Time**

**Requested Amount: \$105,000**

### Key Performance Area: Future Ready City Government

City would be able to replicate the current network and have a system back up and running in a short period of time. Limits the use of a limited cloud DR solution.

## COMMUNICATIONS

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 369,178	\$ 367,720	\$ 367,720	\$ 372,020	\$ 4,300	1%
Benefits	96,672	101,690	122,150	148,150	46,460	46%
Boards, Commissions and Community Activities	13,680	37,000	10,000	23,000	(14,000)	-38%
Community Activities	200,060	235,000	230,000	285,000	50,000	21%
Professional Services	114,355	60,000	60,000	210,000	150,000	250%
Printing Services	10,664	-	-	20,000	20,000	N/A
Advertising	(658)	43,000	43,000	45,000	2,000	5%
Newsletter	76,923	100,000	100,000	50,000	(50,000)	-50%
<b>TOTAL COMMUNICATIONS</b>	<b>\$ 880,874</b>	<b>\$ 944,410</b>	<b>\$ 932,870</b>	<b>\$ 1,153,170</b>	<b>\$ 208,760</b>	<b>22%</b>



Communications (420)  
Communications Administration (421)  
Professional Services (55010)  
General Fund (001)

## DP : City of Centennial 20-Year Anniversary

### Budget Request Summary

Staff believe it would be of great value to hire a PR firm to assist with the City's 20-year anniversary. Services the firm may assist with: media relations, business and community relations, creative services, etc. The PR firm would serve as an extension of Centennial staff and provide the resources necessary to celebrate the 20 year milestone and enhance community engagement.

**One-Time**

**Requested Amount: \$100,000**

### Key Performance Area: Signature Centennial

After 2020 being such a challenging year, it is more important than ever to bring the community together by celebrating the City's 20th birthday. Contracting with a PR firm for a year, would assist the Communications Department develop a campaign(s) recognizing the milestones and progress the City has made throughout the years.

Communications (420)  
Communications Administration (421)  
Professional Services (55010)  
General Fund (001)

## DP : Citizen Survey

### Budget Request Summary

Every few years the City conducts a survey of its citizens to see how well the City government is meeting their needs and to determine the issues of concern to residents. This is a comprehensive survey that covers all City services and the last survey of this kind was completed in 2016. Funding is being requested to contract with a survey consultant for the design and administration of a Citizen Survey to assess citizen perceptions on City services and other key topics. The project includes analysis of results and reports, geographic and demographic breakouts, benchmarks and correlations to Strategic Goals when available.

One-Time

Requested Amount: \$30,000

### Key Performance Area: Signature Centennial

Currently, the community is facing a great degree of uncertainty due to numerous social and economic changes caused by the pandemic and a Citizen Survey would be the best way to gain an accurate understanding of topics that are important to our residents, their biggest concerns and what they want the City to focus on. The resulting data would create a tool to ensure community voices are included in decisions made for the future. Staff recommends planning to complete this process every 2 years as a means of regularly capturing and bench-marking community voices on key topics and the perceived value of city services.

Communications (420)  
Communications Administration (421)  
Professional Services (55010)  
General Fund (001)

## BH : Video/Graphic Design Services

### Budget Request Summary

In lieu of hiring an FTE, the Communications Department would contract graphic design and videographer services to assist with day-to-day creative services on an as-needed basis. Contracting these services would result in cost savings in overhead and would provide more capacity to the Communications team in 2021.

**Recurring**

**Requested Amount: \$80,000**

### Key Performance Area: Signature Centennial

Due to increasing demand of videos including graphics the Communications team needs to have some on-call contractors available. Using video and graphics helps increase engagement and effectiveness of delivering messages to a virtual audience. Graphic Design: \$40,000 and Video \$40,000 for a total of \$80,000.

## OFFICE OF STRATEGIC INITIATIVES

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 21,023	\$ 533,800	\$ 442,200	\$ 556,950	\$ 23,150	4%
Benefits	2,993	176,140	126,680	190,440	14,300	8%
Professional Services	440	50,000	50,000	-	(50,000)	-100%
Project Specific	4,481	256,500	256,500	63,500	(193,000)	-75%
<b>TOTAL OFFICE OF STRATEGIC INITIATIVES</b>	<b>\$ 28,937</b>	<b>\$ 1,016,440</b>	<b>\$ 875,380</b>	<b>\$ 810,890</b>	<b>\$ (205,550)</b>	<b>-20%</b>

Office of Strategic Initiative (430)  
Office of Strategic Initiative (430)  
Project Specific (55011)  
General Fund (001)

## BH : Self Evaluation Consulting

### Budget Request Summary

The City has been working with a consulting firm to complete an Self-Evaluation and Transition Plan, which involves reviewing all City services, facilities, and right-of-away for the purpose of identifying opportunities to improve accessibility. Due to COVID-19 being an impediment to some individuals with disabilities potentially providing feedback on the process, a required part of the plan, the balance of the contract is being re-budgeted for 2021.

**One-Time**

**Requested Amount: \$42,500**

Key Performance Area:  
Administrative

## MUNICIPAL COURT

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 244,958	\$ 250,710	\$ 242,500	\$ 266,110	\$ 15,400	6%
Benefits	114,191	137,910	124,440	136,800	(1,110)	-1%
Professional Services	22,230	35,070	35,070	22,000	(13,070)	-37%
Printing Services	1,083	-	-	3,000	3,000	N/A
Merchant Card Services	18,087	30,000	30,000	15,000	(15,000)	-50%
Judge Services	73,796	72,600	44,000	44,000	(28,600)	-39%
Prosecutor Services	14,004	30,000	30,000	20,000	(10,000)	-33%
City Attorney's Office Service	856	-	-	-	-	N/A
Software Licenses and Maintenance	1,645	-	-	-	-	N/A
Copiers	(332)	-	-	-	-	N/A
<b>TOTAL MUNICIPAL COURT</b>	<b>\$ 490,518</b>	<b>\$ 556,290</b>	<b>\$ 506,010</b>	<b>\$ 506,910</b>	<b>\$ (49,380)</b>	<b>-9%</b>

Municipal Court (500)  
Municipal Court Administration (501)  
Judge Services (55211)  
General Fund (001)

## BH : Judge Services

### Budget Request Summary

The City has been able to reduce this line item for Judge Services compared to prior years. The City issued a Request for Proposal for the Judge Services contract last year. A contract was awarded to a new judge for Municipal Court which decreased the contracted service from \$72,000 to \$44,000 (savings of \$28,000). The budget has also been able to be reduced by holding court arraignments on just one day instead of two.

Recurring

On-Going Savings: \$28,000

Key Performance Area:  
Administrative

## LAW ENFORCEMENT

Budget Detail					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Public Safety Contract	\$ 28,082,194	\$ 30,056,400	\$ 29,460,700	\$ 31,503,940	\$ 1,447,540	5%
<b>TOTAL LAW ENFORCEMENT</b>	<b>\$ 28,082,194</b>	<b>\$ 30,056,400</b>	<b>\$ 29,460,700</b>	<b>\$ 31,503,940</b>	<b>\$ 1,447,540</b>	<b>5%</b>



## DP : 5 FTEs (Contracted): Administer Body Worn Cameras SB 20-217

### Budget Request Summary

In order to accommodate the new requirements for body worn cameras under Senate Bill 20-217 (SB 20- 217), the Sheriff's Office is requesting 5 additional City funded FTEs for a Digital Evidence Supervisor, Logistics Coordinator, and 3 Digital Evidence technicians. As currently structured, the Sheriff's Office is unable to meet the staffing, equipment/data storage or workspace requirements for the expansion of the BWC program. This is due not only to a significant increase in the total number of BWCs required, but also due to additional mandates in regards to the management of the data. These mandate broadly include the following:

- Peace officers are required to wear and activate BWCs when responding to a call for service, or during any interaction with the public initiated by the peace officer (whether consensual or nonconsensual), for the purpose of enforcing the law or investigating violations of the law.
- Additional requirements for release of BWC footage to the public and victims' families and time limits and redaction requirements related to the release, including a requirement for most footage to be released within 21 days of a complaint
- Additional storage and extended retention timeframe for BWC footage, requiring footage, which is currently held for 240 days, to be maintained for a minimum of 790 days, more than tripling the required data storage just for the BWCs already in use.

Recurring

Requested Amount: \$431,160

### Key Performance Area: Public Safety & Health

Based on these new requirements it is essential that ACSO have sufficient staff to manage not only the new BWC equipment, but the significantly increased amount of data and evidence that will need to be reviewed, managed, and maintained for a minimum of two years. Without such staff and resources it will likely have potential significant impacts on both of liability and public safety, and may result in the Sheriff's Office facing increased litigation and difficulties prosecuting cases. As currently structured the Sheriff's Office is unable to meet the staffing, equipment/data storage or workspace requirements for the expansion of the BWC program. The Sheriff's Office Digital Evidence Technicians (DETs) process requests to upload evidence to a digital records system, download body worn camera (BWC) video, and respond to hundreds of requests from multiple sources each month. They are required to process and upload all digital evidence to include body worn camera video, 911 calls, CAD notes, photos, surveillance video, and any other digital media provided for all cases filed with the District Attorney's (DA's) Office. The impact of SB 20-217 on the work of these technicians cannot be understated, with the number of BWCs more than tripling and new mandated timelines for the Sheriff's Office to release video (in most cases 21 days). The large number of required redactions will also drastically increase the workload, with a typical redaction taking 2 to 12 hours to complete, though some may take as long as several days. Based on this, it is likely the workload of the Digital Evidence Techs will likely increase three to four times. The three current Digital Evidence technicians are not able to keep up with current workloads let alone an increased workload. The currently technicians on track to receive 4000 formal requests this year, with a current backlog of 600 requests. The current average time to process a request is 62 days but only 57% of requests fall below the average. Only 18% of requests are filled in the 21-day time frame that will go into effect with SB 20-217 for complaints.

Public Safety (510)  
Public Safety Administration (511)  
Public Safety Contract (55224)  
General Fund (001)

## BH : Body Worn Cameras SB 20-217

### Budget Request Summary

Earlier this year Senate Bill 20-217 was signed into law. This law contains numerous body worn camera (BWC) program mandates that will drastically impact the Sheriff's Office BWC program and must be in effect by July 1, 2023. One of the mandates included with this bill is that law enforcement agencies are required to provide BWCs to each peace officer who interacts with members of the public. Not cameras needed for jail operations, this will require the Sheriff's Office to purchase 159 additional BWCs. On-going costs for the project are included in Capital Costs.

**Recurring**

**Requested Amount: \$153,706**

### Key Performance Area: Public Safety & Health

The purchase of the additional cameras is required in order for the Sheriff's Office to comply with Senate Bill 20-217.

## PUBLIC WORKS

### Budget Detail

Public Works Administration					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 320,016	\$ 559,850	\$ 533,250	\$ 565,660	\$ 5,810	1%
Benefits	109,646	234,600	196,260	212,940	(21,660)	-9%
Materials - Snow Removal	662,402	-	-	-	-	N/A
Materials - Asphalt	84,349	-	-	-	-	N/A
Materials - Fuel	155,107	-	-	-	-	N/A
Professional Services	165,803	155,000	80,000	150,000	(5,000)	-3%
Project Specific	-	200,000	140,000	60,000	(140,000)	-70%
Public Works Contract	12,545,873	8,435,060	8,435,060	8,163,520	(271,540)	-3%
Mosquito Control	40,465	41,200	41,200	42,000	800	2%
Animal Services	4,299	5,000	4,500	5,000	-	0%
Onboarding and Recruitment	1,000	-	-	-	-	N/A
Median Repair and Maintenance	91,379	-	-	-	-	N/A
Roadside Improvements	210,269	-	-	-	-	N/A
Traffic Infrastructure Maintenance	313,824	-	-	-	-	N/A
General Repair and Maintenance	-	1,000	1,000	-	(1,000)	-100%
Street Light Maintenance	112,563	-	-	-	-	N/A
Traffic Signals Utilities	54,045	-	-	-	-	N/A
Street Lighting Utilities	794,937	-	-	-	-	N/A
Contingency	29,225	50,000	-	-	(50,000)	-100%
<b>Subtotal Public Works Administration</b>	<b>15,695,202</b>	<b>9,681,710</b>	<b>9,431,270</b>	<b>9,199,120</b>	<b>(482,590)</b>	<b>-5%</b>
<b>Fleet</b>						
Fuel	-	-	-	500	500	N/A
General Repair and Maintenance	87	9,500	9,500	9,500	-	0%
Alarm and Fax Lines	2,229	-	-	-	-	N/A
Vehicles	-	-	-	13,500	13,500	N/A
<b>Subtotal Fleet</b>	<b>2,316</b>	<b>9,500</b>	<b>9,500</b>	<b>23,500</b>	<b>14,000</b>	<b>147%</b>
<b>Facilities</b>						
Non-Capital Equipment	8,691	20,000	10,000	10,000	(10,000)	-50%
Professional Services	11,036	-	94,000	94,000	94,000	N/A
Security Services	-	40,000	10,000	15,000	(25,000)	-63%
Facilities Contract	371,651	420,000	420,000	320,000	(100,000)	-24%
Grounds Maintenance	163,920	90,000	30,000	75,000	(15,000)	-17%
Park Maintenance	1,020	-	-	1,000	1,000	N/A
General Repair and Maintenance	108,168	156,000	60,000	100,000	(56,000)	-36%
Utilities	195,723	213,300	200,000	200,000	(13,300)	-6%
Centennial Park Utilities	12,314	24,150	20,000	20,000	(4,150)	-17%
Alarm and Fax Lines	18,162	-	-	10,000	10,000	N/A
Building Improvements	5,259	22,000	20,000	10,000	(12,000)	-55%
Furniture & Fixtures	1,236	-	1,500	10,000	10,000	N/A
<b>Subtotal Facilities</b>	<b>897,179</b>	<b>985,450</b>	<b>865,500</b>	<b>865,000</b>	<b>(120,450)</b>	<b>-12%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 16,594,697</b>	<b>\$ 10,676,660</b>	<b>\$ 10,306,270</b>	<b>\$ 10,087,620</b>	<b>\$ (589,040)</b>	<b>-6%</b>

Public Works (600)  
Public Works Administration (601)  
Public Works Contract (55230)  
General Fund (001)

## DP : Waive Jacobs Contract Escalator In 2021

### Budget Request Summary

Annual Inflation increase not budgeted.

The City of Centennial is projected to experience significant revenue decreases in 2020 and potentially in 2021 related to COVID-19. As a longtime and dependable City partner, Jacobs recognized this fiscal challenge and has offered the City the option of reducing the 2021 contract cost by waiving the mandatory contract escalator for one year.

The contract escalator is calculated based on annual cost increases for labor and supplies. For 2021, the escalator is 2.35%. Foregoing the escalator would save the City \$322,817 in 2021, spread amongst the General Fund, Street Fund, and Conservation Trust Fund. Those savings are further compounded in future years as the City would avoid paying the escalator on the amount saved in 2021. In exchange for waiving the escalator in 2021, the City agrees to either:

- extend the contract term two additional years, through December 31, 2028 (current contract expires 12/31/2026), or
- pay the 2021 escalator amount (\$322,817) in 2022, while also paying the 2022 escalator amount

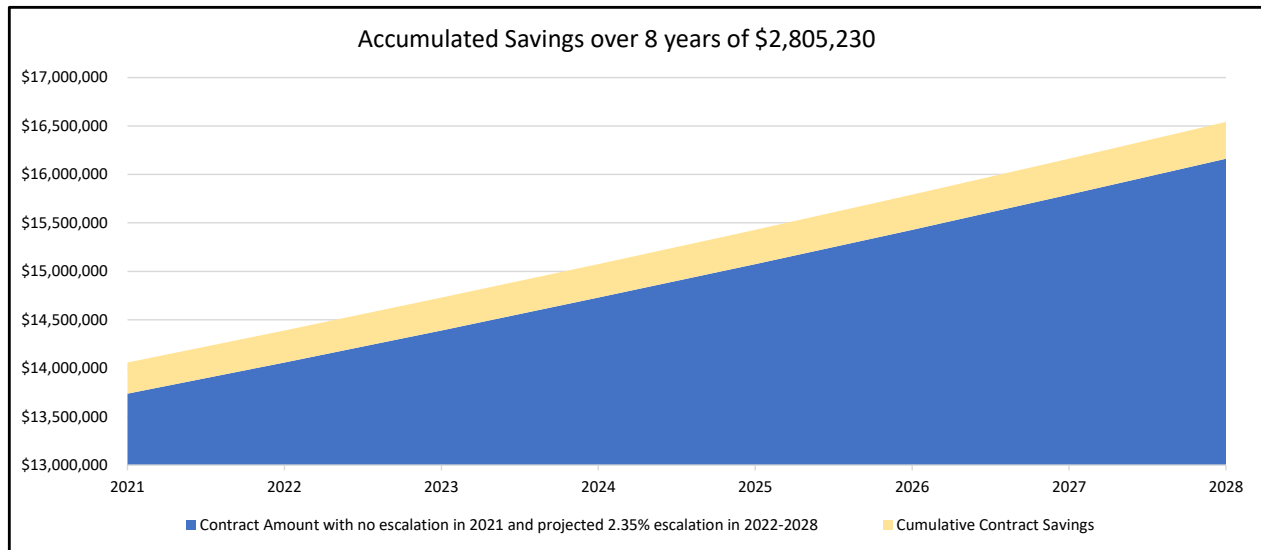
One-Time

Requested Amount: \$ -322,817

### Key Performance Area: Fiscal Sustainability

City Council also has the option of continuing with the previously agreed upon escalator and denying this budget package. The decision to waive the Jacobs contract escalator for 2021 affects each of the Jacob's contracted service areas including public works, facilities, code enforcement, and Center Park maintenance. In addition to the 2021 savings of \$322,817, the City also saves this amount each year over the term of the contract (thru 2028); the total savings to the City would be approximately \$2.8M, assuming 2022-2028 annual escalations of 2.35%.

Jacobs 2021 Master Service Agreement (PW-FM-CC) Budget Considerations - Contract Escalation		
2021 Default Escalation	Proposed Negotiated Escalation	Client Savings
2021 Escalation 2.35% based on ECI/CCI	JEG and TCA are amenable to waiving the 2021 contract escalation, which is projected to be 2.35% or \$322,817, contingent on the City extending the contract term 2 years, through December 31, 2028.	In addition to the 2021 savings of \$322,817, the City also saves this amount each year over the term of the contract (thru 2028); the total savings to the City would be approximately \$2.8M, assuming 2022-2028 annual escalations of 2.35%.
<b>2021 Base-Contract Escalation Savings \$322,817; which is also an annual savings in contract years 2022-2028</b>		



Public Works (600)  
Fleet (602)  
Vehicles (60130)  
General Fund (001)

## DP : Fleet Vehicle

### Budget Request Summary

Public Works is requesting \$13,500 in 2021 to lease and equip a new fleet vehicle. The City's fleet has a total of eight vehicles, three of which have major mechanical issues and have reached the end of their useful life. Six of the eight, including the three no longer functioning, are over 12 years old. In addition to the aforementioned mechanical issues, the older vehicles lack several of the safety features required by a modern public works department.

**One-Time**

**Requested Amount: \$13,500**

### Key Performance Area: Administrative

After analyzing the potential purchase, Staff concluded that an additional fleet vehicle was necessary and that leasing a vehicle would be the best use of taxpayer resources. Leasing saves the City the upfront cost of purchasing a vehicle while revenues are uncertain due to the COVID-19 pandemic and offers more long-term flexibility for fleet management, as vehicles can be added or removed from the fleet as needed. Additionally, vehicle leasing saves on fuel and maintenance costs while insulating the city from significant depreciation costs and inability to remarket older, non-functioning vehicles.

Public Works (600)  
Public Works Administration (601)  
Public Works Contract (55230)  
General Fund (001)

## Unfunded : Right-Of-Way Permit Coordinator (Contracted)

### Budget Request Summary

2021 Budget Request: \$126,449 to add a full-time employee (FTE) to the Jacobs Public Works contract.  
Position: Right-of-Way (ROW) Permit Coordinator. This position is currently not budgeted for 2021.

Benefits of implementing this request:

- ensures this service area receives the oversight and management necessary to meet the City's and contractors expectations
- ensures the integrity of the City's street network is preserved
- ensures the paving program resources are utilized as intended in developing the multi-year paving program

Currently, Jacobs has 0.5 FTE that completes the administrative functions for the ROW permits, such as reviewing the ROW permit application for completeness and inputting the permit scope of work into the system. After the initial input has been completed, the City's Street Rehabilitation Program Manager validates the scope of work and calculates the fee for the ROW permit. In addition to these responsibilities for ROW permits, the City's Street Rehabilitation Program Manager provides oversight and management of all permits, which includes taking approximately 20 calls per day in resolving permittee questions and coordinating approximately 10 requests per day for preconstruction, inspection, and final inspection meetings.

These issues have become much more evident with the "annual" increase in ROW permits from 464 in 2011 to 767 in 2019, with the past three years consistently exceeding 730 permits each year. Due to the time commitments for the ROW permits, the City's Street Rehabilitation Program Manager does not have the staff time available to create a multi-year street rehabilitation program. A multi-year program for street rehabilitation is the key component in establishing funding levels for future years and ensuring the City meets its goal of maintaining the street network in a "Good" condition or better. This multi-year strategy is also necessary to complete concrete work a year in advance of the paving operation, a strategy the City was able to implement in 2020 due to adjustments (reductions) in the street rehabilitation budget caused by funding shortfalls from the COVID-19 pandemic.

Moving forward into 2021, a ROW Permit Coordinator is needed to take over the ROW Permitting duties that the City's Street Rehabilitation Program Manager currently manages so the multi-year street rehabilitation program can continue to be developed, especially since the City received the benefit of completing required concrete work a year ahead of the pavement management requirements.

If a ROW Permit Coordinator is not hired, the planning required for the street rehabilitation program will continue to occur on a year to year basis, resulting in delays in the solicitation for bids until late spring/early summer due to the street rehabilitation program information not being available in advance; higher bid prices due to the timing of the solicitation of bids, when contractors most likely will have their annual programs established; the City being unable to complete concrete work one year in advance of the paving operations; and paving operations being delayed until the concrete work is complete.

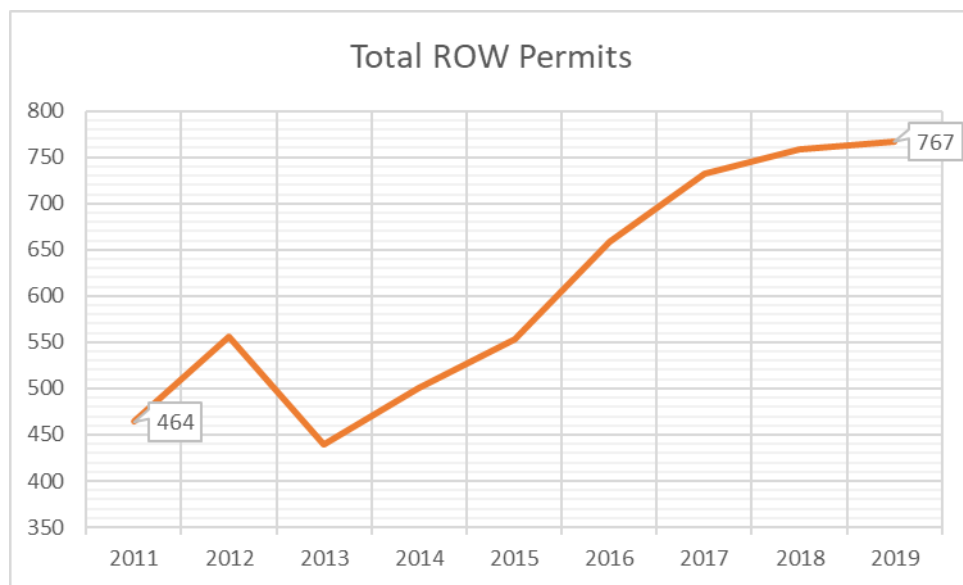
Recurring

Requested Amount: \$126,450

Public Works (600)  
Public Works Administration (601)  
Public Works Contract (55230)  
General Fund (001)

Key Performance Area:  
Transportation & Mobility

The number of right-of-way permits issued each year has increased over 65% since 2011. Not only have the number of ROW permits issued increased, but so have the number of large-scale projects that occur at multiple locations, such as Ting's area-wide deployment of their fiber network. Those types of projects are considered only one permit but require a significant amount of additional work for the ROW permit coordinator. The demands the current ROW permit activity is placing on staff are beginning to limit the City's ability to provide the necessary management and oversight of the street paving program.





## Unfunded : Jacobs Contract Service Level Reduction

### Budget Request Summary

In addition to the option of waiving the contract escalator, Jacobs has provided City Council with the opportunity to cut costs further with a Decision Package that reduces service levels for public works in 2021. By accepting the service level reduction, Council would save the City \$355,955 in 2021. City Council also has the option of continuing with the previously agreed upon service levels and denying this budget package.

Reductions would be made to the following service areas:

- Roadside Maintenance
- Median Maintenance
- Bridge Rail Painting
- Summer Sweep
- Concrete Replacement

Roadside Maintenance: would be reduced from the current nine mows per year to six mows per year, adjusting the mow frequency from once every three weeks to once every four weeks. The additional week between mows will likely result in higher weeds and reduced aesthetics, particularly in April, May, and June.

Median Maintenance: would be reduced from the current five weed spray applications per year to one per year. Jacobs would attempt to apply the weed spray at the most opportune time possible, based on weed growth. This service level reduction will likely result in additional weeds in the medians in the later part of the growing season.

Bridge Rail Painting: rails are currently painted over the course of a four-year cycle. Bridge rail painting would be deferred from 2021 to 2022 and no rails would be painted in 2021. Delaying the painting of bridge rails should have no noticeable impact to the public.

Summer Sweep: all public City streets are swept twice in the spring, once in the summer, and twice in the fall. The summer sweep would be eliminated in 2021 as part of the service level reductions. Summer was chosen because debris in the gutters is typically not significant at that time and will remain in place until the first fall sweep.

Concrete Replacement: service levels would be reduced from 466 cubic yards to 400 cubic yards. Jacobs expects the service level reduction to have no impact on the City's ability to manage resident repair requests. The amount listed in the General Fund, Public Works budget for the contract does not include the service level reduction.

One-Time

Requested Amount: \$ -355,955

Key Performance Area:  
Fiscal Sustainability

## COMMUNITY DEVELOPMENT

### Budget Detail

Community Development Administration					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Salaries and Wages	\$ 352,986	\$ 358,100	\$ 420,000	\$ 369,870	\$ 11,770	3%
Benefits	102,501	136,370	145,250	136,610	240	0%
Professional Services	-	6,000	-	-	(6,000)	-100%
Project Specific	-	70,000	-	-	(70,000)	-100%
<b>Subtotal Community Development Administration</b>	<b>455,487</b>	<b>570,470</b>	<b>565,250</b>	<b>506,480</b>	<b>(63,990)</b>	<b>-11%</b>
<b>Code Compliance</b>						
Code Compliance Contract	590,501	849,020	727,560	751,310	(97,710)	-12%
<b>Subtotal Code Compliance</b>	<b>590,501</b>	<b>849,020</b>	<b>727,560</b>	<b>751,310</b>	<b>(97,710)</b>	<b>-12%</b>
<b>Animal Services</b>						
Animal Services Contract	660,866	694,340	679,000	714,820	20,480	3%
<b>Subtotal Animal Services</b>	<b>660,866</b>	<b>694,340</b>	<b>679,000</b>	<b>714,820</b>	<b>20,480</b>	<b>3%</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 1,706,853</b>	<b>\$ 2,113,830</b>	<b>\$ 1,971,810</b>	<b>\$ 1,972,610</b>	<b>\$ (141,220)</b>	<b>-7%</b>

Community Development (800)  
Community Development Code Compliance (804)  
Code Compliance Contract (55238)  
General Fund (001)

## DP : Code Enforcement Officer

### Budget Request Summary

The amount requested includes all labor, equipment and materials necessary for one Code Compliance Officer position. This one additional officer was approved for the 2020 Budget, but placed on a hiring freeze due to COVID budget revisions.

**Recurring**

**Requested Amount: \$98,610**

### Key Performance Area: Signature Centennial

The five current Code Compliance Officers are unable to meet the demand of investigations and enforcement of complaints together with proactive enforcement due to the increase in cases caused by the approval of new regulations. During past Study Sessions and Public Hearing discussions with City Council, general consensus by Council was for Staff to increase the amount of proactive enforcement. However, due to the high volume of complaint based violations Staff is only able to engage in roughly 10% proactive enforcement. The additional capacity is needed in order to assist with primarily proactive enforcement compliance desired by our community as evidenced by recent surveys, district meetings and citizen engagement associated with the new regulations passed in 2017, 2018 and 2019.

## 2021 PROPOSED BUDGET - FTE Summary

Department/Division	2019 Actual FTE	2020 Current FTE	2021 Proposed FTE	2020 FTE / 2021 Budget
<b>General Fund</b>				
Elected Officials	-	-	-	-
City Clerk's Office	3.50	3.50	4.00	0.50
City Manager's Office	6.00	7.00	7.00	-
Finance	13.50	13.50	13.50	-
Human Resources	2.00	2.00	2.00	-
Office of Technology & Innovation	12.50	15.50	15.50	-
Communications	5.00	5.00	5.00	-
Office of Strategic Initiatives	7.00	7.00	7.00	-
Municipal Court	4.00	4.00	4.00	-
Community Development Administration	3.00	4.00	4.00	-
Public Works	5.50	6.50	6.50	-
<b>Land Use Fund</b>				
Current Planning	7.00	7.00	7.00	-
<b>TOTAL</b>	<b>69.00</b>	<b>75.00</b>	<b>75.50</b>	<b>0.50</b>

## 2021 PROPOSED BUDGET - FTE Detail

Department/Division	2019 Actual FTE	2020 Current FTE	2021 Proposed FTE	2020 FTE / 2021 Proposed	Salary Range Low	Salary Range High	2020 Department
<b>General Fund</b>							
<b>Elected Officials</b>							
Mayor	-	-	-	-	\$ 16,008	\$ 16,008	Elected Officials
Mayor Pro Tem	-	-	-	-	13,008	13,008	Elected Officials
Council Members	-	-	-	-	12,000	12,000	Elected Officials
<b>Elected Officials</b>	-	-	-	-			
<b>City Clerk's Office</b>							
City Clerk	1.00	1.00	1.00	-	\$ 88,200	\$ 127,800	City Clerk's Office
Deputy City Clerk/Licensing Administrator	1.00	1.00	1.00	-	58,600	81,950	City Clerk's Office
Records/Data Management Specialist	-	1.00	1.00	-	58,600	81,950	City Clerk's Office
Assistant City Clerk	1.00	-	-	-	43,100	60,400	City Clerk's Office
Passport Clerk	0.50	0.50	1.00	0.50	35,300	47,700	City Clerk's Office
<b>City Clerk's Office</b>	3.50	3.50	4.00	0.50			
<b>City Manager's Office</b>							
City Manager	1.00	1.00	1.00	-	\$ 217,000	\$ 217,000	City Manager's Office
Deputy City Manager	1.00	1.00	1.00	-	129,900	162,350	City Manager's Office
Assistant City Manager	1.00	1.00	1.00	-	129,900	162,350	City Manager's Office
Economic Development Director	2	1.00	1.00	-	106,400	133,000	City Manager's Office
Economic Development Manager	2	1.00	-	-	88,200	127,800	City Manager's Office
Neighborhood Community Liaison	-	1.00	1.00	-	74,600	104,540	City Manager's Office
Executive Assistant to City Manager/Mayor	1.00	1.00	1.00	-	58,600	81,950	City Manager's Office
Economic Development Specialist	1.00	1.00	1.00	-	58,600	81,950	City Manager's Office
<b>City Manager's Office</b>	6.00	7.00	7.00	-			
<b>Finance</b>							
Finance Director	1.00	1.00	1.00	-	\$ 129,900	\$ 194,800	Finance
Deputy Finance Director	1.00	1.00	1.00	-	88,200	127,800	Finance
Revenue Manager	1.00	1.00	1.00	-	88,200	127,800	Finance
Purchasing Manager	1.00	1.00	1.00	-	66,100	92,620	Finance
Senior Accountant	2.00	2.00	1.00	(1.00)	66,100	92,620	Finance
Accountant	1.00	1.00	1.00	-	50,700	71,040	Finance
Financial Analyst	1.00	1.00	1.00	-	50,700	71,040	Finance
Procurement Specialist/Buyer	-	-	1.00	1.00	50,700	71,040	Finance
Finance Assistant	1.00	1.00	1.00	-	43,100	60,400	Finance
Sales & Use Tax Technician	2.00	2.00	2.00	-	43,100	60,400	Finance
Payroll Specialist	0.50	0.50	0.50	-	43,100	60,400	Finance
Accounting Technician	2.00	2.00	2.00	-	37,500	52,500	Finance
<b>Finance</b>	13.50	13.50	13.50	-			
<b>Human Resources</b>							
Human Resources Director	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Human Resources
Human Resources Generalist/Recruiting Manager	1.00	1.00	1.00	-	58,600	81,950	Human Resources
<b>Human Resources</b>	2.00	2.00	2.00	-			
<b>Office of Technology &amp; Innovation</b>							
Director of Innovation & Technology	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Office of Technology & Innovation
Senior Infrastructure & Operations Engineer	1.00	1.00	1.00	-	88,200	127,800	Office of Technology & Innovation
Senior Data Architect	1.00	1.00	1.00	-	88,200	127,800	Office of Technology & Innovation
Enterprise Services Manager	1.00	1.00	1.00	-	88,200	127,800	Office of Technology & Innovation
Analytical Services Manager	1.00	1.00	1.00	-	88,200	127,800	Office of Technology & Innovation
Cyber Security Architect	-	1.00	1.00	-	88,200	127,800	Office of Technology & Innovation
Client Services Manager	1.00	1.00	1.00	-	74,600	104,540	Office of Technology & Innovation
System Administrator	1.00	1.00	1.00	-	66,100	92,620	Office of Technology & Innovation
Senior GIS Analyst & Programmer	1.00	1.00	1.00	-	66,100	92,620	Office of Technology & Innovation
Business Analyst	1.00	1.00	1.00	-	58,600	81,950	Office of Technology & Innovation
Application Specialist	1.00	2.00	2.00	-	58,600	81,950	Office of Technology & Innovation
SQL Developer	-	1.00	1.00	-	58,600	81,950	Office of Technology & Innovation
Client System Administrator	3	1.00	1.00	-	58,600	81,950	Office of Technology & Innovation
Technology Support Analyst	3	1.00	-	-	50,700	71,040	Office of Technology & Innovation
GIS Analyst	1.00	1.00	1.00	-	50,700	71,040	Office of Technology & Innovation
Administrative Assistant IV	0.50	0.50	0.50	-	43,100	60,400	Office of Technology & Innovation
<b>Office of Technology &amp; Innovation</b>	12.50	15.50	15.50	-			

Department/Division	2019 Actual FTE	2020 Current FTE	2021 Proposed FTE	2020 FTE / 2021 Proposed	Salary Range Low	Salary Range High	2020 Department
<b>General Fund</b>							
<b>Communications</b>							
Communications Director	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Communications
Customer Experience Manager	1.00	1.00	1.00	-	58,600	81,950	Communications
Digital Media & Communications Specialist II	1.00	1.00	1.00	-	50,700	71,040	Communications
Community Liaison	1.00	1.00	1.00	-	50,700	71,040	Communications
Communications Coordinator	1.00	1.00	1.00	-	43,100	60,400	Communications
<b>Communications</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>			
<b>Office of Strategic Initiatives</b>							
Strategic Initiatives Director	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Office of Strategic Initiatives
Senior Management Analyst	2.00	2.00	2.00	-	66,100	92,620	Office of Strategic Initiatives
Strategic Advisor - Organizational Excellence	1.00	1.00	1.00	-	66,100	92,620	Office of Strategic Initiatives
Strategic Advisor - Transportation and Mobility	1.00	1.00	1.00	-	66,100	92,620	Office of Strategic Initiatives
Management Analyst	1.00	1.00	1.00	-	58,600	81,950	Office of Strategic Initiatives
Innovation UI/UX Designer	1.00	1.00	1.00	-	58,600	81,950	Office of Strategic Initiatives
<b>Office of Strategic Initiatives</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>			
<b>Municipal Court</b>							
Court Administrator	1.00	1.00	1.00	-	\$ 88,200	\$ 127,800	Municipal Court
Judicial Assistant	1.00	1.00	1.00	-	50,700	71,040	Municipal Court
Deputy Court Clerk II	4 1.00	2.00	2.00	-	43,100	60,400	Municipal Court
Deputy Court Clerk I	4 1.00	-	-	-	37,500	52,500	Municipal Court
<b>Municipal Court</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>			
<b>Public Works</b>							
Director of Public Works	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Public Works
Engineer Manager	1.00	1.00	1.00	-	88,200	127,800	Public Works
Engineer II	1.00	1.00	1.00	-	74,600	104,540	Public Works
Public Works Project Manager	1.00	1.00	1.00	-	66,100	92,620	Public Works
Engineer I	-	1.00	1.00	-	58,600	81,950	Public Works
Construction Inspector	1.00	1.00	1.00	-	50,700	71,040	Public Works
Administrative Assistant IV	0.50	0.50	0.50	-	43,100	60,400	Public Works
<b>Public Works</b>	<b>5.50</b>	<b>6.50</b>	<b>6.50</b>	<b>-</b>			
<b>Community Development Administration</b>							
Community Development Director	1.00	1.00	1.00	-	\$ 106,400	\$ 159,600	Community Development
Principal Planner	-	1.00	1.00	-	74,600	104,540	Community Development
Administrative/Project Coordinator	1.00	1.00	1.00	-	58,600	81,950	Community Development
Administrative Assistant IV	1.00	1.00	1.00	-	43,100	60,400	Community Development
<b>Community Development Administration</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>			
<b>Land Use Fund</b>							
<b>Current Planning</b>							
Principal Planner	1.00	-	-	-	\$ 74,600	\$ 104,540	Land Use Fund
Senior Planner	1.00	1.00	1.00	-	74,600	104,540	Land Use Fund
Planner II	3.00	3.00	3.00	-	58,600	81,950	Land Use Fund
Planner I	1.00	2.00	2.00	-	50,700	71,040	Land Use Fund
Administrative Assistant IV	1.00	1.00	1.00	-	43,100	60,400	Land Use Fund
<b>Current Planning</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>			
<b>TOTAL</b>	<b>69.00</b>	<b>75.00</b>	<b>75.50</b>	<b>0.50</b>			

1-Reclassification of Economic Development Manager to Economic Development Director

2-Reclassification of Assistant City Clerk to Records/Data Management Specialist

3-Reclassification of Technology Support Analyst to Client System Administrator

4-Reclassification of Deputy Court Clerk I to Deputy Court Clerk II

## October 12<sup>th</sup>, 2020

The final Budget Workshop on Monday, October 12<sup>th</sup> covers the remaining City funds – the Land Use Fund, the Open Space Fund, and the Conservation Trust Fund. These three funds have individual purposes and specific dedicated revenue sources.

The Land Use Fund captures revenues and expenditures related to the City's community development services including permits, contractor license fees, development review fees, and building inspections.

The Open Space Fund includes revenues and expenditures related to the City's preservation of open spaces, parkland, and improvements to existing parks and trail networks. The Open Space tax is collected by Arapahoe County and a portion is distributed to the City of Centennial for use in the community.

Together with the Open Space Fund, the Conservation Trust Fund is used to acquire, develop, and maintain conservation and recreation sites. The Conservation Trust Fund receives funding from the state sale of lottery products based on population proportion.

## LAND USE FUND

### Fund Summary

#### Financial Sources

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Revenues	\$ 4,026,345	\$ 4,116,300	\$ 3,084,500	\$ 3,776,000	\$ (340,300)	-8%
Transfer In from General Fund	826,124	775,000	552,500	-	(775,000)	-100%
<b>Subtotal Financial Sources</b>	<b>4,852,469</b>	<b>4,891,300</b>	<b>3,637,000</b>	<b>3,776,000</b>	<b>(1,115,300)</b>	<b>-23%</b>

#### Financial Uses

Expenditures	3,398,803	3,767,340	3,115,560	3,497,950	(269,390)	-7%
Transfer Out to General Fund	(1,453,666)	(1,123,960)	(521,440)	(278,050)	845,910	-75%
<b>Subtotal Financial Uses</b>	<b>4,852,469</b>	<b>4,891,300</b>	<b>3,637,000</b>	<b>3,776,000</b>	<b>(1,115,300)</b>	<b>-23%</b>

#### Fund Balance

Beginning Fund Balance	-	-	-	-	-	N/A
Net Change In Fund Balance	-	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>



## LAND USE FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Contractor License	\$ 215,565	\$ 240,000	\$ 210,000	\$ 235,000	\$ (5,000)	-2%
Other Permits	177,883	197,300	103,000	135,000	(62,300)	-32%
Building Permits	2,472,473	2,500,000	1,780,000	2,300,000	(200,000)	-8%
Plan Review Fees	680,255	1,109,000	705,000	715,000	(394,000)	-36%
Planning Plan Review Fees	336,253	-	190,000	294,000	294,000	N/A
Building Re-inspection Fees	3,156	-	6,500	6,000	6,000	N/A
Rent Recovery - Contractor	55,610	-	24,000	24,000	24,000	N/A
Miscellaneous Revenues	80,940	70,000	64,000	65,000	(5,000)	-7%
Other Reimbursements	4,209	-	2,000	2,000	2,000	N/A
<b>Subtotal Revenues</b>	<b>4,026,345</b>	<b>4,116,300</b>	<b>3,084,500</b>	<b>3,776,000</b>	<b>(340,300)</b>	<b>-8%</b>

### Expenditures

Salaries and Wages	357,291	436,770	298,000	433,600	(3,170)	-1%
Benefits	120,758	149,700	125,440	170,910	21,210	14%
Annual Compensation	-	25,270	-	29,400	4,130	16%
Office Supplies	4,124	8,000	4,100	4,000	(4,000)	-50%
Postage and Courier	116	500	275	200	(300)	-60%
Non-Capital Equipment	62	5,200	-	-	(5,200)	-100%
Materials - Fuel	428	500	125	300	(200)	-40%
Boards, Commissions and Community Activities	4,095	20,700	5,100	20,600	(100)	0%
Professional Services	34,348	51,400	157,000	26,000	(25,400)	-49%
Printing Services	-	5,000	200	250	(4,750)	-95%
Merchant Card Services	82,979	62,000	62,000	50,000	(12,000)	-19%
Financial Accounting Services	4,368	2,000	2,000	2,000	-	0%
City Attorney's Office Service	105,907	140,000	95,000	115,000	(25,000)	-18%
Annexations	70,338	100,000	10,000	50,000	(50,000)	-50%
Engineering Services	7,445	20,000	5,000	15,000	(5,000)	-25%
Land Use Contracted Services	110,723	130,000	130,000	130,000	-	0%
Permitting and Inspections	2,357,625	2,450,000	2,100,000	2,300,000	(150,000)	-6%
Transit & Shelter Administration	10,175	12,700	11,100	12,700	-	0%
Professional Development	20,717	26,750	5,100	19,900	(6,850)	-26%
Meetings	2,629	-	-	-	-	-
Dues and Memberships	2,909	2,500	2,500	2,300	(200)	-8%
Subscriptions	-	1,500	-	500	(1,000)	-67%
Onboarding and Recruitment	1,000	-	100	-	-	N/A
Software Licensing and Maintenance	84,766	90,830	86,000	89,270	(1,560)	-2%
Facility Lease	-	9,720	9,720	9,720	-	0%
Copiers	12,000	6,300	4,300	6,300	-	0%
Other Incentives	1,000	10,000	2,500	10,000	-	0%
Depreciation	3,003	-	-	-	-	N/A
<b>Subtotal Expenditures</b>	<b>3,398,803</b>	<b>3,767,340</b>	<b>3,115,560</b>	<b>3,497,950</b>	<b>(269,390)</b>	<b>-7%</b>

### Budget Summary

Revenues Over (Under) Expenditures	627,542	348,960	(31,060)	278,050	(70,910)	-20%
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### Transfers

#### Sources

Transfer In from General Fund	826,124	775,000	552,500	-	(775,000)	-100%
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#### Uses

Transfer (Out) to General Fund	(1,453,666)	(1,123,960)	(521,440)	(278,050)	845,910	-75%
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### Subtotal Transfers

	<b>(627,542)</b>	<b>(348,960)</b>	<b>31,060</b>	<b>(278,050)</b>	<b>70,910</b>	<b>-20%</b>
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### Fund Balance

Beginning Fund Balance	-	-	-	-	-	N/A
Net Change In Fund Balance	-	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

## OPEN SPACE FUND

### Fund Summary

#### Financial Sources

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Revenues	\$ 3,294,173	\$ 3,175,000	\$ 3,354,000	\$ 5,650,000	\$ 2,475,000	78%
<b>Subtotal Financial Sources</b>	<b>3,294,173</b>	<b>3,175,000</b>	<b>3,354,000</b>	<b>5,650,000</b>	<b>2,475,000</b>	<b>78%</b>

#### Financial Uses

Expenditures	640,237	7,436,000	1,678,500	9,326,500	1,890,500	25%
<b>Subtotal Financial Uses</b>	<b>640,237</b>	<b>7,436,000</b>	<b>1,678,500</b>	<b>9,326,500</b>	<b>1,890,500</b>	<b>25%</b>

#### Fund Balance

Beginning Fund Balance	10,987,821	13,022,121	13,641,757	15,317,257	2,295,136	18%
Net Change In Fund Balance	2,653,936	(4,261,000)	1,675,500	(3,676,500)	584,500	-14%
<b>ENDING FUND BALANCE</b>	<b>\$ 13,641,757</b>	<b>\$ 8,761,121</b>	<b>\$ 15,317,257</b>	<b>\$ 11,640,757</b>	<b>\$ 2,879,636</b>	<b>33%</b>

#### Committed Fund Balance

**Long Term Projects Reserve:** Said funds shall be reserved to complete future capital projects identified by City Council. Ten percent of Open Space funds annually will be put into reserve and shall carry any remaining previous year's funds. (Council Policy 2018-CCP-01): Balance includes 10% of 2019 actual, 2020 actual and 2021 estimated revenues.

877,800

**Lone Tree Creek Trail:** Said funds shall be reserved to complete the three phases on the Lone Tree Creek Trail (Net of County Allocation - \$5M remaining for project with \$2.5M remaining reimbursement from County)

2,500,000

**Arapahoe County IGA - Dove Valley:** City's funding obligation for Dove Valley improvements per IGA.

3,000,000

**Centennial Center Park Master Plan:** Said funds shall be reserved to complete the multi-phased Centennial Center Park Master Plan project.

1,900,000

<b>Total Committed Fund Balance</b>	<b>8,277,800</b>
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<b>Uncommitted Fund Balance</b>	<b>\$ 3,362,957</b>
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## OPEN SPACE FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Open Space Tax	\$ 2,898,870	\$ 2,900,000	\$ 3,129,000	\$ 2,750,000	\$ (150,000)	-5%
Interest Income	395,303	275,000	225,000	150,000	(125,000)	-45%
Intergovernmental	-	-	-	2,750,000	2,750,000	N/A
<b>Subtotal Revenues</b>	<b>3,294,173</b>	<b>3,175,000</b>	<b>3,354,000</b>	<b>5,650,000</b>	<b>2,475,000</b>	<b>78%</b>
<b>Expenditures</b>						
<b>Trails</b>						
Professional Services	10,074	10,000	10,000	10,000	-	0%
Grounds Maintenance	140,487	200,000	160,000	110,000	(90,000)	-45%
<b>OS Project Level 1</b>						
Parks and Recreation	165,851	2,420,000	500,000	3,140,000	720,000	30%
<b>OS Project Level 2</b>						
Lone Tree Creek Trail	-	3,560,000	10,000	3,710,000	150,000	4%
City Priority Projects	97,769	772,000	748,500	1,600,000	828,000	107%
Neighborhood Trail Connections	-	50,000	-	25,000	(25,000)	-50%
<b>OS Project Level 3</b>						
Regional Partnerships	226,056	424,000	250,000	731,500	307,500	73%
<b>Subtotal Expenditures</b>	<b>640,237</b>	<b>7,436,000</b>	<b>1,678,500</b>	<b>9,326,500</b>	<b>1,890,500</b>	<b>25%</b>
<b>Budget Summary</b>						
Revenues Over (Under) Expenditures	2,653,936	(4,261,000)	1,675,500	(3,676,500)	584,500	-14%
<b>Fund Balance</b>						
Beginning Fund Balance	10,987,821	13,022,121	13,641,757	15,317,257	2,295,136	18%
Net Change In Fund Balance	2,653,936	(4,261,000)	1,675,500	(3,676,500)	584,500	-14%
<b>ENDING FUND BALANCE</b>	<b>\$ 13,641,757</b>	<b>\$ 8,761,121</b>	<b>\$ 15,317,257</b>	<b>\$ 11,640,757</b>	<b>\$ 2,879,636</b>	<b>33%</b>

City of Centennial  
Open Space Fund  
2021 Decision Packages and Budget Highlights

OPEN SPACE FUND DECISION PACKAGES AND BUDGET HIGHLIGHTS					
Department/Division		Description	Amount	KPA	Page #
Project Level 1					
Parks and Recreation	Centennial Center Park (CCP) Projects		\$ 3,140,000	Signature Centennial	114
Project Level 2					
Lone Tree Creek Trail	Lone Tree Creek Trail Projects		\$ 3,710,000	Signature Centennial	115
City Priority Projects	Big Dry Creek Trail at Easter Construction		\$ 50,000	Signature Centennial	116
City Priority Projects	Centennial Link Trail		\$ 600,000	Signature Centennial	117
City Priority Projects	East Fremont Trail Construction		\$ 150,000	Signature Centennial	118
City Priority Projects	Arapahoe Road Bridge Trail		\$ 800,000	Signature Centennial	119
Project Level 3					
Regional Partnerships	2021 Eligible Partner Projects		\$ 307,500	Signature Centennial	120
Regional Partnerships	2020 Eligible Partner Projects		\$ 424,000	Signature Centennial	121

Parks and Recreation (700)  
OS Project Level 1 (704)  
Parks and Recreation (60165)  
Open Space Fund (111)

## BH : Centennial Center Park (CCP) Projects

### Budget Request Summary

1. CCP Master Plan Design - \$220,000 for the design - Design of all three phases began in the summer of 2020 and will continue into 2021.
2. CCP Utility Infrastructure Construction - \$1,720,000 for the construction - Construction of the infrastructure (water, sanitation, electric, and drainage) is planned for 2021 - this was deferred from 2020 into 2021 due to COVID-19.
3. CCP Phase 1 Construction - \$1,200,000 for the construction - This will include:
  - Expanded parking lot and drop off area
  - Restroom facility
  - Signage for the sledding hill
  - landscaping and trees
4. Annual Center Park Projects - This is the annual Center Park budget for minor projects and significant maintenance items (historically \$200,000). We are not budgeting any funds in 2021 as we are aware of anticipated decreases in revenue and significant funding allocated for the construction of the Park Master Plan. Standard maintenance for the park is being completed through the CTF fund. We anticipate this funding returning to its historical amount of \$200,000 in the 2022 Budget.

One-Time

Requested Amount: \$3,140,000

Key Performance Area:  
Signature Centennial

Parks and Recreation (700)  
OS Project Level 2 (705)  
Lone Tree Creek Trail (60171)  
Open Space Fund (111)

## BH : Lone Tree Creek Trail Projects

### Budget Request Summary

1. LTC Phase IA Construction - \$1,000,000 for the construction - Re-budget to complete the contract started in 2020 and for the construction that was moved to 2021 due to easements and schedule. Phase IA includes a trail from E Arapahoe Road to E Caley Ave connecting through Centennial Center Park.
2. LTC Phase I Construction - \$2,200,000 for the construction – This includes a trail from E Broncos Parkway to E Arapahoe Road. \$250,000 for the reimbursement from Dove Valley Metro District for the construction of the trail.
3. LTC Phase II Design - \$260,000 for the design - This includes a trail from E Caley Ave into the Cherry Creek State Park and connecting west to the Cottonwood Creek Trail and east to the Cherry Creek Trail.
4. LTC Phase III Design - \$250,000 for the design - This includes a new undercrossing at Arapahoe road that will be dedicated to pedestrians and cyclists. The existing culvert will still take the flows of Lone Tree Creek Trail. This is a 50/50 split with PW for the expanded bridge deck at Arapahoe Road for a total of \$500,000.
5. Implementation of approved multi-phase Lone Tree Creek Trail project. The City entered into an IGA with Arapahoe County where the City will receive \$4,500,000 from the County for implementation of Phases I, II, and III.

One-Time

Requested Amount: \$3,710,000

Key Performance Area:  
Signature Centennial

Parks and Recreation (700)  
OS Project Level 2 (705)  
City Priority Projects (60172)  
Open Space Fund (111)

## BH : Big Dry Creek Trail at Easter Construction

### Budget Request Summary

#### Big Dry Creek Trail at Easter Construction

This project was deferred from 2020 into 2021 due to the COVID-19 pandemic.

Implementation of a joint project with SSPRD and SEMSWA for improvements to the Big Dry Creek at Easter Avenue under crossing. The City entered into an IGA with SSPRD and SEMSWA in 2018 for the design and construction of the improvements. The City paid SEMSWA \$65,000 in 2019 per the IGA terms for design/construction.

2021 funds would be for implementation of the relocation of the existing trail, tree replacement, park landscape and irrigation restoration, and improving the existing on-street crossing for trail users for access across Easter Avenue.

This is a joint project with PW. PW is responsible for all on-street work within this project scope in the amount of \$74,000.

This project implements the 2017 Trails and Recreation Plan Priority T6: Working with partners, complete trail improvements to create a consistent and comfortable network for all trail users.

One-Time

Requested Amount: \$50,000

Key Performance Area:  
Signature Centennial

## BH : Centennial Link Trail

### Budget Request Summary

1. Centennial Link Trail Design - \$100,000 for the design - Re-budget to complete the contract started in 2020. OSF 2021 budget is \$100,000 and Street Fund 2021 budget is \$140,000. This is a joint project with Public Works for the design of both on-street and off-street trail connections for the 16 mile Centennial Link Trail (formerly known as the East-West Trail). Open Space Funds are limited to only off-street connections, wayfinding and signage, and any connections made from off-street to off-street over a roadway. The City received a grant from Arapahoe County Open Spaces for \$100,000 in 2019.
2. Centennial Link Trail Segment 3 Construction - \$500,000 for the construction - The Centennial Link Trail is a 16 mile trail that traverses the entire width of the City of Centennial. Design will be completed in spring of 2021. Segment 3 is the first segment requiring construction on the west side of the trail. This segment is an unfinished segment between E. Orchard Rd. and the Little Dry Creek Trail, south of the High Line Canal. Construction will include:
  - Replacing the soft surface path with 10' wide concrete trail (0.24 miles)
  - Constructing a 10' wide concrete path to connect from E. Orchard Rd. to the Little Dry Creek Trail (0.22 miles)
  - Installation of one minor street crossing striping/signage at E. Orchard Rd.

**One-Time**

**Requested Amount: \$600,000**

Key Performance Area:  
Signature Centennial



Parks and Recreation (700)  
OS Project Level 2 (705)  
City Priority Projects (60172)  
Open Space Fund (111)

## BH : East Fremont Trail Construction

### Budget Request Summary

This project was deferred from 2020 into 2021 due to the COVID-19 pandemic.

This is a joint project with Public Works and the Dove Valley Metro District. The project is for the construction of Phase I of the East Fremont Trail between the Lone Tree Creek Trail to South Jordan Road. The trail will eventually connect east to the Cherry Creek Regional Trail with the completion of phase II.

The City entered into an IGA in 2018 with Dove Valley Metro District for the design of the trail in the amount of \$10,000. City amended the IGA in 2019 to add an additional \$14,500 for a total IGA cost = \$24,500. This amount was paid for with the 2020 budget.

Street Fund 2021 budget is \$40,000 for storm water, curb and gutter on the east end of the trail.

OSF 2021 budget is \$150,000 for storm water, curb and gutter on the east end of the trail and the portion of the trail along the City owned "Potomac Park" property.

This implements the 2017 Trails and Recreation Plan Priority T3: Aligned with the Arapahoe County Bicycle and Pedestrian Master Plan (ACMPMP), prioritize construction of off-street trails in Centennial.

**One-Time**

**Requested Amount: \$150,000**

Key Performance Area:  
Signature Centennial

Parks and Recreation (700)  
OS Project Level 2 (705)  
City Priority Projects (60172)  
Open Space Fund (111)

## BH : Arapahoe Road Bridge Trail

### Budget Request Summary

This project is a joint project with PW that will replace an aged bridge, which has long since outlasted its expected service life and occasionally floods, on a busy Centennial arterial, with a new modern structure that has greater capacity and meets current standards. On the north side of the bridge, access to the Big Dry Creek trail is currently provided with stairs, which are not ADA compliant. The Project will provide an ADA compliant ramp from the north side of Arapahoe Road to the trail, approximately 350 feet in length. Access to the trail will be improved on the south side with a ramp from Arapahoe Road's sidewalk.

The Big Dry Creek Trail connects to the High Line Canal to the north with several neighborhoods and businesses on the south, becomes contiguous with Colorado Boulevard, and ends at the C-470 Trail. At Arapahoe Road, the Project will widen the trail and improve its surface, providing a far better experience for users.

- Street Fund: \$5,200,000 for the repair of the Arapahoe Road bridge deck.
- OSF: \$800,000 for the construction of the ADA compliant trail connection.

One-Time

Requested Amount: \$800,000

### Key Performance Area: Transportation & Mobility

This project implements the 2017 Trails and Recreation Master Plan Priority 2.3: Prioritize construction of grade-separated trail projects in Centennial in alignment with the Arapahoe County Bicycle and Pedestrian Master Plan.

## DP : 2021 Eligible Partner Projects

### Budget Request Summary

These projects are part of the 2021 Eligible Partner Projects and were recommended by the Open Space Advisory Board in June 2020.

1. HLCC Trail Activation and Planting Program (\$73,625) - Implementation of priority projects and plantings as part of the Framework Plan for the High Line Canal. This project will include new tree plantings, design of natural play elements along the canal, nodes with seating and tree coverage, and interpretive signage. This programming will provide educational features for users along the canal and will engage the community through tree planting events and canal cleanups.
2. SSPRD Trail Signage and Wayfinding (\$115,875) - Fabrication and installation of trail signage and wayfinding along major trails within the City of Centennial. Trails included are: Little Dry Creek Trail, Big Dry Creek Trail, Lee Gulch Trail, Centennial Link Trail, and the Willow Creek Trail. Signage will include directional, destination markers, mileage markers, and bridge signage. SSPRD received funding from the City in 2019 for design of the signage and wayfinding throughout these trails.
3. APRD Trails Rec Center Trees (\$19,000) - Improvements to the Trails and Recreation Center to include new tree plantings within the parking lot and the outdoor skate park.
4. APRD Piney Creek Trail Trees (\$18,000) - Continuation of annual tree planting program to install new trees along the Piney Creek Trail, within the City of Centennial.
5. APRD Trail Rest Stations (\$32,400) - Installation of three new trail rest stations and new bike repair facilities at each location. Two of the new rest stations and bike repair facilities would be located at Foxhill Park and one at Spring Creek Park. Spring Creek Park is outside of the City of Centennial boundary but serves as a regional park for the area serving Centennial residents. City Council Policy 2020-CCP-04 states that funding can be used in an area that significantly serves Centennial residents making Spring Creek an eligible location for funding.
6. APRD Shade Structures (\$48,600) - Installation of three new shade structures over existing play equipment. The new shade structures would be placed at Piney Creek Hollow Park, which recently received funding for the new play equipment in 2019, Tollgate Park, which is not located within the City of Centennial boundary, but is heavily utilized by residents of Centennial. Finally Spring Creek Park, which is not within the City of Centennial, but serves as a regional park for the area serving Centennial residents. City Council Policy 2020-CCP-04 states that funding can be used in an area that significantly serves Centennial residents making Tollgate Park and Spring Creek Park eligible for funding.

One-Time

Requested Amount: \$307,500

Key Performance Area:  
Signature Centennial

## BH : 2020 Eligible Partner Projects

### Budget Request Summary

These projects are a re-budget of two year IGAs signed in 2020.

1. **APRD Projects (\$185,000)** - This budget request is for the APRD 2020 Eligible Partner Projects. The Open Space Advisory Board has recommended approval of this project for 2020.
  - **APRD Lookout Park and Pool** – Installation of new terraces and steps to the top of hill, the addition of new seating, new trees and educational signage. The total project cost is \$310,000. APRD has requested \$185,000 with \$125,000 in matching funds for this project.
2. **SSPRD Projects (\$239,000)** - This budget request is for the SSPRD 2020 Eligible Partner Projects. The Open Space Advisory Board has recommended approval of all three projects within this highlight for 2020.
  - **SSPRD Signage and Wayfinding** - Design of uniform trail wayfinding signage for major trails within the City of Centennial. The total project cost is \$30,000. SSPRD has requested \$26,500 with \$3,500 matching funds for the completion of this project.
  - **SSPRD Walnut Hills Elementary School Ballfield Renovation** - Plan, design, and relocate the existing ballfield. Provide ADA access to the new ballfield location as well as the existing tennis courts and shelter. The total project cost is \$240,000. SSPRD has requested \$120,000 with \$120,000 in matching funds for this project.
  - **SSPRD Foxhill Playground Renovation** - Renovation of the existing playground with new play equipment, replacement of the shade pavilion, picnic tables, and benches. The total project cost is \$485,000. SSPRD has requested \$92,500 with \$121,250 in matching funds for this project. SSPRD has also submitted for the Arapahoe County Open Spaces Grant Award, requesting \$271,250. The City of Centennial previously funded design for the Foxhill Playground during the 2019 budget year.

One-Time

Requested Amount: \$424,000

Key Performance Area:  
Signature Centennial

## CONSERVATION TRUST FUND

### Fund Summary

#### Financial Sources

Revenues

*Subtotal Financial Sources*

#### Financial Uses

Expenditures

*Subtotal Financial Uses*

#### Fund Balance

Beginning Fund Balance

Net Change In Fund Balance

**ENDING FUND BALANCE**

	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	2021 Budget - 2020 Adopted	
					\$ Change	% Change
Revenues	\$ 808,968	\$ 710,000	\$ 625,000	\$ 640,000	\$ (70,000)	-10%
<i>Subtotal Financial Sources</i>	<b>808,968</b>	<b>710,000</b>	<b>625,000</b>	<b>640,000</b>	<b>(70,000)</b>	<b>-10%</b>
Expenditures	592,692	540,000	490,000	455,000	(85,000)	-16%
<i>Subtotal Financial Uses</i>	<b>592,692</b>	<b>540,000</b>	<b>490,000</b>	<b>455,000</b>	<b>(85,000)</b>	<b>-16%</b>
Beginning Fund Balance	3,139,533	3,304,533	3,355,809	3,490,809	186,276	6%
Net Change In Fund Balance	216,276	170,000	135,000	185,000	15,000	9%
<b>ENDING FUND BALANCE</b>	<b>\$ 3,355,809</b>	<b>\$ 3,474,533</b>	<b>\$ 3,490,809</b>	<b>\$ 3,675,809</b>	<b>\$ 201,276</b>	<b>6%</b>

## CONSERVATION TRUST FUND

### Budget Detail

Revenues					2021 Budget - 2020 Adopted	
	2019 Actual	2020 Adopted	2020 Projected	2021 Budget	\$ Change	% Change
Lottery Proceeds	\$ 669,622	\$ 640,000	\$ 585,000	\$ 600,000	\$ (40,000)	-6%
Intergovernmental - Other	60,000	-	-	-	-	N/A
Interest Income	79,346	70,000	40,000	40,000	(30,000)	-43%
<b>Subtotal Revenues</b>	<b>808,968</b>	<b>710,000</b>	<b>625,000</b>	<b>640,000</b>	<b>(70,000)</b>	<b>-10%</b>

### Expenditures

#### Parks

Park Maintenance	579,455	30,000	490,000	455,000	425,000	1417%
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#### Trails

Maintenance	13,238	510,000	-	-	(510,000)	-100%
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<b>Subtotal Expenditures</b>	<b>592,692</b>	<b>540,000</b>	<b>490,000</b>	<b>455,000</b>	<b>(85,000)</b>	<b>-16%</b>
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### Budget Summary

Revenues Over (Under) Expenditures	216,276	170,000	135,000	185,000	15,000	9%
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### Fund Balance

Beginning Fund Balance	3,139,533	3,304,533	3,355,809	3,490,809	186,276	6%
Net Change In Fund Balance	216,276	170,000	135,000	185,000	15,000	9%
<b>ENDING FUND BALANCE</b>	<b>\$ 3,355,809</b>	<b>\$ 3,474,533</b>	<b>\$ 3,490,809</b>	<b>\$ 3,675,809</b>	<b>\$ 201,276</b>	<b>6%</b>

## All Funds - 2021 Proposed Budget

	2019 ACTUAL	2020 ADOPTED	2021 BUDGET	2021 BUDGET - 2020 ADOPTED \$ Change	% Change
<b>General Fund</b>					
Beginning Fund Balance	\$ 33,107,112	\$ 29,774,202	\$ 31,313,947	\$ 1,539,745	5%
Revenues	79,358,977	64,113,800	58,344,600	(5,769,200)	-9%
Other Financing Sources, Transfers In					
Transfer In From Land Use Fund	1,453,666	1,123,960	278,050	(845,910)	-75%
<b>Total Sources</b>	<b>113,919,755</b>	<b>95,011,962</b>	<b>89,936,597</b>	<b>(5,075,365)</b>	<b>-5%</b>
Expenditures	62,353,957	60,700,960	57,742,420	(2,958,540)	-5%
Other Financing Uses, Transfers (Out)					
Transfer (Out) to Land Use Fund	(826,124)	(775,000)	-	775,000	-100%
Transfer (Out) to Fiber Fund	(315,897)	(270,000)	-	270,000	-100%
Transfer (Out) to Capital Improvement Fund	(13,000,000)	(1,500,000)	-	1,500,000	-100%
Transfer (Out) to Street Fund	-	(7,436,170)	(3,000,000)	4,436,170	-60%
Ending Fund Balance	37,423,777	24,329,832	29,194,177	4,864,345	20%
<b>Total Uses</b>	<b>\$ 113,919,755</b>	<b>\$ 95,011,962</b>	<b>\$ 89,936,597</b>	<b>\$ (5,075,365)</b>	<b>-5%</b>
<b>Street Fund</b>					
Beginning Fund Balance	\$ -	\$ -	\$ 24,425,680	\$ 24,425,680	N/A
Revenues	-	14,775,000	14,115,000	(660,000)	-4%
Other Financing Sources, Transfers In					
Transfer In From General Fund	-	7,436,170	3,000,000	(4,436,170)	-60%
Transfer In From Capital Improvement Fund	-	22,469,000	2,000,000		
<b>Total Sources</b>	<b>-</b>	<b>44,680,170</b>	<b>43,540,680</b>	<b>\$ (1,139,490)</b>	<b>-3%</b>
Expenditures	-	22,736,170	28,929,080	6,192,910	27%
Ending Fund Balance	-	21,944,000	14,611,600	(7,332,400)	-33%
Operating Reserve	-	1,944,000	1,968,000	24,000	1%
Committed Fund Balance Long Term Projects	-	20,000,000	10,400,000	(9,600,000)	-48%
Uncommitted Fund Balance	-	-	2,243,600	2,243,600	N/A
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 44,680,170</b>	<b>\$ 43,540,680</b>	<b>\$ (1,139,490)</b>	<b>-3%</b>
<b>Capital Improvement Fund</b>					
Beginning Fund Balance	\$ 42,886,009	\$ 47,504,119	\$ 22,046,237	\$ (25,457,882)	-54%
Revenues	765,941	-	-	-	N/A
Other Financing Sources, Transfers In					
Transfer In From General Fund	13,000,000	1,500,000	-	(1,500,000)	-100%
<b>Total Sources</b>	<b>56,651,950</b>	<b>49,004,119</b>	<b>22,046,237</b>	<b>(26,957,882)</b>	<b>-55%</b>
Expenditures	8,695,713	4,161,120	3,629,120	(532,000)	-13%
Other Financing Uses, Transfers (Out)					
Transfer (Out) to Street Fund	-	(22,469,000)	(2,000,000)	20,469,000	-91%
Ending Fund Balance	47,956,237	22,373,999	16,417,117	(5,956,882)	-27%
Committed Fund Balance Building Reserve	-	2,000,000	2,000,000	-	0%
Uncommitted Fund Balance	-	20,373,999	14,417,117	(5,956,882)	-29%
<b>Total Uses</b>	<b>\$ 56,651,950</b>	<b>\$ 49,004,119</b>	<b>\$ 22,046,237</b>	<b>\$ (26,957,882)</b>	<b>-55%</b>
<b>Open Space Fund</b>					
Beginning Fund Balance	\$ 10,987,821	\$ 13,022,121	\$ 15,317,257	\$ 2,295,136	18%
Revenues	3,294,173	3,175,000	5,650,000	2,475,000	78%
<b>Total Sources</b>	<b>14,281,994</b>	<b>16,197,121</b>	<b>20,967,257</b>	<b>4,770,136</b>	<b>29%</b>
Expenditures	640,237	7,436,000	9,326,500	1,890,500	25%
Ending Fund Balance	13,641,757	8,761,121	11,640,757	2,879,636	33%
Committed Fund Balance Long Term Projects	-	7,339,100	8,277,800	938,700	13%
Uncommitted Fund Balance	-	1,422,021	3,362,957	1,940,936	136%
<b>Total Uses</b>	<b>\$ 14,281,994</b>	<b>\$ 16,197,121</b>	<b>\$ 20,967,257</b>	<b>\$ 4,770,136</b>	<b>29%</b>

	2019 ACTUAL	2020 ADOPTED	2021 BUDGET	2021 BUDGET - 2020 ADOPTED \$ Change	% Change
<b>Conservation Trust Fund</b>					
Beginning Fund Balance	\$ 3,139,533	\$ 3,304,533	\$ 3,490,809	\$ 186,276	6%
Revenues	808,968	710,000	640,000	(70,000)	-10%
<b>Total Sources</b>	<b>3,948,501</b>	<b>4,014,533</b>	<b>4,130,809</b>	<b>116,276</b>	<b>3%</b>
Expenditures	592,692	540,000	455,000	(85,000)	-16%
Ending Fund Balance	3,355,809	3,474,533	3,675,809	201,276	6%
<b>Total Uses</b>	<b>\$ 3,948,501</b>	<b>\$ 4,014,533</b>	<b>\$ 4,130,809</b>	<b>\$ 116,276</b>	<b>3%</b>
<b>Land Use Fund</b>					
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	N/A
Revenues	4,026,345	4,116,300	3,776,000	(340,300)	-8%
Other Financing Sources, Transfers In					
Transfer In From General Fund	826,124	775,000	-	(775,000)	-100%
<b>Total Sources</b>	<b>4,852,469</b>	<b>4,891,300</b>	<b>3,776,000</b>	<b>(1,115,300)</b>	<b>-23%</b>
Expenditures	3,398,803	3,767,340	3,497,950	(269,390)	-7%
Other Financing Uses, Transfers (Out)					
Transfer (Out) to General Fund	(1,453,666)	(1,123,960)	(278,050)	845,910	-75%
Ending Fund Balance	-	-	-	-	N/A
<b>Total Uses</b>	<b>\$ 4,852,469</b>	<b>\$ 4,891,300</b>	<b>\$ 3,776,000</b>	<b>\$ (1,115,300)</b>	<b>-23%</b>
<b>Fiber Fund</b>					
Beginning Cash Balance	\$ -	\$ 214,900	\$ 802,870	587,970	274%
Revenues	5,491,149	30,000	35,130	5,130	17%
Other Financing Sources, Transfers In					
Transfer In From General Fund	315,897	270,000	-	(270,000)	-100%
<b>Total Sources</b>	<b>5,807,046</b>	<b>514,900</b>	<b>838,000</b>	<b>323,100</b>	<b>63%</b>
Expenditures	232,588	365,000	305,000	(60,000)	-16%
Ending Cash Balance	5,574,458	149,900	533,000	383,100	256%
<b>Total Uses</b>	<b>\$ 5,807,046</b>	<b>\$ 514,900</b>	<b>\$ 838,000</b>	<b>\$ 323,100</b>	<b>63%</b>
<b>ALL FUNDS</b>					
Beginning Fund Balance	\$ 90,120,475	\$ 93,819,875	\$ 97,396,799	\$ 3,576,924	4%
Revenues	93,745,552	86,920,100	82,560,730	(4,359,370)	-5%
Other Financing Sources, Transfers In					
GF Transfer In From LUF	1,453,666	1,123,960	278,050	(845,910)	-75%
LUF Transfer In From GF	826,124	775,000	-	(775,000)	-100%
Fiber Fund Transfer In From GF	315,897	270,000	-	(270,000)	-100%
CIF Transfer In From GF	13,000,000	1,500,000	-	(1,500,000)	-100%
Street Fund Transfer In From GF	-	7,436,170	3,000,000	(4,436,170)	-60%
Street Fund Transfer In From CIF	-	22,469,000	2,000,000	(20,469,000)	-91%
Total Transfers In	15,595,687	33,574,130	5,278,050	(28,296,080)	-84%
<b>TOTAL SOURCES - ALL FUNDS</b>	<b>199,461,715</b>	<b>214,314,105</b>	<b>185,235,579</b>	<b>(29,078,526)</b>	<b>-14%</b>
Expenditures	75,913,990	99,706,590	103,885,070	4,178,480	4%
Other Financing Uses, Transfers (Out)					
GF Transfer (Out) to LUF	(826,124)	(775,000)	-	775,000	-100%
GF Transfer (Out) to Fiber Fund	(315,897)	(270,000)	-	270,000	-100%
GF Transfer (Out) to CIF	(13,000,000)	(1,500,000)	-	1,500,000	-100%
GF Transfer (Out) to Street Fund	-	(7,436,170)	(3,000,000)	4,436,170	-60%
LUF Transfer (Out) to GF	(1,453,666)	(1,123,960)	(278,050)	845,910	-75%
CIF Transfer (Out) to Street Fund	-	(22,469,000)	(2,000,000)	20,469,000	-91%
Total Transfers (Out)	(15,595,687)	(33,574,130)	(5,278,050)	28,296,080	-84%
Ending Fund Balance	107,952,037	81,033,385	76,072,459	(4,960,926)	-6%
Operating Reserve	-	1,944,000	1,968,000	24,000	1%
Committed Fund Balance	-	29,339,100	20,677,800	(8,661,300)	-30%
Uncommitted Fund Balance	-	49,750,285	53,426,659	3,676,374	7%
<b>TOTAL USES - ALL FUNDS</b>	<b>\$ 199,461,715</b>	<b>\$ 214,314,105</b>	<b>\$ 185,235,579</b>	<b>\$ (29,078,526)</b>	<b>-14%</b>